

## The effect of distribution channels and menu variations on increasing sales: A case of halal food

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**SERAMBI**

**275**

### Abstract

This study aims to examine the impact of distribution channels and menu variety on sales growth in a halal food bread store. Utilizing an associative quantitative approach and a total sampling technique, 70 active resellers were selected as respondents. Data was collected through a questionnaire, and the results were analyzed using SPSS 25 with multiple linear regression. The findings of the study indicate that both menu variety and distribution methods significantly and positively influence sales growth to a certain extent. These results highlight the importance of integrated marketing strategies that combine expanding distribution and menu innovation to enhance competitiveness and foster business growth. This research is intended to serve as a reference for developing marketing strategies for small and medium-sized enterprises (SMEs) in the food sector.

### Public Interest Statement:

This study is highly relevant for society, especially MSMEs in the food sector. Understanding the influence of distribution channels and menu variety on sales can help MSMEs optimise marketing strategies, improve efficiency and innovation, support local economic growth, enhance competitiveness, and provide consumers with more diverse and higher-quality products.

**Keywords:** *Distribution Channels, Menu Variations, Sales Increases, MSMEs, Marketing.*

**Paper type:** Research paper

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## Abstrak

Penelitian ini bertujuan untuk mengkaji dampak saluran distribusi dan variasi menu terhadap pertumbuhan penjualan di toko roti halal. Dengan menggunakan pendekatan kuantitatif asosiatif dan teknik pengambilan sampel total, 70 reseller aktif dipilih sebagai responden. Data dikumpulkan melalui kuesioner, dan hasilnya dianalisis menggunakan SPSS 25 dengan regresi linier berganda. Temuan penelitian menunjukkan bahwa variasi menu dan metode distribusi berpengaruh signifikan dan positif terhadap pertumbuhan penjualan hingga batas tertentu. Hasil ini menyoroti pentingnya strategi pemasaran terpadu yang menggabungkan perluasan distribusi dan inovasi menu untuk meningkatkan daya saing dan mendorong pertumbuhan bisnis. Penelitian ini dimaksudkan sebagai referensi dalam mengembangkan strategi pemasaran bagi usaha kecil dan menengah (UKM) di sektor pangan.

## Pernyataan Kepentingan Publik:

Studi ini sangat relevan bagi masyarakat, terutama UMKM di sektor makanan. Memahami pengaruh saluran distribusi dan keragaman menu terhadap penjualan dapat membantu UMKM mengoptimalkan strategi pemasaran, meningkatkan efisiensi dan inovasi, mendukung pertumbuhan ekonomi lokal, memperkuat daya saing, serta menyediakan konsumen dengan produk yang lebih beragam dan berkualitas tinggi.

**Keywords:** Saluran Distribusi, Variasi Menu, Peningkatan Penjualan, UMKM, Pemasaran.

## Introduction

Halal food has become a significant and rapidly growing sector in Indonesia, driven by the country's sizeable Muslim population and increasing consumer awareness of halal-certified products. The Indonesian government has actively promoted halal compliance, making it a key factor in both domestic and international markets. For Micro, Small, and Medium Enterprises (MSMEs), halal certification not only enhances product credibility but also expands market opportunities, particularly in the food and beverage industry.

MSMEs have a strategic function in Indonesia's economic structure, as they make up the majority of business actors across the country. According to data from the Ministry of Cooperatives and SMEs, there were approximately 64,197,050 MSMEs in Indonesia by 2023. These enterprises play a crucial role in generating employment opportunities. However, they also face intense competition due to globalization (Salimah et al., 2024). While MSMEs have significant potential for economic growth, this growth has not always been matched by improvements in the quality of the business actors themselves (Harahap et al., 2023).

Marketing plays a vital role in the success of MSMEs, particularly in the halal food sector. According to Kotler and Armstrong (2016), marketing is a process through which companies create value for consumers and build long-term relationships to gain reciprocal benefits (Sope, 2023). Effective marketing involves strategic distribution channels that act as intermediaries between producers and consumers. Efficient distribution ensures product accessibility, timely availability, and faster consumer acceptance—all of which contribute to increased sales. For halal food MSMEs, strong marketing and distribution strategies are essential to meet growing demand and compete in both local and global markets.

