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## Marketing Strategy for Indonesian Herbal Drink Targeting Generation Z: A SWOT and QSPM Analysis

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### Abstract

The relatively low interest and consumption of herbal drinks among Generation Z, and the limited market penetration of the focal small enterprise in this segment, underscores the need for a more targeted marketing strategy. This study aims to (1) identify and analyze the internal and external factors that influence the small enterprise's marketing efforts toward Generation Z, (2) determine its strategic position, and (3) formulate and prioritize suitable marketing strategies. Internal conditions were assessed using the 7P marketing mix within the Internal Factor Evaluation (IFE) Matrix, while external conditions were analyzed using the PESTEL framework within the External Factor Evaluation (EFE) Matrix. The results show that the small enterprise obtained an IFE score of 2.902 and an EFE score of 2.891, placing it in Quadrant V of the Internal-External (IE) Matrix, which indicates a hold-and-maintain position. This position suggests that market penetration and product development are the most relevant strategic directions. Based on Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, eight alternative marketing strategies were developed. The Quantitative Strategic Planning Matrix (QSPM) indicates that the top-priority strategy is omnichannel marketing integration through offline activation (product sampling) and digital conversion, which achieved the highest Total Attractiveness Score (TAS) of 5.075. This strategy emphasizes direct product trial experiences to reduce stigma toward herbal drinks among Generation Z and subsequently encourages purchases through the enterprise's digital channels.

**Keywords:** Marketing Strategy; Generation Z; Herbal drink; Quantitative Strategic Planning Matrix

### 1. Introduction

Herbal drinks are both a key component of Indonesia's cultural heritage and an increasingly relevant health-related industry. For centuries, they have been consumed to maintain well-being and treat minor ailments in both rural and urban communities (Elfahmi et al., 2014). However, the rapid expansion of modern and global health products has begun to shift consumption patterns, particularly among younger consumers who tend to prefer more practical and instant health solutions (Yahya et al., 2024).

The focal small enterprise in this study, hereafter referred to as XYZ, produces a range of herbal drinks made from natural ingredients to support a healthier lifestyle. Established in 2019, XYZ has developed seven products: an immunity tonic, a blood-lipid-lowering drink, an endurance tonic, an aromatic ginger-based herbal drink, turmeric sparkling, ginger sparkling, and a lemon herbal drink. These products are distributed to major cities across Indonesia and selected international markets. Most sales are generated through online channels such as e-commerce platforms and the company website, with the remainder coming from offline sales in shopping centers.

XYZ has adopted digital marketing through Instagram and its website, emphasizing educational content on health and the benefits of herbal ingredients. The company positions itself as a modern, accessible, and trustworthy provider of

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everyday herbal health solutions. To reinforce this positioning, XYZ underscores product credibility by securing Indonesian Food and Drug Authority (Badan Pengawas Obat dan Makanan/BPOM) registration, Hazard Analysis and Critical Control Points (HACCP) certification, and halal labeling. Sales are conducted via multiple channels—including Shopee, Tokopedia, Blibli, and the official website—and are further supported by participation in MSME expos and collaborative events to strengthen brand awareness.

Internal interviews indicate that XYZ's current customer base is still dominated by Millennial and Generation X consumers, each contributing around 40% of total sales, while Generation Z accounts for only 20%. This pattern is consistent with the firm's existing marketing practices, which are not strongly oriented toward Generation Z, as reflected in relatively low activity and engagement on social media. An & Ngo (2025) showed that the effectiveness of social media content for Generation Z is shaped by interaction, customization, trendiness, and entertainment, yet XYZ has so far paid limited attention to interaction and customization. Huwaida et al. (2024) further find that, beyond information quality, factors such as interaction, social influence, and visual recognizability are critical drivers of purchase intention among Generation Z. Together, these findings suggest that XYZ needs to shift its content orientation from product-centric to audience-centric.

Broader market data reinforce this challenge. A survey by Jakpat (2025) reports that only 35% of Generation Z respondents use herbal medicines or herbal drinks. This is the lowest usage rate among local health products and lies well below over-the-counter medicines (77%), traditional oils and balms (52%), and supplements and multivitamins (47%). The average usage rate across all local health product categories for Generation Z is about 47%, meaning that herbal drinks fall roughly 12 percentage points below this average. Moreover, the proportion of herbal drink users among Generation Z is substantially lower than among older cohorts: 56% for Millennials and 68% for Generation X.

