

Business Design Of Smoosh In South Jakarta

Desain Bisnis Smoosh di Jakarta Selatan

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ABSTRACT

The growth of the healthy beverage industry in Indonesia, particularly fruit-based smoothies, has increased along with rising public awareness of healthy lifestyles, especially among urban consumers. South Jakarta, with its large population of young professionals and health-conscious individuals, represents a promising market for affordable and practical healthy beverages. This study aims to develop a business design for SMOOSH, a mobile cart-based smoothie brand, by analyzing consumer needs, competitive conditions, and an appropriate Minimum Viable Product (MVP). This research employs a qualitative descriptive approach. Primary data were collected through semi-structured interviews with 11 consumers who had recently purchased SMOOSH products, while secondary data were obtained from market reports and competitor digital platforms. The analysis tools used in this study include the Value Proposition Canvas (VPC), Competitor Analysis Matrix, and the MVP framework. The findings indicate that SMOOSH's customers prioritize freshness, natural taste, affordability, fast service, and friendly customer interaction. Competitor analysis shows that SMOOSH has strong advantages in price perception, product taste, and customer service compared to established brands such as Boost, Joomba, and Re.juve. However, brand image and packaging appeal still require improvement. The VPC analysis confirms a strong alignment between customer needs and SMOOSH's value proposition, particularly in addressing pain points related to high prices, overly sweet flavors, and slow service. Based on these insights, the MVP is designed to focus on essential features, including fresh and natural smoothies, affordable pricing, a limited but focused menu, simple packaging, and efficient service. Overall, the results suggest that SMOOSH's business design is feasible and well-aligned with market expectations, providing a strong foundation for sustainable business development in South Jakarta.

Keywords: Business Design, Smoothie Industry, Value Proposition Canvas, Competitor Analysis, Minimum Viable Product.

ABSTRAK

Pertumbuhan industri minuman sehat di Indonesia, khususnya smoothie berbahan dasar buah, meningkat seiring dengan meningkatnya kesadaran masyarakat akan gaya hidup sehat, terutama di kalangan konsumen perkotaan. Jakarta Selatan, dengan populasi profesional muda dan individu yang sadar kesehatan yang besar, merupakan pasar yang menjanjikan untuk minuman sehat yang terjangkau dan praktis. Studi ini bertujuan untuk mengembangkan desain bisnis untuk SMOOSH, merek smoothie berbasis gerobak mobile, dengan menganalisis kebutuhan konsumen, kondisi persaingan, dan Minimum Viable Product (MVP) yang tepat. Penelitian ini menggunakan pendekatan deskriptif kualitatif. Data primer dikumpulkan melalui wawancara semi-terstruktur dengan 11 konsumen yang baru-baru ini membeli produk SMOOSH, sedangkan data sekunder diperoleh dari laporan pasar dan platform digital pesaing. Alat analisis yang digunakan dalam penelitian ini meliputi Value Proposition Canvas (VPC), Competitor Analysis Matrix, dan kerangka kerja MVP. Temuan menunjukkan bahwa pelanggan SMOOSH memprioritaskan kesegaran, rasa alami, harga terjangkau, layanan cepat, dan interaksi pelanggan yang ramah. Analisis pesaing menunjukkan bahwa SMOOSH memiliki keunggulan yang kuat dalam hal persepsi harga, rasa produk, dan layanan pelanggan dibandingkan dengan merek-merek mapan seperti Boost, Joomba, dan Re.juve. Namun, citra merek dan daya tarik kemasan masih perlu ditingkatkan. Analisis VPC mengkonfirmasi keselarasan yang kuat antara kebutuhan pelanggan dan proposisi nilai SMOOSH, khususnya dalam mengatasi masalah yang terkait dengan harga tinggi, rasa yang terlalu manis, dan layanan yang lambat. Berdasarkan wawasan ini, MVP dirancang untuk fokus pada fitur-fitur penting,

termasuk smoothie segar dan alami, harga terjangkau, menu yang terbatas namun terfokus, kemasan sederhana, dan layanan yang efisien. Secara keseluruhan, hasil menunjukkan bahwa desain bisnis SMOOSH layak dan selaras dengan harapan pasar, memberikan fondasi yang kuat untuk pengembangan bisnis berkelanjutan di Jakarta Selatan.

Kata Kunci: Desain Bisnis, Industri Smoothie, Value Proposition Canvas, Analisis Pesaing, Minimum Viable Product.

1. Introduction

Background

The healthy beverage market in Indonesia, particularly fruit-based products such as smoothies, has demonstrated positive growth in line with the increasing public awareness of healthy lifestyles and the consumption of natural products. Research by (Singh, 2025) further highlights the growing demand for fruit-based beverages that are natural, refreshing, and nutritious, in line with the shift in Indonesian consumer preferences towards healthier choices. Urban consumers today are increasingly avoiding beverages with high sugar content and artificial additives, instead turning to products such as smoothies that combine freshness with functional benefits, especially as a healthy snack or breakfast substitute. Other contributing factors to this market growth include rapid urbanization, the expansion of the middle class, and exposure to global healthy food trends through social media and lifestyle influences.

