



DIJDBM:
**Dinasti International Journal of Digital
Business Management**

E-ISSN: 2715-4203
P-ISSN: 2715-419X

<https://dinastipub.org/DIJDBM> dinasti.info@gmail.com +62 811 7404 455

DOI: <https://doi.org/10.38035/dijdbm.v6i4>
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Development of a Culinary Business Strategy for Fruit and Vegetable Juice Drinks “Fresh Healthy Juice” With a Swot Analysis Approach and Business Model Canvas

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Abstract: Public awareness of the importance of a healthy lifestyle has driven the growth in consumption of fresh fruit and vegetable-based beverages. This study aims to develop a business strategy for the “Fresh Healthy Juice” culinary business using a SWOT analysis and Business Model Canvas (BMC) approach. The research method used is qualitative descriptive, with data collection through interviews, observations, and literature reviews. SWOT analysis is used to identify the strengths, weaknesses, opportunities, and threats affecting the business, while BMC is used to design an adaptive and innovative business model. This study aims to formulate a business development strategy for the Fresh Healthy Juice fruit and vegetable beverage business using a SWOT analysis and Business Model Canvas (BMC) approach. The main challenges faced by this business include sales instability due to high competition, limited product shelf life, and a lack of innovation in digital marketing. The research was conducted through direct observation, interviews with business owners, and documentation of business activities. SWOT analysis was used to identify internal and external factors of the company, while BMC helped in mapping the nine main elements of the business model. The analysis results show that Fresh Healthy Juice has strengths in the use of natural ingredients without preservatives, a healthy brand image, and hygienic processing. Significant opportunities were also identified, including the growing trend toward healthy lifestyles, potential collaborations with related businesses, and advancements in digital marketing. Based on the SWOT matrix results, the business is positioned in Quadrant I, indicating the need for an aggressive strategy (S–O) to optimize strengths in capitalizing on opportunities. The recommended strategies include: strengthening branding, expanding through digital platforms. With the implementation of the right strategies, Fresh Healthy Juice has the potential to increase its competitiveness and expand its market share sustainably. This study provides strategic recommendations for creating a sustainable and competitive business model, while also serving as a guide for small and medium-sized businesses in the healthy food sector to navigate the ever-changing market dynamics.

Keywords: Business Strategy, Fruit and Vegetable Juices, SWOT, Business Model Canvas, Culinary.

INTRODUCTION

As a developing country, Indonesia has many business opportunities that can boost the economy. Many businesses established in Indonesia can create job opportunities for people in the surrounding areas. The government is striving to provide training and guidance to existing economic actors after recognizing the significant potential. The government is encouraging individuals through various business programs, particularly those with small and medium-sized enterprises (SMEs), to start their own businesses. To achieve this, the government has categorized SMEs into the Micro, Small, and Medium Enterprise (MSME) category. Following the implementation of these programs, the growth rate of MSMEs in Indonesia has increased at a very rapid pace.

Business is an endeavor aimed at generating profit, beginning with the procurement of raw materials and production (Febriana, 2024). Subsequently, products are marketed and distributed to customers in the form of goods and services that align with their needs and preferences. Currently, businesses are thriving, particularly in developing countries like Indonesia. This country has significant potential, such as a larger availability of raw materials, population growth, and increasing demand for goods and services. With this potential, many businesses, whether government, private, or SMEs, are expanding their operations. Given the basic human need for food and beverages, the food and beverage industry has become an attractive option for many people. This is because such businesses can generate long-term profits.

Seeing that food and drink are basic human needs, the culinary business has become a popular line of business for many people (Afrianto and Setiawan 2024). It is not surprising that many entrepreneurs choose to start a business in this field because it always generates profits. Additionally, food and beverages are essential human needs, so this business will continue to grow. Therefore, consuming various types of food and beverages that meet the body's nutritional and vitamin needs is crucial for health.

Health has become one of the most important aspects of modern lifestyles. Increased public awareness of healthy living has triggered growth in the consumption of natural, nutritious, and low-preservative food and beverage products (Duratulhikmah and Wijaya 2024). One product that is now increasingly in demand is fresh juice made from natural fruits and vegetables. This trend not only reflects changing consumer preferences but also presents significant opportunities for entrepreneurs in the food and beverage sector to develop health-focused businesses.