Marketing, as defined by Kotler (2001), involves efforts to engage targeted markets and create transactions that fulfill consumer needs (Rambe & Aslami, 2022). A well-planned marketing strategy is essential for business growth, requiring creativity in promoting products or services (Sundari & Lestari, 2022). Offering a diverse menu keeps

consumers interested and encourages them to try new products. Sales can be driven by several factors, including product quality, pricing that suits consumers, and appealing menu variations. Effective promotions, friendly service, strategic locations, and seasonal moments also enhance sales potential. Hence, in today's competitive business environment, companies must optimize performance and adapt to changes to remain relevant and retain customers.

After producing a product, the goal is to market it to consumers, making seller-buyer activities vital for generating income. Companies aim to sell products to cover costs and achieve profit (Iskandar & Suarsih, 2022). Distribution channels are key marketing decisions that ensure product availability at the right place and time for customers. Quality distribution includes logistics effectiveness and aspects like reliability, product availability, and accessibility. Effective distribution channels enhance market reach and increase revenue potential (Elena Safitri et al., 2023).

Menu variations are a well-established strategy in the business world, commonly used by entrepreneurs as part of their marketing efforts. Kotler (2018) explains that offering diverse menu options helps increase sales, expand market capacity, satisfy distributors, enhance brand image, and strengthen competitive positioning. Additionally, menu variations influence consumer purchasing decisions by providing a wider selection of products tailored to different tastes and preferences, ensuring consistent product availability (Bagus & Dharma, 2024). However, existing research presents conflicting findings regarding the impact of key marketing strategies – such as distribution channels and menu variations – on sales performance. Agusriadi (2023) found that distribution channels have a significant positive effect on sales volume, particularly in the case of PT NPSO. In contrast, Ismiati & Widiyastuti (2022) concluded that distribution channels do not significantly influence sales volume. Similarly, studies on menu variations yield mixed results. Ratnasari et al. (2023) argued that product diversity and discount offers do not significantly impact sales growth, while Erinda et al. (2022) demonstrated that product variations and discounts have a strong positive effect on sales volume.

Most prior studies have examined either distribution channels or menu variations in isolation, often producing inconsistent findings. Moreover, few studies have explored how these two factors interact to influence sales performance, particularly in local business contexts such as small bakeries or food stalls. This study seeks to bridge that gap by investigating the combined effect of distribution channels and menu variations on sales growth in a local bread store setting. By analyzing how these two strategies work together, this research aims to provide new insights into their synergistic impact on sales performance. The findings are expected to contribute to the existing literature by offering a more comprehensive understanding of how small food businesses can optimize their marketing strategies to drive growth. Additionally, this study addresses the lack of localized research in this area, making it particularly relevant for MSMEs operating in similar contexts.

## Literature Review

### Islamic marketing

Islamic Marketing (IM) has emerged as a distinct discipline that harmonizes Islamic ethical principles with contemporary marketing strategies to serve the growing Muslim consumer base. With the global Muslim population projected to reach nearly 2.2 billion by 2030, this approach presents significant opportunities for businesses seeking to engage this influential market while upholding Islamic values (Abdullah et al., 2015).

The foundation of Islamic marketing lies in its unique marketing mix, which adapts conventional elements to align with Shariah principles. Products must satisfy two key criteria:

being halal (religiously permissible) and tayyib (pure, safe, and ethically sourced). This requirement extends beyond food to encompass diverse sectors, including cosmetics, pharmaceuticals, financial services, and tourism, necessitating certification from recognized Islamic authorities.

Pricing strategies in Islamic marketing emphasize fairness and transparency, prohibiting exploitative practices such as price gouging or deception. The concept of fair pricing (*tas'ir*) in Islamic economics ensures that prices reflect actual value while considering consumer welfare. This approach aligns with the prohibition of *gharar* (excessive uncertainty) in transactions. Marketing communications must uphold truthfulness and avoid manipulative tactics, respecting Islamic norms regarding modesty and propriety. Advertisements should refrain from using controversial imagery or messages that conflict with Islamic values. The distribution channels must ensure product availability while maintaining halal integrity throughout the supply chain, requiring special attention to logistics and storage conditions (Alserhan, 2016; Karimova, 2015).

Several critical factors distinguish Islamic marketing from conventional approaches. Strict conformity to Shariah law serves as the fundamental requirement, governing all aspects of business operations. Islamic marketing emphasizes the development of distinctive business character, where integrity and trustworthiness become core brand attributes. Successful implementation requires genuine commitment to Islamic values rather than superficial compliance. This includes embedding moral considerations into every business decision and maintaining customer centricism that prioritizes the needs and values of Muslim consumers. Companies must demonstrate this commitment consistently to build long-term trust with their target audience (Abdullah et al., 2015).