With an ecosystem that supports the growth of the healthy F&B sector, including the rising use of food delivery services and e-commerce, smoothies present a highly promising product to be developed in Indonesia. South Jakarta, known as a hub for active lifestyles, young communities, and health-conscious middle-to-upper-class consumers, is a strategic location for expanding a business such as SMOOSH. Positioned as a healthy, practical, and refreshing fruit smoothie, SMOOSH has significant potential to capitalize on these trends and expand its market reach substantially.



Picture 1. 1 Smoosh Logo

SMOOSH is a beverage business focused on providing healthy and refreshing smoothies made from fruit and other natural ingredients. Its products are crafted from a variety of fresh, high-quality ingredients such as strawberries, raspberries, blackberries, bananas, pineapples, mangoes, and blueberries, along with additions such as orange juice, apple juice, matcha powder, cocoa powder, oatmeal, full cream milk, original yogurt, stevia, and ice cubes. With an approach that balances taste, nutrition, and affordability, SMOOSH emerges as a practical and accessible healthy beverage alternative well-suited to the urban lifestyle.

The initial inspiration for SMOOSH emerged from the observation of two rapidly growing trends among urban communities, particularly in Jakarta: the mobile coffee trend and the rising awareness of the importance of a healthy lifestyle. Amid the expansion of caffeine-based beverages such as coffee, often marketed through mobile concepts, there has been a growing need for healthier alternatives that provide energy and satisfaction without the side effects of dehydration or caffeine dependence. Identifying this market gap, SMOOSH responds by introducing smoothies as a healthy substitute for daily coffee consumption.

SMOOSH adopts an efficient business model by utilizing mobile carts instead of physical stores or permanent cafés. This strategy significantly reduces operational costs such as shop rental and additional infrastructure, while simultaneously enabling high mobility to directly reach the target market, particularly in office districts. A preliminary survey conducted among office workers in the SCBD area revealed that many employees had corporate allowances for purchasing healthy food and beverages. However, the average price of smoothies from competitors, often exceeding IDR 50,000 per serving plus delivery fees, frequently surpassed these allowances. Based on these findings, SMOOSH positions itself close to office areas, offering smoothies at an affordable price point of approximately IDR 25,000 per serving without compromising on quality or taste.

The official launch of SMOOSH is scheduled for August 10, 2025, beginning in the SCBD area of South Jakarta, a strategic location with a high concentration of young professionals and health-conscious consumers. The brand name "SMOOSH" is derived from the combination of the words "smoothies" and "smoosh," which literally means "to unite" or "to blend together." This reflects the brand's philosophy of uniting various fresh ingredients into one delicious, healthy, and enjoyable beverage. With simple, clean, and premium visual branding, SMOOSH targets modern consumers who value quality and a healthy lifestyle, while still considering rational pricing and product accessibility.

South Jakarta, one of the administrative cities with the highest Human Development Index (HDI) in DKI Jakarta reaching 84.15 in 2024 (Yarto, 2024) represents strong quality of life and economic development. Covering an area of approximately 141.27 km² with an estimated population of 2.219.220 (Badan Pusat Statistik, 2025) the region stands as a dense and dynamic hub of urban lifestyle, making it a prime location for SMOOSH's market entry.

The majority of South Jakarta residents belong to the middle–upper income segment, with relatively high household expenditures allocated for food and beverages. In this context, the demand for nutritious and accessible healthy drinks such as smoothies is considerable. Young professionals and office workers in districts such as SCBD, Kebayoran Baru, and Setiabudi typically lead busy lifestyles but remain nutritionally aware and are willing to pay premium prices as long as they are reasonable and supported by quality assurance. In addition, urban consumption trends highlight a pattern of "more frequent purchases with relatively lower transaction values," also known as downtrading. Middle-class consumers increasingly seek affordable yet high-quality healthy products. If a brand like SMOOSH can offer smoothies priced at approximately IDR 25,000 without delivery charges, the potential for repeat purchases and consumer loyalty is significantly higher compared to competitors who price their products above IDR 50,000 per serving.

The mobile cart business model implemented by SMOOSH allows for direct penetration into office areas at a much lower operational cost compared to establishing a permanent café. This strategy is both efficient and relevant in addressing the needs of urban consumers who prioritize healthy, practical, and affordable beverages.

With strong demographic fundamentals, significant purchasing power, and supportive consumption patterns, South Jakarta provides a substantial opportunity for the expansion of smoothie businesses like SMOOSH. The market potential remains underexplored, especially for products that combine nutritional value, affordability, and high accessibility through mobile business approaches, making the launch phase and initial penetration particularly strategic in this region. Despite positive growth within Indonesia's food and beverage (F&B) industry, contributing 7.15% to the Gross Domestic Product (GDP) in the first half of 2024, business players in this sector continue to face various structural and operational challenges (PT. CRIF, 2025).