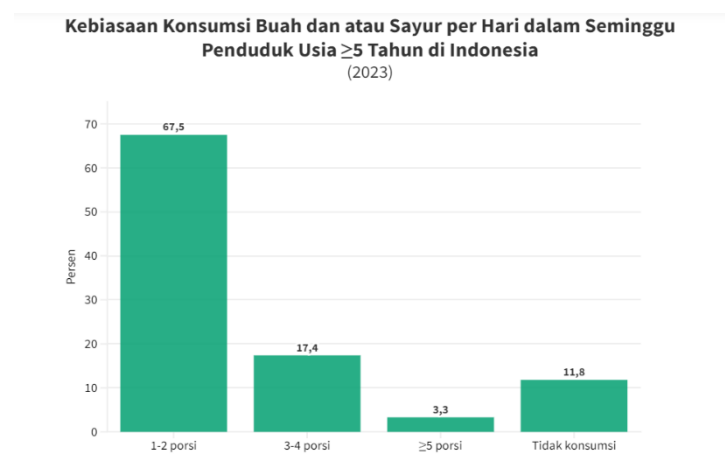


Figure 1. Fruit and Vegetable Consumption Data in Indonesia in 2023
(Source: dataindonesia.id/)

The increase in fruit and vegetable consumption presents an opportunity for entrepreneurs like Mrs. Yeti, who established Fresh Healthy Juice on Jl. Bukit Cinanjung Permai, Jatinangor, in 2022. This business offers a variety of fresh juices and smoothies with high-quality fruit toppings and low-calorie sweeteners. A commitment to health and the environment is reflected in the use of natural ingredients and clean, hygienic straws. In just two years, the business has grown significantly and gained recognition thanks to the quality of its products and excellent service. Its signature menu includes avocado, mango, and orange juices, as well as pineapple and spinach smoothies, which are customer favorites. Fresh Healthy Juice stands out as one of the businesses offering fresh juice-based beverages with a focus on quality, cleanliness, and health benefits. However, amid increasing competition, the business faces challenges in continuing to innovate, maintaining customer loyalty, and adapting to market dynamics.

Monthly sales of Fresh Healthy Juice show significant changes in sales volume from month to month. Although there is a general upward trend in sales from January to December, this increase does not show consistent stability. Sales tend to fluctuate, indicating dynamics in market demand. One factor believed to influence this instability is the high level of competition in the healthy beverage industry, particularly in the fresh juice segment. A business is composed of various complex components that form the entire business entity. To achieve optimal targets, it is necessary to formulate the right business model so that businesses can compete, even with competitors offering lower prices (Susilowati 2021). The presence of numerous similar businesses offering comparable products has weakened Fresh Healthy Juice's dominant position in the market. Additionally, in the increasingly digitalized modern era, Fresh Healthy Juice is deemed to have not fully optimized the use of digital platforms to expand its marketing reach and product sales. The limited penetration into digital platforms and the absence of effective online marketing strategies present significant challenges in navigating the intensifying competition.

A deep understanding of the business environment and the ability to adapt are key to survival and growth. By designing the right strategy, companies can strengthen their position in the market by keeping up with new marketing developments, maintaining their competitive advantage, and exploring new opportunities for sustainable growth (Darmawan, Muttaqin, and Herlinawati 2024). To survive and thrive, a comprehensive and measurable strategy is required, both in managing internal resources and in responding to external changes.

The SWOT analysis and Business Model Canvas (BMC) are effective strategies for analyzing the internal and external conditions of the Fresh Healthy Juice business. SWOT helps identify strengths, weaknesses, opportunities, and threats, while BMC maps out the nine key elements of the business in a structured manner to support operational efficiency and business sustainability (Puspita and Muttaqin 2024).

By integrating SWOT and BMC, business actors can develop more focused strategies that are tailored to market needs (Wulandari and Herlinawati 2024). The combination of these two methods not only helps to understand the overall business conditions but also provides guidance for creating sustainable competitive advantages.

This study aims to analyze the business conditions of Juice Fresh Healthy using the SWOT approach and to develop relevant and innovative BMC-based development strategies. The results of this study are expected to serve as a reference for small and medium-sized enterprises (SMEs) in creating a resilient business model in the era of global competition.

METHOD

This study uses a qualitative descriptive approach with the aim of developing a business strategy for the fruit and vegetable juice business "Fresh Healthy Juice." The research method

is designed to analyze the internal and external conditions of the business and formulate a development strategy based on the results of SWOT analysis and the Business Model Canvas.