The growth of Islamic marketing reflects broader trends in ethical consumerism, with Muslim consumers increasingly favoring brands that authentically represent their values. As this market continues to expand, businesses that effectively integrate Islamic principles into their marketing strategies stand to gain a competitive advantage while contributing to the development of an ethical economic ecosystem. This approach presents challenges, particularly in standardization and certification processes, but also offers opportunities for innovation in product development and marketing communication. The future of Islamic marketing lies in balancing commercial objectives with religious compliance, creating value for both businesses and consumers in the global halal economy (Abdullah et al., 2015).

### **Distribution channels**

According to Suryani (2008), distribution channels can be interpreted as an intermediary business actor that manages activities to organize and distribute products and services from producers to consumers. In the process of delivering goods from producers to consumers, distribution channels act as intermediaries (Aswan et al., 2023). Pękała & Szopa (2012) in their research state that the distribution channel is influenced by a collection of parts of different organizations, which are involved during the flow stages of goods and services by businesses to consumers. The way a company distributes its goods or services to customers is a key element in marketing. Because it can increase the number of customers from the distribution area, choosing the right distribution channel will benefit the company's sales. If the company chooses the wrong distribution channel, this will lead to stagnation. Ultimately, having strong distribution channels will increase market share and make marketing efforts more successful and efficient. Therefore, one of the factors that determines marketing performance is distribution channels. If the effectiveness of distribution channels is high, this will contribute to improving marketing performance (Karina & Sari, 2022). According to Sudaryono (2016), there are five indicators of the distribution channel. Channel conflict (Munte & Sibarani, 2021).

## Menu variety

Menu variation is the variety of products that the company promotes to consumers. Another definition of menu variation is the number of dishes offered by the seller, which are distinguished by recipes, ingredients, manufacturing techniques, and the variety of dishes in a service (Cahya & Budi, 2024). Chayani & Budiarti (2021) highlight the importance of effective marketing strategies in a highly competitive business environment, specifically that sellers must maximize their financial investments and implement marketing components such as product diversification to increase their competitiveness against similar products (Sugiyanto et al., 2024). Product variety indicators are composed of: Product completeness, Product brand, Product size variation, Product quality (Finthariasari et al., 2020).

## Sales

Sales can be considered a form of feedback on a company's marketing efforts. The term "sales" has various meanings depending on the context of the issue being discussed. According to Gary Armstrong (2014), sales activities are often misunderstood through marketing. In this concept, sales is predominantly defined as the activity of selling products and services. Marketing activities are revenue-based, which is an assessment of the actual sales results of a company within a specific period of time (Raihan et al., 2024). Consistent sales can generate large profits. With abundant profits, the company will find that the processing and production of various types of commodities in large quantities becomes easier. Then producers can meet the needs of consumers so that they get satisfaction. When the level of consumer satisfaction is met, it will lead to an increase in sales (Tanjung et al., 2023). Indicators of increased sales: Achieving sales volume, earning profits, supporting company growth (Surianti et al., 2023).

## Methods

The type of research applied in this study is quantitative. Associative quantitative research aims to identify the correlation between two or more variables. In this study, it only measures the level of variables in one population or sample, while correlation and associative research studies the relationship between two or more variables. On the other hand, while quantitative correlation only indicates a relationship, finding a causal relationship between the variables involved is the goal of an associative study.

## Population and Sample

The population in this study, Reseller Roti Dua Berkah Binjai, is dominated by women/men aged 25-60 years who run this business as a source of additional income or a side business. They have generally been resellers for 1-3 years with a sales volume of 20-100 packs per day and a monthly income in the range of IDR 500,000 to IDR 3,000,000. Their operational patterns tend to pick up goods every day in the morning with cash payments, and utilize WhatsApp and social media for communication. It is known that the total population is 70 people. Hence, a sample is a portion of the population selected through a specific process to represent the population, or a portion of the population that has the same characteristics as the population (Sugiyono, 2019). Due to the small population size, the sampling strategy used in this study was total sampling. Consequently, 70 individuals formed the sample applied in this study.