One of the primary challenges is the rising cost of production and distribution, especially for fresh ingredients such as fruits, which are the core components of smoothies. The limited

availability of cold chain infrastructure in Indonesia contributes to high logistics and storage costs and raises the risk of raw material spoilage due to rapid quality degradation. These challenges are particularly relevant for businesses like SMOOSH, which rely heavily on high-quality fresh fruits for daily operations. Beyond cost-related factors, regulatory uncertainty at the local level also poses significant hurdles. Mobile cart-based business models such as SMOOSH often face barriers in terms of licensing, zoning regulations, and compliance with food safety and sanitation standards. Each district in Jakarta applies different policies on public space management and street vendors, requiring entrepreneurs to maintain a high level of adaptability and regulatory understanding to ensure smooth operations. Risks of forced relocation or trading restrictions remain a serious concern for micro-enterprises in the F&B sector. Furthermore, data indicates that the failure rate among micro F&B businesses in Indonesia is relatively high. According to (PT. CRIF, 2025), only about 10% of micro F&B enterprises are able to sustain themselves in the long term. This is largely due to key factors such as weak marketing strategies, lack of product innovation, limited access to capital, and the inability to maintain competitiveness in crowded markets. For SMOOSH, these challenges necessitate strong product differentiation and optimized operational efficiency from the outset.

Shifts in urban consumer behavior in Jakarta, particularly in South Jakarta, also present challenges. While there is growing interest in healthy lifestyles, consumers increasingly demonstrate downtrading behavior, preferring to purchase healthy products frequently but at lower price points. This indicates that while consumers expect quality and health benefits from smoothies, they are reluctant to pay premium prices above IDR 50,000 per serving. As a result, businesses like SMOOSH face pressure to maintain quality while offering competitive and accessible pricing tailored to young professionals and the urban middle class.

Finally, marketing emerges as another critical challenge. Many micro F&B businesses fail due to limited digital exposure and a lack of innovative marketing strategies. In an increasingly competitive market, building brand awareness and consumer loyalty requires more than just offering tasty and healthy products. SMOOSH must leverage digital platforms effectively to reach its target audience and differentiate itself from established competitors. Meanwhile, the latest data from 6Wresearch (April–May 2025) highlights the stable growth of Indonesia's smoothie market, driven by rising consumer awareness of healthy lifestyles and the increasing demand for nutritious, ready-to-drink products.

With Indonesia's population projected to exceed 281 million in 2025, the demand for innovative, practical, and healthy food and beverages is also rising significantly. In this context, the development of SMOOSH, which offers locally sourced and functional fruit smoothies, becomes highly strategic. This product responds directly to the needs of urban consumers seeking a healthier alternative to coffee and sugar-laden packaged drinks, but at a more affordable price point and with greater accessibility.

The urgency of SMOOSH's expansion is further reinforced by the rapid growth of digital distribution channels and on-demand food services. Urban consumers, particularly in South Jakarta, are already accustomed to utilizing daily food delivery platforms. The presence of mobile carts strategically located near office areas such as SCBD, coupled with an affordable pricing model (IDR 25,000 per serving), aligns well with on-the-go consumption habits while offering a competitive advantage compared to other market players. Beyond the domestic context, the smoothie consumption trend across the Asia-Pacific region is projected to grow at a compound annual growth rate (CAGR) of more than 10% between 2025 and 2033, with the market value estimated at USD 2.57 billion in 2024 and projected to reach USD 6.11 billion by 2033. This trend mirrors a broader global momentum and illustrates strong opportunities for local brands such as SMOOSH to capture a share within the growing segment of healthy and practical beverages.

Strategically, SMOOSH holds several competitive advantages that justify its development: the use of high-quality local ingredients, an efficient mobile cart distribution model, and competitive pricing that corresponds with the downtrading preferences of young, health-conscious office workers. For this reason, the initial launch on August 10, 2025, in South Jakarta is considered urgent and highly relevant, ensuring that SMOOSH capitalizes on this market opportunity before competitors expand their dominance.

This research is primarily designed to formulate a strategic business development plan for SMOOSH as a mobile cart-based fresh fruit smoothie brand in South Jakarta. The main objective arises from the urgency to seize growth opportunities in the healthy food and beverage industry, which has shown consistent positive trends both nationally and globally. According to (PT. CRIF, 2025), the food and beverage sector contributed approximately 7.15% to Indonesia's GDP in the first half of 2024 and was projected to grow by 4.53% throughout the year.

In the context of healthy beverages, (Singh, 2025) reported a significant increase in demand for smoothies in Indonesia, largely driven by urban consumer lifestyle changes emphasizing health awareness and the preference for functional beverages as part of daily consumption patterns. Another objective of this research is to evaluate the market potential of smoothies at both regional and global levels, serving as the basis for long-term scalability and expansion feasibility. Data from Market Data Forecast suggests that the fruit-based smoothie segment spread around the Asia Pacific including Indonesia smoothies market captured 60.5% of the product. Building on this data, this study seeks to identify the strategic positioning of SMOOSH as a local player capable of addressing the niche of Indonesian urban consumers searching for a healthier alternative to sugar-laden beverages or coffee.