The author gained direct insights into the business conditions through in-depth interviews with management, employees, and customers, as well as conducting on-site observations of the company's location to evaluate operations, product quality, and customer interactions. A literature review was conducted on trends in the healthy food industry, SWOT analysis, and Business Model Canvas from reliable data sources for the development of the healthy food and beverage industry, identifying the strengths, weaknesses, threats, and opportunities affecting the Fresh Healthy Juice business. Through SWOT matrix analysis, the company's strategic position was determined and mapped onto the Business Model Canvas based on the 9 BMC elements: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partners, cost structure. The results of the SWOT analysis are integrated into the BMC elements to create a relevant and innovative business model (Nuryani, Wijaya, and Herlinawati 2024).

RESULTS AND DISCUSSION

Based on the interview results, Fresh Healthy Juice has customers from various backgrounds. However, limited manpower and a conservative business appearance have caused sales instability amid increasing new competitors. In response to this, the author, as an MSME facilitator, encourages business owners to discuss ways to maintain and develop their businesses in line with the times.

After identifying the issues, the next step is to map the business into the nine elements of the Business Model Canvas (BMC). The Customer Segment element is the primary focus, as the company is required to be customer-oriented (Somantri, Satria, and Iskandar 2018). Given that consumer preferences tend to change rapidly, business operators are required to be responsive to these changes to avoid falling behind. Fresh Healthy Juice targets the general public of all ages, from children to adults, as its primary consumers. Many customers make repeat purchases and become loyal customers. The economical sales concept also drives the expansion of a broader market segmentation.

Based on BMC analysis, Fresh Healthy Juice's customer segments include the general public of all ages, from children, teenagers, adults, to the elderly, who are conscious of healthy lifestyles. This product also appeals to consumers with special needs such as dieting, detoxification, or maintaining fitness.

The value proposition offered is a healthy beverage made from fresh fruits and vegetables without preservatives, at an economical price and with a variety of flavors. This is the main attraction because it meets the needs of consumers who want healthy products that are still affordable. Additionally, the practical and quick serving concept is a competitive advantage of Fresh Healthy Juice.

The channels used include direct sales through stores or outlets, as well as through online ordering services such as GoFood and GrabFood. Promotions are also conducted through social media, such as Instagram and WhatsApp, which allow direct communication and wider reach to consumers.

Customer Relationships: Fresh Healthy Juice strives to maintain good relationships through friendly and personalized service, as well as building loyalty through discount programs or special promotions. Feedback from customers is also a key focus in maintaining the quality of service and products.

Revenue streams come from direct sales of juice drinks, both individually and in packages (e.g., diet or detox packages). In addition, revenue is also generated from bulk orders for specific events such as health seminars or community events.

Key Resources in this business operation include high-quality raw materials such as fresh fruits and vegetables, production equipment (blenders, juicers, refrigerators), trained labor, and a brand identity that is beginning to be recognized by customers. The use of social media is also a crucial asset in marketing strategies.

Key Activities include beverage production, raw material inventory management, digital marketing and promotion, and innovation in new product development. Maintaining product quality and service excellence is a top priority in daily operational activities.

In building its business, Fresh Healthy Juice has also established strategic partnerships with local raw material suppliers such as farmers or fruit and vegetable distributors, online delivery platforms (online motorcycle taxis), and communities or influencers in the field of health and healthy lifestyles.

The cost structure in the business operations includes daily raw material purchases, labor wages, electricity and rent costs, equipment maintenance costs, as well as promotion and digital content development costs. Cost efficiency is a major concern in maintaining business sustainability.

This analysis shows that the Business Model Canvas approach helps Fresh Healthy Juice design a business model that is not only consumer-oriented but also adaptive to market dynamics and technological developments. With this mapping, it is hoped that the business can grow sustainably and compete in the increasingly competitive healthy beverage industry.

Analisis SWOT

After discussing the Business Model Canvas (BMC) with the business owner, the next step is to formulate a development strategy that takes into account the strengths, weaknesses, opportunities, and threats faced by Fresh Healthy Juice. The results of this SWOT analysis provide an important basis for the business owner to determine the direction and strategic steps needed to support the sustainable development of the business.