## Measurement

The variable of distribution channel was measured using items adapted from Kotler and Keller (2016), focusing on aspects such as channel accessibility, efficiency, and customer reach. Meanwhile, the menu variation variable was measured using indicators adapted from

Hanaysha (2020), which include dimensions such as product diversity, uniqueness, and the level of customer satisfaction with the menu offerings. All questionnaire items were reviewed and revised to ensure their contextual relevance to the operational setting of Roti Dua Berkah Binjai, especially in the context of small business practices and the local market environment. The data collected were analyzed using multiple linear regression with the aid of SPSS version 25 to examine the effects of the independent variables on the dependent variable, namely sales growth.

The purpose of the reliability test in this study is to determine the consistency of the measurement results. The test was conducted by analyzing the alpha reliability coefficient, commonly known as the Cronbach's Alpha score. A variable is considered reliable if the alpha value exceeds the threshold of 0.6. Based on the results of the analysis, the Cronbach's Alpha score obtained in this study was 0.863 for a total of 12 items. This value is well above the minimum acceptable limit, indicating that the measurement instrument used in this study has good internal consistency. Therefore, the data are considered reliable and meet the requirements to proceed to the next stage of analysis.

## Results and discussion

### 4.1. Descriptive statistics

In this study, a descriptive analysis was conducted to describe the characteristics of the respondents, consisting of 70 resellers of Roti Dua Berkah Binjai. The respondents were predominantly individuals aged between 25 and 60 years old, who ran this business as a source of additional income. Their average experience as resellers ranged from 1 to 3 years, with daily sales volumes between 20 and 100 packages. Their monthly income varies between IDR 500,000 and IDR 3,000,000. The variables measured in this study include distribution channels (SD), menu variety (VM), and sales growth (PP). The results of the descriptive analysis show that:

**Tabel 1.**

*Descriptive statistics*

Variable	Mean	Standard Deviation	Minimum	Maximum
Distribution Channel (DC)	3.45	0.78	2.00	5.00
Menu Variation (MV)	4.12	0.65	2.50	5.00
Sales Increase (SI)	3.85	0.72	2.00	5.00

Source: Research Data, 2025 (Processed Data)

The results of this descriptive analysis provide an overview of respondents' perceptions of the distribution channels and menu variety offered by Roti Dua Berkah Binjai. The high average score for menu variety indicates that respondents are satisfied with the diversity of products offered, while the moderate score for distribution channels suggests that there is room for improvement in the distribution system. Overall, these results serve as a basis for further analysis of the impact of distribution channels and menu variety on sales growth.

### 4.2. Regression

The purpose of hypothesis testing is to determine whether a hypothesis can be accepted or rejected. The hypothesis proposed in this study relates to how menu diversity and distribution channels affect the sales growth of Roti Dua Berkah Binjai. In order to test the acceptance or rejection of the hypothesis, multiple regression analysis will be carried out

using the SPSS 25 program to facilitate the researcher's data analysis process. The results of data processing through SPSS are as follows:

**Table 3.**  
*Regression*

Multiple Linear Regression Test					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	3,182	1,468			
Distribution Channel	,267	,081	,363		
Menu Variety	,212	,096	,262		
a. Dependent Variable: Sales Increase					
F test					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	91,479	2	45,740	16,969	,000b
Residual	180,592	67	2,695		
Total	272,071	69			
a. Predictors: (Constant), Menu Variety, Distribution Channel					
b. Dependent Variable: Sales Increase					
Test Coefficient of Determination					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	,580a	,336	,316	1,642	
a. Predictors (Constant),					
b. Dependent Variable: Sales Increase					
t test					
Model	Unstandardized Coefficients		Standardize d Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	2,392	1,468		2,167	,034
Distribution Channel	,411	,081	,393	3,308	,002
Menu Variety	,679	,096	,262	2,209	,031
a. Dependent Variable: Sales Increase					
b. Dependent Variable: Sales Increase					

Source: Research Data, 2025 (Data Processed)

The following are the results Multiple Linear Regression Test of calculations carried out using a computer program and the SPSS 25 application:  $a = 3,182$ .  $b_1 = 0,267$ .  $b_2 = 0,212$  So that the multiple regression equation can be known, namely:  $PP = 3.182 + 0.267SD + 0.212VM$ . The regression analysis provides insight into the influence of each independent variable on sales increase (PP) at Roti Dua Berkah Binjai. The constant value of 3.182 indicates that if both the Distribution Channel (SD) and Menu Variations (VM) are at zero, the baseline level of sales increase is 3.182. Furthermore, the beta coefficient of 0.267 for the SD variable suggests that

utilizing effective distribution channels can lead to a 26.7% increase in sales, assuming other variables remain constant. Similarly, the beta coefficient of 0.212 for the VM variable indicates that offering attractive menu variations contributes to a 21.2% increase in sales, also under the assumption that other variables in the regression model are held constant. These findings highlight the significant role of both distribution strategies and menu innovation in enhancing the business performance of Roti Dua Berkah Binjai.