Furthermore, this research aims to identify and analyze the structural and operational challenges that SMOOSH will likely encounter. These challenges include fluctuations in fresh raw material prices, limitations in cold chain infrastructure, high levels of competition within the F&B sector, and regulatory or legal issues specific to micro-enterprises utilizing mobile cart business models in metropolitan areas such as Jakarta. These issues, highlighted in several industry studies, are critical to address through adaptive and innovative operational as well as marketing strategies. Additionally, this research also intends to formulate market penetration strategies and product positioning aligned with the characteristics of the target consumer segment, namely young office workers in South Jakarta's business districts such as SCBD. With a price point of IDR 25,000 per serving, SMOOSH is designed to fill the gap between high-priced premium smoothie products and the needs of consumers engaged in downtrading behavior—purchasing affordable but still high-quality healthy products. At the same time, the study will examine digital marketing strategies and direct promotion tactics to enhance consumer awareness and retention effectively.

Finally, this study also aims to assess the financial feasibility of SMOOSH's launch on August 10, 2025, including the use of Value Proposition Canvas, competitor analysis, and the identification of a Minimum Viable Product (MVP). The final recommendations will be developed as a medium- to long-term strategic roadmap to ensure the sustainability of the business within the increasingly competitive dynamics of the food and beverage market.

1.1 Problem Identification and Formulation

1.1.1 Problem Identification

Based on the background described above, the following points can be outlined:

1. Consumers in major cities such as Jakarta demonstrate diverse characteristics in terms of consumption patterns, healthy lifestyle orientation, and price sensitivity. However, there is currently no clear mapping of consumer needs, wants, and pain points that can be addressed by smoothie products. Without a Value Proposition Canvas (VPC)-based mapping, SMOOSH risks offering products that are less relevant or misaligned with market expectations.

2. The healthy beverage industry, including smoothies, is highly competitive in Jakarta. Numerous local brands as well as international franchises have already established their presence with aggressive marketing strategies and relatively stable customer bases. Without a thorough competitor analysis, SMOOSH will encounter difficulties in determining a differentiation strategy that can highlight its competitive advantages and strengthen its positioning in the market.
3. In the context of startups, it is crucial to develop a Minimum Viable Product (MVP) as a means to test the business concept in the market with efficient costs. However, there is currently no clarity regarding the appropriate form of SMOOSH's MVP, whether in terms of flavor variants, distribution models, or promotional strategies. This creates a risk of uncertainty regarding market acceptance if the product is launched immediately on a large scale.
4. Without a clear understanding of consumer needs, competitive positioning, and initial product testing strategies, SMOOSH faces financial risks in the form of misdirected investments, ineffective promotional spending, and slow consumer adoption. Therefore, a comprehensive problem identification is required so that the business development process can be more structured, targeted, and equipped with a higher probability of success.

1.1.2 Problem Formulation

Based on the aforementioned problems, this study aims to address several key questions that serve as the primary focus of the analysis. Therefore, the research questions of this study are formulated as follows:

1. How can the mapping of consumer needs, wants, and pain points through the Value Proposition Canvas (VPC) assist SMOOSH in formulating a relevant and market-driven value proposition?
2. How can the results of a competitor analysis be utilized to formulate differentiation and positioning strategies for SMOOSH within the healthy beverage industry in Jakarta?
3. What is the appropriate design of a Minimum Viable Product (MVP) to test market hypotheses, validate the business model, and obtain early consumer feedback at an efficient cost?
4. How do the implications of consumer validation results, competitor analysis, and MVP development affect the feasibility and sustainability of SMOOSH's business in the medium to long term?

1.2 Research Objectives

The objective of this study is to provide a clear direction for the business design of SMOOSH smoothies in Jakarta by taking into account consumer aspects, competitors, and initial product development strategies. Specifically, this research aims to:

1. Analyze consumer needs, wants, and pain points using the Value Proposition Canvas (VPC) in order to formulate a suitable value proposition for SMOOSH.
2. Conduct a competitor analysis to develop differentiation and positioning strategies for SMOOSH within the healthy beverage industry in Jakarta.
3. Design an appropriate Minimum Viable Product (MVP) to test market hypotheses, validate the business model, and obtain early consumer feedback in a cost-efficient manner.
4. Examine the implications of consumer validation results, competitor analysis, and MVP development on the feasibility and sustainability of SMOOSH's business in the medium to long term.

1.3 Benefits of the Research

1.3.1 Academic Benefits

Academically, this research contributes to the advancement of knowledge in the fields of business management and entrepreneurship, particularly related to strategies for developing micro-enterprises in the smoothie industry in Indonesia. This study enriches the literature on business feasibility and local market dynamics in the context of mobility-based businesses (mobile carts), as well as adaptive strategies toward urban consumer behavior. Furthermore, it provides empirical references regarding innovation in the distribution of smoothie products through more flexible and efficient formats. For academics, students, and researchers, the results of this study may serve as a reference for further research on business models, marketing strategies, and consumer behavior within the smoothie industry.