Table 1.1 Calculation of IFE matrix weights Fresh healthy juice

NO.	Strengths	Rating	Weight	Score
1	Natural and fresh ingredients, no preservatives.	3,6	0,14	0,51
2	Increased public awareness of healthy lifestyles.	3,3	0,14	0,47
3	Innovative and appealing menu variety.	3.2	0,09	0,27
4	Juice processing with high hygiene standards.	3.6	0,14	0,51
5	Strong branding with a healthy and natural image.	3.5	0,06	0,20
Total				1,97

NO.	Weaknesses	Rating	Weight	Score
1	Limited product shelf life without preservatives.	1.1	0,09	0,09
2	Fluctuating raw material prices.	1.3	0,14	0,19
3	Need for market education on the benefits of healthy juices compared to instant drinks.	0.8	0,11	0,13
4	Lack of modern innovation.	1,2	0,09	0,10
Total			1,00	0,47

Sumber: Data Primer (2025)

The Internal Factor Evaluation (IFE) matrix is designed using a weighting and scoring method to obtain a total score that represents the internal strengths and weaknesses of a business. The data used in compiling this matrix was obtained through interviews with business owners and direct field observations. In the context of SWOT analysis, the IFE matrix serves as a tool for identifying and evaluating internal factors, both strengths and weaknesses, in business activities (Caswito et al. 2024).

In the Fresh Healthy Juice business, the analysis results show a strength score of 1.97 and a weakness score of 0.47, resulting in a total IFE score of 2.44. This score reflects the relatively strong internal position of the business, but there are still some aspects that need to be improved. The main strength of Fresh Healthy Juice lies in the use of natural and fresh ingredients without any added preservatives, which is a key selling point in the healthy beverage industry. However, Fresh Healthy Juice also faces several internal challenges. Some of these include limited product shelf life due to the absence of preservatives, fluctuations in raw material prices depending on the season and market availability, and low consumer awareness of the benefits of healthy juices compared to instant beverages. Additionally, limitations in modern product innovation are a weakness that needs to be addressed to enhance the business's competitiveness. All these findings are comprehensively discussed in the IFE matrix analysis as the basis for formulating future business development strategies.

Table 1.2 Calculation of EFE Fresh healthy juice matrix weight

NO.	Opportunities	Rating	Weight	Score
1	The trend toward healthy lifestyles is on the rise.	3.1	0,09	0,29
2	Collaborate with gyms, healthy restaurants, or diet catering services.	2.8	0,06	0,17
3	Digital marketing and e-commerce for online sales.	3	0,09	0,28
4	Potential for expansion to various strategic locations such as shop houses near malls and offices.	2.7	0,11	0,29
5	Healthy beverage options without preservatives.	2,6	0,12	0,30
6	Wide market opportunities.	2.9	0,13	0,37
Total				1,70

NO.	Threats	Rating	Weight	Score
1	Competition with major juice brands and other healthy beverages.	1.8	0,14	0,26
2	Changes in raw material prices due to weather or supply factors.	2,0	0,08	0,17
3	Growing trend toward fast-moving beverages.	0.9	0,11	0,10
4	Availability and Price Fluctuations of Raw Materials	1.3	0,06	0,08
Total			1,00	0,61

Sumber: Data Primer (2025)

The process of compiling the External Factor Evaluation (EFE) matrix is carried out using a method similar to that used for the IFE matrix, namely by assigning weights and scores to each external factor in order to obtain a final total score. Based on the analysis results, the

score for the opportunity factor of Fresh Healthy Juice is 1.70, while the score for the threat factor is 0.61. Thus, the total EFE matrix score obtained is 2.31.

This score reflects that Fresh Healthy Juice has strong external opportunities to support its business development. Some strategic opportunities that can be exploited include the growing trend of healthy lifestyles in society, the potential for cooperation or collaboration with fitness centers (gyms), healthy restaurants, and diet catering service providers, as well as the use of digital marketing and e-commerce strategies as a means of wider product distribution and promotion.

However, Fresh Healthy Juice also faces several external threats that need to be anticipated. These include increasingly fierce competition from similar businesses, as well as the risk of changes in raw material prices influenced by weather conditions and supply availability. Price fluctuations and raw material shortages can also directly impact operational stability and product pricing. Therefore, the results of this EFE matrix analysis serve as a crucial foundation for developing adaptive and responsive strategies to address the ever-changing dynamics of the market and external environment.