To calculate the F table, first calculate the value of the degrees of freedom using the formula:  $df \text{ denominator} = n - k = 70 - 3 = 67$ ,  $df \text{ numerator} = k - 1 = 3 - 1 = 2$ . With a significance level of 0.5% or 5%, the F table value is 3.13. The results of the value analysis from the table above show that the calculated F value is 16.969 with a significance value of 0.000. The calculated F value of 16.969 is greater than the F table value of 3.13 ( $16.969 > 3.13$ ) and the significance value of 0.000 is less than the specified significance value of 0.05 ( $0.000 < 0.05$ ). This shows that the alternative hypothesis which explains that distribution channels and menu variations have a joint effect on increasing sales at the two blessings of Binjai bread.

The coefficient of determination is intended to calculate the R square value. The coefficient of determination is carried out to measure how far the model's ability to explain variations in the dependent variable. Based on the results of the analysis in the table shows that the calculation of the R square value is 0.316 which means that the effect of distribution channels and menu variations on increasing revenue at Roti Dua Berkah Binjai variables is 31.6% while 68.4% is explained by other factors not included in the regression model.

To observe the partial effect of the independent variables on the dependent variable, hypothesis testing is conducted using the t-test. This test is used to determine whether each independent variable significantly influences the dependent variable when analyzed individually. The decision rule is as follows: if the significance value of the t-count is greater than 0.05 ( $t\text{-count significance} > 0.05$ ), then the null hypothesis ( $H_0$ ) is accepted, indicating that the independent variable does not have a significant effect on the dependent variable. Conversely, if the significance value is less than 0.05 ( $t\text{-count significance} < 0.05$ ), then the alternative hypothesis ( $H_a$ ) is accepted, meaning that the independent variable does have a significant influence on the dependent variable. This method is essential for assessing the individual contribution of each independent variable within the regression model. To determine the t table value, it is first necessary to determine the df value using the formula:  $df = n - k$ , namely  $df = 70 - 3 = 67$ , so that the t table value of 1.667 is obtained based on the statistical table.

Based on the results of the analysis, the explanation of the effect of each independent variable on the dependent variable is as follows: The t statistical test results show that the Distribution Channel variable has a significance value of 0.002, which means it is smaller than the significance value of 0.05 ( $0.002 < 0.05$ ). In addition, the t-count value of 3.308 is also greater than the t-table of 1.667 ( $3.308 > 1.667$ ), and the regression coefficient is positive, namely 1.468. Based on these results, it can be concluded that Distribution Channels have a significant effect on increasing sales.

Based on the results of the t statistical test, the Menu Variety variable has a significance value of 0.031, which means it is smaller than the significance limit of 0.05 ( $0.031 < 0.05$ ), and the regression coefficient is positive at 0.212. In addition, the t-count value of 2.064 is greater than the t-table of 1.678 ( $2.064 > 1.678$ ). Thus, it can be concluded that Menu Variations have a positive and significant effect on increasing sales at Roti Dua Berkah Binjai.

### 4.3. Discussion

Distribution channels are proven to have a positive and significant effect on increasing sales at Roti Dua Berkah Binjai. This indicates that every one-unit increase in the effectiveness of distribution channels can increase sales by 26.7%, assuming other variables remain constant. In other words, the better the distribution system implemented—both in terms of delivery timeliness, product availability, and market reach the greater the potential for increasing sales volume. However, the reality on the ground shows that there are still obstacles in the distribution process. Some resellers have complained about delays in product delivery caused by the limited fleet of vehicles and labor. This indicates that the existing distribution system is not fully optimized.

This finding is consistent with Muh. Arif & Andi Sismar (2024), who state that distribution channels have a key role in increasing the sales volume of products or services because they can expand market reach and facilitate consumer access. Similarly, Arrasyid et al. (2023) reveal that distribution is one of the most important components of the marketing mix, second only to pricing. Therefore, improving the distribution system is necessary to support a sustainable increase in sales. From the perspective of Islamic economics, this is in line with the Theory of Distribution (Tafarruq al-Amwāl), which emphasizes fairness and equality in the distribution of resources. Roti Dua Berkah Binjai can enhance its distribution channels not only for profit but also to ensure equitable opportunities for resellers, aligning with the Sharia principle of preventing wealth accumulation in only a few hands.