1.3.2 Practical Benefits

Practically, this research provides direct benefits for the owners and managers of SMOOSH in formulating well-directed and sustainable business development strategies. The findings of this study can serve as a foundation for setting prices aligned with consumer purchasing power, designing effective marketing strategies amid the competitive smoothie market in South Jakarta, and maintaining consistent product quality using fresh fruit ingredients in mobile cart operations. In addition, this research offers practical insights for decision-making related to business location, supply chain management, and short- to medium-term financial planning. For other MSME players in the smoothie industry, the findings of this study may serve as both inspiration and guidance for building competitive businesses that remain relevant to current market trends.

Literature Review, Conceptual Framework, And Hypothesis

1.4 Theoretical Foundation

1.4.1 Value Proposition Canvas

The Value Proposition Canvas (VPC) is a strategic analytical tool developed to help companies align product value with customer needs through two main components: the *Customer Profile* and the *Value Map*. The *Customer Profile* consists of the jobs customers want to get done (*customer jobs*), the challenges they encounter (*pains*), and the benefits they seek (*gains*). Meanwhile, the *Value Map* illustrates how the product provides solutions to these challenges (*pain relievers*) and creates additional benefits (*gain creators*). A study conducted on a children's fashion business demonstrated that the implementation of VPC successfully identified customer needs such as comfort and fabric quality, while also highlighting relevant product features like attractive designs and responsive services. Ultimately, this approach strengthened the brand. These findings confirm that VPC is not merely a theoretical tool but also a practical framework for developing value propositions that are truly aligned with customer needs. (suwandi et al, 2024)

In the context of SMOOSH, VPC serves as a strategic foundation in formulating targeted smoothie products aimed at the urban consumer segment in South Jakarta who desire beverages that are healthy, practical, and enjoyable. The *customer jobs* include the need for healthy hydration during work, while *pains* consist of high prices or limited accessibility, and the *gains* involve natural flavors and affordable pricing. These elements can be translated into the *Value Map*, where SMOOSH addresses *pains* and creates *gains* by offering smoothies made from fresh ingredients at an affordable price of IDR 25,000, with easy accessibility through mobile carts, and a refreshing taste experience. By systematically applying VPC, SMOOSH can establish a strong product-market fit, reinforce its value proposition, and reduce the risk of product failure in the early stages of market entry.

1.4.2 Competitor Analysis

Competitor analysis is a critical component of strategic planning, particularly for new businesses operating in competitive markets such as the healthy beverage industry in Jakarta. A thorough understanding of competitors enables companies to identify opportunities for differentiation, strengthen their value propositions, and formulate effective marketing strategies. For SMOOSH, this step is essential to establish a unique market position while anticipating the continuously evolving competitive dynamics. A systematic framework for competitor analysis can be conducted using the Competitive Profile Matrix (CPM) as introduced by (Loan et al, 2023). The CPM facilitates evaluation of key success factors within the industry, such as pricing, product quality, menu variety, customer service, innovation, and promotional strategies. Each factor is assigned a weight according to its level of importance in the market, and then scored by comparing SMOOSH against its primary competitors. The results of the CPM provide a visual representation of competitive advantages as well as areas requiring improvement to ensure effective competition.

In addition to CPM, a market intelligence-based approach should also be applied continuously. They demonstrated that strong competitor orientation has a positive correlation with product innovation and marketing performance. This highlights the importance of regularly monitoring competitor strategies through methods such as social media analysis, direct observation at points of sale, or online research. Such proactive monitoring allows businesses to anticipate shifts in consumer preferences and respond effectively to emerging trends.

In the case of SMOOSH, competitor analysis can be specifically directed toward established smoothie and healthy beverage brands in Jakarta such as Re.juve, Boost, or Joomba. Benchmarking against these competitors may include pricing strategies, flavor selection, quality of raw materials, promotional styles on social media, and customer loyalty programs. Insights gained from this benchmarking can serve as the foundation for formulating differentiation strategies, such as emphasizing the use of premium natural ingredients, introducing greater flavor variety, and creating a more personalized customer experience through features like nutritional recommendations. By integrating the results of CPM, market intelligence data, and benchmarking, SMOOSH can develop a competitive strategy that is not only reactive but also innovative. Competitors are thus not merely perceived as threats, but also as sources of strategic learning that can enhance long-term competitive advantage.

1.4.3 Minimum Viable Product

The validation of a Minimum Viable Product (MVP) is an essential strategy within the Lean Startup methodology, wherein a product is launched in its simplest form to test core business assumptions quickly and efficiently. The primary objective of the MVP is to achieve validated learning through the Build–Measure–Learn cycle, thereby enabling startups to avoid the high risks associated with marketing untested products. This concept aligns with the findings of recent research by (Ningsih et al, 2023), who developed a conceptual framework of MVP; the framework emphasizes that an MVP must incorporate key elements such as effective distribution and feedback mechanisms from users in order to maximize the validity of market experimentation. In this study also underscores that MVP is crucial for validating business models and reducing uncertainty through the process of direct customer feedback collection within the iterative build–measure–learn loop. The implementation of MVP allows startups to test market responses to simplified versions of products before committing to significant investments in full-scale product development. In the operational context of SMOOSH, MVP validation could be executed through a limited launch of selected smoothie variants in strategic locations such as office districts in South Jakarta. The focus would be to test consumer preferences regarding variables such as flavor, pricing at IDR 25,000, and the practicality of the mobile cart concept. Data collected would include sales volume, repurchase frequency, and

direct customer feedback, which would serve as the foundation for subsequent decision-making, whether to adapt flavor variants, adjust pricing, or expand distribution (Crawford, 2015). In this way, SMOOSH can enhance product–market fit in an adaptive and sustainable manner.