Demographic trends highlight why this situation is strategically important. The 2020 Population Census shows that Indonesia's population is now dominated by Generation Z (27.94%) and Millennials (25.87%), which together account for more than half of the total population (Rainer, 2023). If interest in and consumption of herbal drinks among Generation Z remains low, XYZ risks a gradual erosion of its core customer base as Generation X and Millennials age and decline in number, ultimately threatening the long-term sustainability of its sales and growth. Romero & Criscione-Naylor (2023) emphasize that the engagement and loyalty of younger consumers are critical prerequisites for organizational sustainability.

At the same time, recent studies point to considerable but still underutilized market potential among younger consumers. Yahya et al. (2024) show that young consumers' reluctance toward herbal drink is driven primarily by bitter taste, unpleasant odor, and unattractive appearance. The key challenge, therefore, lies less in the perceived health benefits of herbal drink than in the mismatch between how products are presented and the preferences of younger consumers.

In this context, innovation in marketing strategies become essential. Fathin et al., (2023) demonstrate that health consciousness and trust are positively related to purchase intention for functional beverages among Millennials and Generation Z in Indonesia, indicating that consumer interest cannot be built solely on health claims but must also be supported by communication that fosters trust. Santi & Tjokrosaputro (2024) shows that product innovation and digital marketing have a positive and significant effect on Generation Z's purchase intention. Thus, marketing strategy innovation is relevant not only as a promotional tool but also as a strategic instrument to bridge the gap between the traditional image of herbal drinks and the expectations of Generation Z.

A growing body of research has examined strategy development in the herbal and jamu industry. Kuswinarno et al., (2025) highlights the importance of product innovation and digital media utilization in building sustainable competitive advantage. Pratiwi et al. (2024) analyze business development strategies for herbal drink using SWOT and QSPM, while similar approaches were applied to digital marketing strategies by Nurfaillah et al. (2025) to sago flour products and Putri & Hermawan (2021) However, these studies have not specifically addressed marketing strategies for herbal drinks targeting the Generation Z segment. Against this backdrop, the present study focuses on XYZ and seeks to fill this gap by combining SWOT analysis and QSPM to formulate and prioritize more targeted marketing strategies for Generation Z.

## **2. Methodology**

### **2.1. Research design**

This study employed a descriptive, case-study design to formulate and prioritize marketing strategies for XYZ, a small enterprise producing herbal drinks for the Generation Z segment. The research followed the three-stage strategy formulation framework proposed by David & David (2017), consisting of an input stage, a matching stage, and a decision stage. In the input stage, internal and external strategic factors were identified and evaluated using the Internal Factor Evaluation (IFE) Matrix and External Factor Evaluation (EFE) Matrix. In the matching stage, these results were integrated into an Internal–External (IE) Matrix and a SWOT Matrix to generate a set of feasible strategic alternatives. Finally, in the decision stage, the Quantitative Strategic Planning Matrix (QSPM) was used to prioritize alternative strategies based on their relative attractiveness.

### **2.2. Data collection**

First, key internal and external factors relevant to XYZ's business and its Generation Z target market were identified through semi-structured interviews with the owner/management team and selected internal experts familiar with the company's operations and marketing activities. Second, these factors were translated into questionnaire items to be assessed by expert respondents (e.g., owner, managers, and external practitioners with experience in herbal drink marketing). The expert respondents were asked to validate the relevance and clarity of each factor and to provide importance weights and ratings required for the IFE and EFE matrices.

### **2.3. Identification and validation of strategic factors**

Internal and external environmental analyses were conducted to identify strengths, weaknesses, opportunities, and threats affecting XYZ in marketing herbal drinks to Generation Z. Internal factors included aspects such as product portfolio, production capability, certifications (BPOM, HACCP, halal), digital marketing practices, and financial and human resources, whereas external factors covered market trends, consumer preferences, competitive intensity, regulatory environment, and technological developments in digital marketing.