Menu variations are also proven to have a positive and significant effect on increasing sales at Roti Dua Berkah Binjai. The results show that each one-unit increase in menu variation can increase sales by 21.2%, assuming other variables remain constant. This means that the more diverse the types of bread offered, the greater the opportunity to attract consumer interest and maintain customer loyalty. This finding supports Kotler's theory (2018), which explains that product variation is part of a marketing strategy to increase sales and satisfy consumers. Menu variations allow consumers to explore new products without switching to competitors. In addition, with a wider variety of offerings, Roti Dua Berkah Binjai can reach more market segments with different preferences. The results also align with Erinda et al. (2022), who found that product variety significantly affects sales volume. In the food industry, especially bread, menu variety is a key factor because consumers tend to seek diversity in their daily consumption. Within the context of Tafarruq al-Amwāl, offering varied products is consistent with the principle of balancing consumer needs and desires, ensuring the community has access to diverse and quality goods.

Distribution channels and menu variations simultaneously have a significant effect on increasing sales at Roti Dua Berkah Binjai. These results indicate that the combination of effective distribution and attractive product diversification can significantly boost sales. When distribution is smooth and consumers have many menu choices, the attractiveness of the product in the market increases, thereby driving sales volume upward. The coefficient of determination (Adjusted R<sup>2</sup>) of 0.316 shows that 31.6% of the variation in sales increases can be explained by distribution channels and menu variations, while the remaining 68.4% is influenced by other factors outside the model, such as product quality, price, promotion, and customer service. This finding further reinforces the relevance of Tafarruq al-Amwāl in business practices. The theory highlights the importance of fair and transparent distribution, ensuring all stakeholders including resellers and consumers benefit. For instance, by providing clear information on prices, profit margins, and distribution policies, Roti Dua Berkah Binjai can foster trust and accountability. Moreover, the company can empower its resellers through training and business support, which is in line with the Islamic economic principle of economic empowerment and reducing inequality.

Finally, distributing wealth through mechanisms such as zakat and sadaqah from company profits can enhance societal welfare, which complements business growth. The integration of Tafarruq al-Amwāl into Roti Dua Berkah Binjai's strategy can, therefore, not only improve sales performance but also contribute to local economic development and social justice, fulfilling the broader objectives of Islamic economics.

## Conclusion

This study shows that both distribution channels and menu variations have a positive and significant effect on increasing sales, both partially and simultaneously. Distribution effectiveness, which includes timeliness of delivery, ease of access, and wide market reach, directly drives sales volume growth. However, there are still obstacles in distribution practices such as limited delivery fleets and labor, which are important concerns for improvement. Menu variety also has a significant impact on increasing sales. Consumers are more interested in businesses that are able to offer product innovations on a regular basis. Bread menu diversification provides added value in attracting new customers and maintaining the loyalty of existing customers. Both variables explain 31.6% of the variation in sales increase, while the rest is influenced by other factors such as product quality, price, promotion, and service. Overall, the results of this study confirm that a holistic and integrated marketing department is needed. The development of attractive menu variations must be supported by a good distribution system so that products can reach consumers in a timely manner and maintain quality. The combination of these two aspects is believed to increase sales optimally and sustainably.

From the results of this study, it is recommended that the manager of Roti Dua Berkah Binjai focus more on increasing menu variations in accordance with market tastes and current trends. Innovation in products will be able to attract new customers while maintaining old customers, so that sales volume can continue to increase. Then it is important for the business to improve and expand the distribution system. The addition of a delivery fleet, training of delivery workers, and improved coordination between the production and distribution departments must be done so that product delivery is timely and consistent, reducing the risk of delays that can reduce customer satisfaction. With good management of these two aspects, it is hoped that the Roti Dua Berkah Binjai business will be able to compete and develop in the midst of increasingly fierce market competition. For future researchers, it is recommended that they develop research by including other variables that can affect sales increases, such as product quality, price, promotion, and other external factors, in order to obtain a more comprehensive picture of the factors that play a role in business success. Thus, further research can make a more significant contribution to the development of marketing and business management aspects, especially for MSMEs such as Roti Dua Berkah Binjai.

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