The integration of a data-driven MVP approach fosters agile and responsive business development, minimizes investment risks, and strengthens the market viability of the product. Through this approach, SMOOSH does not rely solely on assumptions but instead builds strategic decisions based on tangible evidence derived from consumers.

3. Research Methodology

1.5 Data

This study uses qualitative data to explore consumer perceptions, preferences, and behaviors related to the Value Proposition Canvas, Competitor Analysis, and Minimum Viable Product (MVP) for Smoosh. Qualitative description emphasizes understanding social phenomena through detailed narratives, focusing on participants' meanings, contexts, and experiences rather than numerical measurement. According to (adil et al, 2022) in *Metode Penelitian Kuantitatif dan Kualitatif: Teori dan Praktik*, qualitative research seeks to portray reality comprehensively and contextually, highlighting the depth of human experience and natural settings. This approach allows the researcher to gain holistic insights into how consumers perceive, interpret, and interact with the Smoosh brand concept.

3.1.1 Nature of the Data

The primary data in this research consist of semi-structured interview transcripts collected from purposively selected potential consumers of Smoosh in South Jakarta. These interviews are guided by approximately 15 to 20 open-ended questions designed to explore consumer behavior and perception related to healthy beverages, existing competitors, and the Smoosh concept. The questions are organized into three main parts: Value Proposition Canvas (customer needs, pains, and gains), Competitor Analysis (five key aspects: product quality, price perception, brand image, packaging, and customer service), and Minimum Viable Product (concept feedback and purchase intention). Observation notes and field memos complement the interviews by capturing non-verbal expressions, tone of voice, and contextual details that may influence participant responses.

Secondary data are obtained from supporting sources such as market reports, articles, and digital content from social media platforms of competing smoothie brands. These secondary materials are used to provide context for interpreting the primary data and to strengthen overall analysis. The combination of primary and secondary data ensures that the findings represent both direct consumer insights and broader market conditions.

3.1.2 Rationale for Data Selection

The use of qualitative descriptive data is appropriate for this study because the objective is to understand how and why potential consumers perceive value in smoothies, evaluate competitors, and respond to the Smoosh concept. Qualitative methods would not sufficiently capture the meanings and motivations behind consumer behavior. The qualitative descriptive approach enables the researcher to interpret consumer perspectives naturally and holistically through their own words and experiences. The researcher serves as the main instrument in data collection and interpretation, ensuring that insights remain grounded in participants' real experiences.

3.1.3 Data Characteristics and Structure

The primary data are descriptive and textual, derived from responses to the 15–20 semi-structured questions mentioned above. These questions are intentionally designed to be clear, focused, and exploratory to generate in-depth insights while keeping participants comfortable

and engaged. Each interview is conducted individually, recorded with the participant's consent, and transcribed verbatim to ensure accuracy.

Field notes are used to document environmental factors, non-verbal behavior, and researcher observations, which serve as complementary data for deeper analysis. Secondary data such as online reviews, competitor social media content, and industry reports are incorporated for triangulation, ensuring the credibility and richness of the research findings. Combining multiple data sources provides a more holistic understanding of consumer perceptions and market conditions.

3.1.4 Data Integrity and Scientific Method

To maintain scientific rigor, all data collection and analysis follow systematic and transparent procedures. The interview guide is developed and refined to ensure alignment with research objectives and clarity of questions. All interviews are recorded, transcribed, and organized systematically to allow accurate interpretation. An audit trail is maintained to document all stages of data collection and analysis. The validity of findings is supported through consistency checks across participant responses and secondary data sources. Transparency in data handling ensures the credibility, dependability, and confirmability of the research process.

3.1.5 Link to Subsequent Analyses

The qualitative data collected serve as the foundation for the three analytical components of this research. The Value Proposition Canvas analysis identifies consumer jobs, pains, and gains to understand what consumers value in smoothies. The Competitor Analysis explores how consumers perceive other smoothie brands using five criteria, product quality, price perception, brand image, packaging and visual appeal, and customer service. The Minimum Viable Product analysis examines consumer responses to Smoosh's concept, pricing, flavor expectations, and accessibility. Each analysis leads to specific conclusions that will be integrated to develop strategic business implications for the growth of Smoosh.

3.2 Research Scope

This research focuses on exploring consumer insights that can support the business development of Smoosh, a smoothie brand concept in South Jakarta. The study aims to understand customer perceptions, preferences, and expectations through qualitative analysis, emphasizing consumer experience as the main source of information. The research scope is specifically designed to generate insights that contribute to the formulation of a strong value proposition, identification of competitive positioning, and validation of the Smoosh concept through a minimum viable product (MVP) approach.