Based on the results of the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrix analysis, the data analysis can be explained as follows:

For the IFE matrix, the position value on the X-axis is obtained by subtracting the total strength value from the total weakness value, using the following formula:

$$X = \text{Total Strength} - \text{Total Weakness}$$

$$X = 1.97 - 0.47$$

$$X = 1.50$$

Next, in the EFE Matrix, the position value on the Y-axis is calculated by subtracting the total opportunity value from the total threat value, using the formula:

$$Y = \text{Total Opportunities} - \text{Total Threats}$$

$$Y = 1.70 - 0.61$$

$$Y = 1.09$$

Based on these calculations, it is known that the strategic coordinates of Fresh Healthy Juice are at the point (X = 1.50; Y = 1.09). This position indicates that the business is in a sufficiently strong internal condition and has significant opportunities from external factors. Therefore, the appropriate development strategy should focus on leveraging internal strengths to maximize market opportunities.

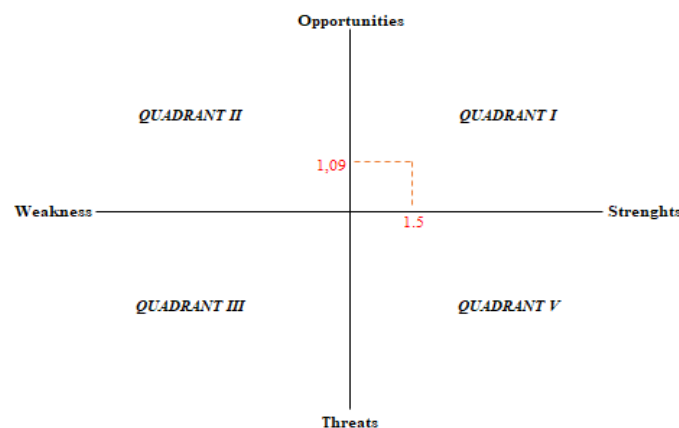


Figure 2. IFE and EFE Matrix Quadrants

Source: Processed data, 2025

<ul style="list-style-type: none">• Availability and Price Fluctuations of Raw Materials.T4	transparent production processes. (S1, S2, S3, S4, S5-O1, O2, O3, O4).	
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Based on the results of the SWOT matrix analysis that has been compiled, the main strategy recommended for Fresh Healthy Juice to implement is the S–O (Strength–Opportunity) strategy. This strategy was chosen because the SWOT calculations and mapping showed that the business is in a relatively strong internal position and has significant external opportunities. In other words, the company has a number of key strengths that can be maximized to capture growing market opportunities. The main focus is on strengthening the healthy brand, digitizing sales, and expanding the market through collaboration and strategic locations.

CONCLUSION

Based on the results of research conducted using the SWOT Analysis and Business Model Canvas (BMC) approaches, it can be concluded that the Fresh Healthy Juice beverage business has strong potential for sustainable development amid the growing trend toward healthy lifestyles. Internal factor analysis indicates that the business's key strengths lie in the use of fresh, preservative-free ingredients, innovative menu variations, and a healthy and natural brand image. However, certain weaknesses, such as limited product shelf life and insufficient market education regarding the benefits of healthy juices, require further attention. Meanwhile, externally, significant opportunities can be leveraged through the healthy living trend, strategic partnerships with healthcare industry players, and the use of digital marketing and e-commerce platforms. The main threats faced include competition with major brands, fluctuations in raw material prices, and changes in consumer trends.

Through mapping the nine elements in the Business Model Canvas, it can be seen that Fresh Healthy Juice needs to strengthen customer relationships, expand digital distribution channels, and improve the value proposition offered. Based on the SWOT Matrix analysis, the business is positioned in quadrant I, which means that the best strategy to apply is an aggressive strategy (S–O), namely by maximizing existing strengths to capture external opportunities. Therefore, the main focus of the S–O strategy is on the following three aspects:

1. Brand Image Strengthening (Branding)
Fresh Healthy Juice needs to continue building its image as a brand synonymous with a healthy lifestyle. This can be achieved through promotional campaigns that emphasize the product's natural, safe, and preservative-free qualities. Consistency in conveying the brand message through packaging, visual design, and digital communication will reinforce consumers' positive perceptions.
2. Sales Digitalization
The use of digital technology is crucial in expanding market reach. Sales through e-commerce platforms, food ordering apps (such as GoFood or GrabFood), and promotions on social media (Instagram, TikTok, WhatsApp Business) will provide easier access for consumers and increase transaction volume.
3. Market Expansion through Collaboration and Strategic Locations
Fresh Healthy Juice can establish strategic partnerships with fitness centers, healthy living communities, and tenants in shopping malls or office buildings to expand its market reach. A physical presence in these strategic locations will increase brand visibility and encourage direct purchases from the appropriate market segments.

This strategy is expected to improve competitiveness and drive significant business growth in the future.

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