The preliminary list of internal and external factors was refined through expert validation. Experts evaluated whether each factor was accurate, relevant, non-overlapping, and sufficiently specific. Factors that were considered unclear or redundant were revised or removed, and additional factors were added where necessary. This validation ensured that only key strategic factors were included in subsequent IFE and EFE analyses, in line with recommendations that IFE/EFE matrices should focus on the most critical internal and external determinants of organizational performance.

### **2.4. Construction of IFE and EFE matrices**

Following the validated list of factors, IFE and EFE matrices were constructed according to the procedure described by David and David (2017). The research variables for internal factors are identified using the 7P marketing mix (Product, Price, Place, Promotion, People, Process, Physical Evidence). External factors are analyzed using the PESTEL framework (Political, Economic, Social, Technological, Environmental, Legal). Primary data are collected through observation, semi-structured interviews, and closed-ended questionnaires administered to respondents selected through purposive sampling, consisting of the company director, marketing experts, and marketing academics. Indicator validation is carried out using the Content Validity Index (CVI).

Each internal and external factor was assigned a weight between 0.0 and 1.0, reflecting its relative importance for XYZ's success in the Generation Z market, with the sum of all weights in each matrix equal to 1.0. Expert respondents then rated XYZ's current condition on each factor using a four-point scale, where 4 indicates a major strength, 3 a minor strength, 2 a minor weakness, and 1 a major weakness for internal factors, and similarly for external factors with respect to the firm's response to opportunities and threats.

The weighted score for each factor was obtained by multiplying its weight by the corresponding rating. The total weighted scores for the IFE and EFE matrices were calculated by summing all individual weighted scores. These totals provide an overall indication of the enterprise's internal strength and its ability to respond to external conditions. The resulting IFE and EFE scores were subsequently used as inputs for the IE Matrix.

### **2.5. IE Matrix and SWOT Matrix development**

The IE Matrix was developed by plotting the total IFE score on the horizontal axis and the total EFE score on the vertical axis, thereby positioning XYZ in one of nine possible strategic cells (grow and build, hold and maintain, or harvest and

divest). This positioning provided an initial indication of the appropriate generic strategic posture for XYZ in the Generation Z herbal drink market

In parallel, a SWOT Matrix was constructed using the key internal strengths and weaknesses and external opportunities and threats identified earlier. The SWOT Matrix was then used to generate a set of alternative strategic options by systematically matching internal and external factors into SO (strength–opportunity), ST (strength–threat), WO (weakness–opportunity), and WT (weakness–threat) strategies. These alternatives served as the input strategies for the subsequent QSPM analysis.

## 2.6. Quantitative Strategic Planning Matrix (QSPM)

To determine the priority among the alternative strategies generated from the SWOT Matrix, this study applied to the QSPM, as recommended in previous works on business and marketing strategy formulation. QSPM integrates the weighted internal and external factors from the IFE and EFE matrices with strategic alternatives to calculate a Total Attractiveness Score (TAS) for each strategy

The procedure involved several steps. First, all key internal and external factors and their respective weights were listed in the left column of the QSPM. Second, the strategic alternatives derived from the SWOT Matrix were placed in the top row. Third, expert respondents were asked to assign Attractiveness Scores (AS) ranging from 1 (not attractive) to 4 (highly attractive) for each factor–strategy combination, indicating the extent to which the strategy effectively responds to the factor, while a score of 0 was used if a factor was irrelevant to a particular strategy. Fourth, the TAS for each strategy was calculated by multiplying the weight of each factor by its AS and summing the products across all factors. The strategies were then ranked based on their TAS values, with higher scores indicating higher strategic priority.

## 3. Results and Discussion

### 3.1. IFE and EFE Assessment

The IFE matrix summarizes internal strengths and weaknesses and quantifies their relative importance through weights and ratings assigned by expert respondents. Table 1 presents the quantitative results of the IFE analysis for PT XYZ.