3.2.1 Conceptual Scope

The conceptual scope of this research consists of three main components:

- Value Proposition Canvas (VPC)**

This component focuses on understanding customer jobs, pains, and gains related to smoothie consumption. It explores what consumers aim to achieve through smoothies, the challenges or frustrations they experience, and the aspects that bring them satisfaction or value. Insights from this section will help define how Smoosh can deliver meaningful value to its target customers (Osterwalder, 2015).

- Competitor Analysis**

This part examines consumer perceptions of existing smoothie and healthy beverage brands. The analysis focuses on five key aspects: product quality or taste, price perception, brand image,

packaging and visual appeal, and customer service. Information gathered will be used to construct a Competitor Analysis Matrix, which highlights the strengths and weaknesses of current competitors and identifies opportunities for Smoosh to differentiate itself in the market (Sohel et al, 2014).

- **Minimum Viable Product (MVP)**

The MVP scope aims to evaluate consumer responses to the early concept of Smoosh. It examines their first impressions, perceived value, and purchase intentions based on the proposed concept, price range, and product accessibility. This part helps validate whether the Smoosh concept aligns with customer expectations and market feasibility before large-scale implementation. (Stevenson, 2024).

3.2.2 Geographical Scope

The geographical focus of this research is South Jakarta, an area characterized by a dynamic mix of professionals, students, and urban residents with increasing interest in healthy and convenient food options. The region's population diversity and active lifestyle make it a relevant area for studying smoothie consumption behavior and potential demand for Smoosh's offerings.

3.2.3 Participant Scope

Participants in this study are individuals aged 18 to 35 years old who have purchased or regularly consume smoothies, juices, or other healthy beverages. They represent potential target customers for Smoosh, given their awareness of wellness trends and their purchasing power. Participants are selected using purposive sampling, ensuring they meet criteria relevant to the research objectives.

The number of interview participants is determined with reference to Smoosh's September sales data recorded on our point of sale system, which recorded 329 customers in total. When averaged over 30 days, this results in approximately 11 customers per day. This average serves as a grounding reference for estimating a reasonable and realistic qualitative sample size. By basing the number of interviewees on actual customer traffic, the study ensures that selected participants accurately represent Smoosh's real consumer base and can provide meaningful insights that reflect actual purchasing behaviors.

3.2.4 Thematic Scope

The thematic focus of this study lies in understanding how consumer perceptions can guide product development and marketing strategy. The research themes are aligned with:

- Identifying consumer expectations and value perceptions;
- Analyzing market gaps through competitor comparisons;
- Evaluating customer acceptance of a new smoothie concept.

By integrating these themes, the study aims to provide a holistic understanding of consumer-based strategy formulation for Smoosh.'

3.2.5 Scope Limitation

This research is qualitative in nature and does not aim to generalize findings to a broader population. Instead, it focuses on capturing detailed, contextual insights from selected participants. The data are based on individual perceptions, which may vary depending on personal experience and exposure to the market. Therefore, the conclusions derived from this

research serve as exploratory insights to support Smoosh's business design rather than statistical representations of the entire market.

3.3 Data Collection Techniques

This research uses qualitative data collection techniques that emphasize direct interaction with participants to obtain rich and descriptive insights. The primary technique used in this study is semi-structured interviews, supported by observation and documentation of relevant secondary sources. These techniques allow the researcher to explore consumer perceptions naturally while ensuring the data collected remain aligned with the study's objectives.

3.3.1 Semi-Structured Interviews

Semi-structured interviews serve as the main method for collecting primary data. This technique provides flexibility for participants to express their experiences, thoughts, and preferences in their own words while allowing the researcher to guide the conversation using predetermined questions. The interview guide consists of approximately 15 to 20 open-ended questions, grouped into three main themes:

1. Value Proposition Canvas (customer jobs, pains, and gains);
2. Competitor Analysis (focused on product quality or taste, price perception, brand image, packaging and visual appeal, and customer service);
3. Minimum Viable Product (first impressions, perceived value, and purchase intention).

Semi-structured interviews are chosen because they allow the researcher to probe deeper into relevant responses and clarify meanings when necessary. This approach is suitable for qualitative descriptive research, where the goal is to capture detailed and accurate descriptions of participants' perceptions and experiences.

3.3.2 Documentation and Secondary Data

In addition to primary data, this research uses secondary data from relevant documents and online sources. These include market reports, journal publications, competitor social media content, menu listings, pricing information, and customer reviews posted on digital platforms. Secondary data are used to complement and validate insights obtained from interviews. They also support the construction of the Competitor Analysis Matrix by providing external evidence that can be compared with participant perceptions.

3.3.3 Ethical Considerations in Data Collection

All data collection activities are conducted ethically and responsibly. Participants are informed about the purpose of the research, the voluntary nature of their participation, and their right to withdraw at any time. Interviews are recorded only with explicit consent from participants. All information collected is kept confidential and used solely for academic purposes. No personal identifying information is disclosed in the final research report.