**Table 1** IFE Matrix

Internal Factors	Weight	Rating	Score
<b>Strenghts</b>			
Organic raw materials	0,067	4	0,268
Product taste aligned with Generation Z's preferences	0,073	4	0,293
Prices match benefits and target market	0,067	2	0,134
Price bundling promo on e-commerce	0,055	3	0,165
Online channels as main sales drivers	0,073	3	0,220
Clear display of complete certifications	0,073	4	0,293
Responsive customer service	0,073	3	0,220
Attractive, modern packaging	0,067	4	0,268
Well-designed and user-friendly digital channels	0,073	3	0,220
Total			2,079
<b>Weakness</b>			
Limited offline presence in Generation Z spaces	0,067	3	0,201
Low social media posting frequency	0,061	2	0,122
Weak social media response and traffic	0,061	1	0,061
Content innovation constrained by budget	0,061	2	0,122

Few marketing staff	0,061	3	0,183
Inconsistent engagement and unmanaged leads	0,067	2	0,134
Total			0,823
The total score of interal factors			2,902

The expert assessment of internal factors yields a total IFE score of 2.902. This value indicates that the company's internal condition is at an average level, suggesting that PT XYZ possesses a balanced combination of strengths and weaknesses. The most prominent strengths are the company's complete legal certifications (BPOM and halal), which are visibly communicated to build consumer trust, and its product taste innovation tailored to Generation Z preferences, each with a score of 0.293.

The highest-scoring weakness (0.201) relates to the limited offline marketing presence in spaces where Generation Z typically interacts, followed by the limited number of marketing personnel (0.183). These weaknesses suggest that, despite having credible products and appropriate taste profiles, PT XYZ's ability to reach and engage Generation Z consumers offline and to manage marketing activities intensively remains constrained.

**Table 2** EFE Matrix

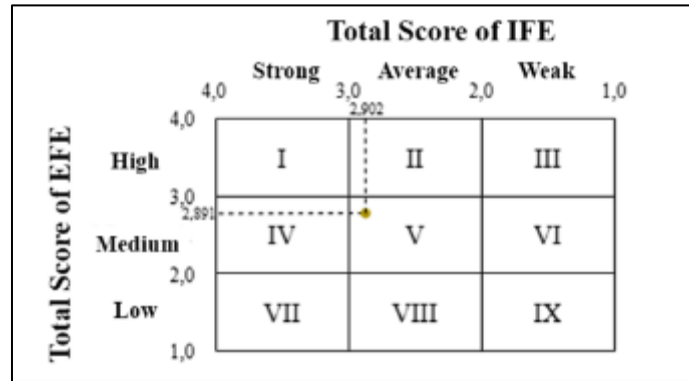
External Factors	Weight	Rating	Score
<b>Strenghts</b>			
Government support (expos, training, and SME development programs)	0,130	4	0,522
Health-oriented lifestyle trends	0,120	3	0,359
Broaden collaboration opportunities	0,130	3	0,391
Digitalization enabling stronger online marketing	0,120	3	0,359
SME certification and mentoring programs	0,120	3	0,359
Digital tools for performance tracking and data-driven strategy	0,098	2	0,196
Total			2,185
<b>Weakness</b>			
Drinking herbal drinks is not yet a cultural habit among Generation Z	0,109	4	0,435
Raising competition and substitute products	0,098	2	0,196
Total			0,707
The total score of external factors			2,891

Table 2 presents the quantitative results of the EFE analysis. The total EFE score obtained is 2.891, indicating that PT XYZ's response to its macro-environmental conditions is at a moderate level. The largest opportunity, with a score of 0.522, arises from government support in the form of expos, training, and SME development programs, which significantly benefit PT XYZ. This is followed by opportunities related to healthy lifestyle trends, digital transformation, and SME certification programs, all of which can strengthen brand credibility and digital marketing effectiveness. The highest-scoring threat (0.435) stems from socio-cultural factors, namely the empirical finding that drinking herbal drinks has not yet become a habitual cultural practice among Generation Z. This threat underscores the risk that, without effective repositioning and communication strategies, PT XYZ may struggle to increase herbal drink adoption within this demographic, despite favorable policy and technological environments.

### 3.2. Company Positioning Using the IE Matrix

The IE Matrix is used to determine the strategic position of a business based on its internal strength and external environmental conditions. By summarizing all internal and external factors into a single framework, the IE Matrix provides a visual representation of the company's overall strategic posture.

The IFE and EFE scores for PT XYZ—2.902 and 2.891, respectively—place the company in Cell V (the central quadrant) of the IE Matrix. This position suggests that PT XYZ is best suited to adopt a hold and maintain strategy (David & David, 2017). In practical terms, this strategic orientation emphasizes intensive strategies such as market penetration and product development, rather than aggressive expansion or retrenchment. Figure 1 illustrates PT XYZ’s position in the IE Matrix.



**Figure 1** The IE Matrix

Given PT XYZ's strong internal product attributes—particularly its certified, natural ingredients and taste profiles adapted to younger consumers—contrasted with the real threat of shifting cultural habits among young consumers and constraints in marketing human resources, an overly aggressive expansion strategy would risk over-extending the company’s limited resources. A more adaptive strategic focus for PT XYZ is market penetration, which involves increasing the adoption of herbal drink among Generation Z by leveraging existing e-commerce platforms and social media channels, while simultaneously pursuing product development through ready-to-drink sparkling variants that better align with modern lifestyle preferences.

**3.3. Strategy Formulation Using the SWOT Matrix**

SWOT is a long-established analytical tool in strategic management, and recent literature indicates that it remains relevant when used as a strategy formulation device rather than as the sole basis for decision-making (Puyt et al., 2025). Recent studies also emphasize that the limitations of traditional SWOT lie in its subjectivity, limited focus on the most critical factors, and its tendency to provide a static analysis when applied in isolation (Wu et al., 2024). Therefore, in this study SWOT is not used as a stand-alone method, but rather as a matching stage to translate the identified internal and external factors into strategic alternatives. Its weaknesses are mitigated through the use of the IFE and EFE matrices for factor weighting, the IE Matrix for mapping the company’s strategic position, and the QSPM for determining strategy priorities (Wang et al., 2024). Accordingly, the choice of SWOT in this research is grounded in its suitability for the study’s objective to systematically formulate alternative marketing strategies for PT XYZ before identifying the priority strategies. By matching strengths and weaknesses with opportunities and threats in the SWOT Matrix, eight alternative strategies are generated, as presented in Table 3.

**Tabel 3** SWOT Matrix

	<b>Strengths (S)</b>	<b>Weaknesses (W)</b>
	S1. Organic raw materials S2. Taste aligned with Gen Z preferences S3. Prices match benefits and target market S4. Price bundling promos on e-commerce S5. Online channels as main sales driver S6. Clear display of complete certifications S7. Responsive customer service S8. Attractive, modern packaging S9. User-friendly, well-designed digital channels	W1. Limited offline presence in Gen Z spaces W2. Low social media posting frequency W3. Weak social media response and traffic W4. Content innovation limited by budget W5. Few marketing staff W6. Inconsistent engagement and

		unmanaged leads
<b>Opportunities (O)</b> O1. Government support (expos, training, SME programs) O2. Health-oriented lifestyle trends O3. Broad collaboration opportunities O4. Digitalization enabling stronger online marketing O5. SME certification and mentoring programs O6. Digital tools for performance tracking and data-driven strategy	<b>SO Strategies</b> SO1. Strengthen credibility and quality transparency (S1, S6, S8, S9 + O2, O5) SO2. Expand penetration via micro-influencers and communities (S2, S7, S8 + O3, O4)	<b>WO Strategies</b> WO1. Standardize content operating system (W2, W4, W5 + O1, O4) WO2. Boost UGC to save content costs and increase engagement (W3, W4 + O3, O4)
<b>Threats (T)</b> T1. Herbal drinks not yet a habit among Generation Z T2. Rising competition and substitutes T3. Foreign regulations limiting expansion	<b>ST Strategies</b> ST1. Position herbal drinks as a modern, ready-to-drink health beverage (S2, S8, S9 + T1) ST2. Differentiate from substitutes through transparency and certifications (S1, S3, S6 + T2)	<b>WT Strategies</b> WT1. Use omnichannel marketing with offline sampling and digital conversion (W1+T1, T2) WT2. Focus on key channels and standardize KPIs (W5, W2 +T2)

**3.4. Formulating Priority Strategies Using QSPM**

The final stage of the analysis is to evaluate the alternative SWOT strategies objectively using the Quantitative Strategic Planning Matrix (QSPM). Based on the QSPM calculations, the highest Total Attractiveness Score (TAS) is achieved by Strategy 7 (STR7), “Omnichannel Marketing Integration through Offline Activation (Product Sampling) and Digital Conversion,” with a TAS value of 5.075. Table 4 summarizes all alternative strategies along with their rankings and TAS values.

**Table 4** Summary of QSPM Strategy Priorities

No	Alternative Strategy	Rank	TAS
STR1	Optimize credibility branding and quality transparency	2	4.717
STR2	Expand market penetration via micro-influencer and community collaboration	4	4.494
STR3	Standardize the content management system (content operating system)	8	3.533
STR4	Strengthen user-generated content (UGC)	5	4.472
STR5	Position herbal drinks as a modern, ready-to-drink health beverage aligned with current trends	6	4.427
STR6	Differentiate from substitutes by emphasizing proof of quality and value transparency	3	4.583
STR7	Integrate omnichannel marketing through offline sampling and digital conversion	1	5.075
STR8	Focus on priority marketing channels and standardize KPIs	7	4.136

Strategy 7 is prioritized because it directly addresses the main barriers to herbal drink consumption among Generation Z by providing a tangible product experience that is subsequently converted into digital transactions. Its justification is reinforced by Huwaida et al. (2024), who identify three key drivers of purchase intention among Generation Z. First, offline activation through direct product sampling is highly relevant for building hedonic outcome expectations (importance value 0.178). Second, digital conversion via marketplaces after offline activation fulfills Generation Z's utilitarian outcome expectations (importance value 0.180). Third, two-way interaction after sampling—such as through WhatsApp Business—strengthens interactivity, which also exerts a direct effect on purchase intention. Once a positive perception has been formed, the provision of QR codes at sampling locations serves as a seamless bridge from offline experience to online marketplace transactions (Chen et al., 2022).

The second-highest priority is Strategy 1, "Optimizing credibility branding and quality transparency," with a TAS of 4.717. After young consumers develop a liking for the product taste through Strategy 7, they require validation and evidence before adopting herbal drinks as part of their daily routine. Prominently displaying BPOM registration and halal certification provides a rational foundation for building brand trust among young consumers (Panyekar & Marsasi, 2024). The third priority, with a TAS of 4.583, is Strategy 6, "Differentiating from substitute products through emphasis on transparency and quality certification," which functions as a defensive mechanism against instant supplement competitors (Verain et al., 2016).

The fourth priority is Strategy 2, "Expanding market penetration through strategic collaboration with micro-influencers and communities" (TAS 4.494). Collaborations with role models that embody the productivity ideals of the target market make message diffusion (word-of-mouth) feel more authentic and relevant (Bagus et al., 2024). The fifth priority is Strategy 4, "Strengthening user-generated content" (TAS 4.472), followed by Strategy 5, "Rebranding herbal drink as a modern, ready-to-drink health beverage aligned with market trends" (TAS 4.427). Strategy 8, "Focusing on priority marketing channels and standardizing KPIs," ranks seventh (TAS 4.136), and Strategy 3, "Standardizing the content management system," is placed last with a TAS of 3.533.

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#### 4. Conclusion

Based on the IFE Matrix, PT XYZ attains a total score of 2.902, indicating an average level of internal operational performance. The EFE Matrix yields a total score of 2.891, suggesting a moderate response to external environmental dynamics. Plotting these scores on the IE Matrix places PT XYZ in Cell V, which implies that the most appropriate strategic posture is a hold-and-maintain strategy, implemented through intensive market penetration and continuous product-line development.

The SWOT Matrix, constructed by matching internal and external factors, generates eight alternative marketing strategies for PT XYZ. QSPM results identify Strategy 7, "Omnichannel marketing integration through offline activation (sampling) and digital conversion," as the top priority, with the highest TAS of 5.075. This strategy is operationalized through product sampling in Generation Z micro-communities (e.g., campuses and local bazaars), supported by QR codes linking directly to marketplaces, digital vouchers, and targeted promotions for young consumers. The second priority is Strategy 1, "Optimizing credibility branding and quality transparency" (TAS 4.717), followed by Strategy 6, "Differentiating from substitute products by reinforcing proof of quality and value transparency" (TAS 4.583). Taken together, the QSPM-derived hierarchy outlines a tactical roadmap for PT XYZ: overcoming taste-related stigma through offline experience, consolidating trust via transparent legality, and expanding reach through digital collaboration.

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#### Compliance with ethical standards

##### *Disclosure of conflict of interest*

No conflict of interest to be disclosed.

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