3.3.4 Alignment with Research Objectives

The selected data collection techniques are carefully chosen to align with the qualitative nature of the study and the research objectives. Semi-structured interviews provide in-depth insights into consumer behavior and perceptions, observations add contextual richness, and documentation ensures that the findings are supported by real market conditions. Together, these techniques create a robust foundation for understanding consumer needs, assessing competitive positioning, and evaluating the feasibility of Smoosh's concept.

3.4 Data Collection Tools

This research uses several tools to support the qualitative data collection process and ensure that information gathered from participants is accurate, organized, and aligned with the research objectives. The primary tool used in this study is the interview guide, which contains approximately 15 to 20 open-ended questions designed to explore consumer perceptions related to the Value Proposition Canvas, Competitor Analysis, and Minimum Viable Product (MVP). The interview guide ensures consistency in topics discussed during interviews while allowing flexibility for deeper probing when needed.

Audio recording tools are used to document participants' responses during interviews. With participant consent, interviews are recorded using a smartphone or digital recorder. Recording interviews helps maintain the accuracy of responses and enables the researcher to create verbatim transcripts for analysis. In addition to recordings, the researcher also uses brief field notes to capture important points, impressions, and contextual details that may support the interpretation of data.

Documentation tools are also used to gather secondary data relevant to the study. These include digital screenshots, saved files, and notes collected from online platforms such as competitor social media pages, menu listings, pricing information, and customer reviews. These documentation tools help organize and store secondary data that support the Competitor Analysis Matrix and strengthen the interpretation of primary data.

Together, these tools ensure that the data collection process is structured, transparent, and reliable, while supporting the qualitative descriptive approach used in this research.

3.5 Data Analysis Method

The data analysis in this research follows a qualitative descriptive approach, where the goal is to summarize and interpret participants' responses in a clear, structured, and factual manner. The analysis is conducted based on the three main frameworks used in the study: the Value Proposition Canvas, the Competitor Analysis Matrix, and the Minimum Viable Product (MVP) concept. Each framework guides the categorization and interpretation of the data in a way that directly supports the research objectives.

3.5.1 Analysis Using the Value Proposition Canvas

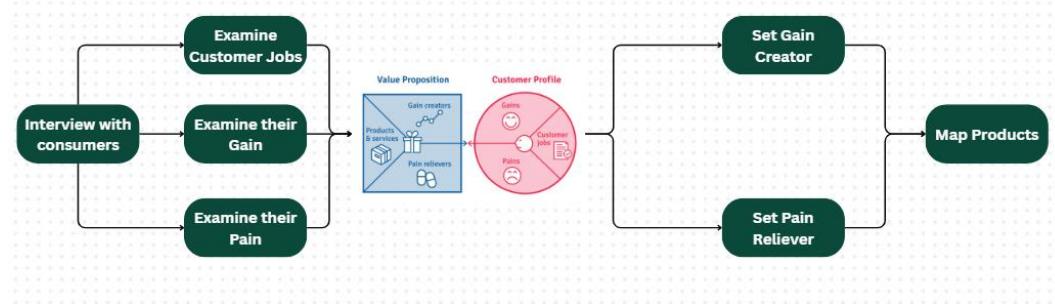
The analysis for the Value Proposition Canvas begins with organizing interview responses into three key components: customer jobs, pains, and gains.

- First, all interview transcripts are reviewed thoroughly and coded to identify statements that describe what consumers want to achieve when buying smoothies (jobs), the difficulties or frustrations they experience (pains), and the benefits or positive outcomes they seek (gains).
- The codes are then grouped into themes based on similarities across participants.
- These themes are used to construct a complete Value Proposition Canvas that reflects customer expectations, motivations, and unmet needs.

This process allows the researcher to identify which aspects of value are most relevant for Smoosh and how the brand can align its offerings with consumer needs.

3.5.2 Analysis Using the Competitor Analysis Matrix

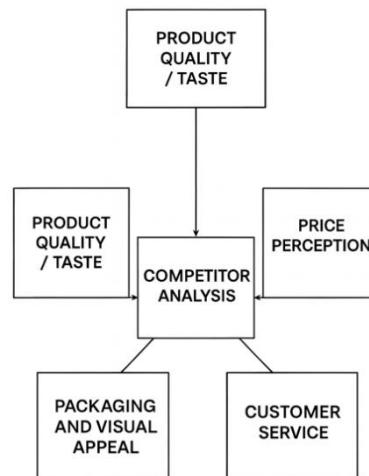
The competitor analysis focuses on five key criteria: product quality or taste, price perception, brand image, packaging and visual appeal, and customer service.



Picture 3. 1 Offerings

- Interview responses related to competitor brands are extracted and categorized based on these criteria.
- Additional secondary data from online reviews, social media, and menus are also collected to support and validate the interview findings.
- Once categorized, the data are used to construct a Competitor Analysis Matrix, where each brand is compared across the five criteria using descriptive summaries.

This analysis highlights the strengths and weaknesses of existing competitors and identifies gaps in the market that Smoosh can potentially address. It also provides a clearer understanding of how consumers evaluate competing brands in the smoothie and healthy beverage industry.



Picture 3. 2 Product Quality
(Popy Rufaidah, 2012)

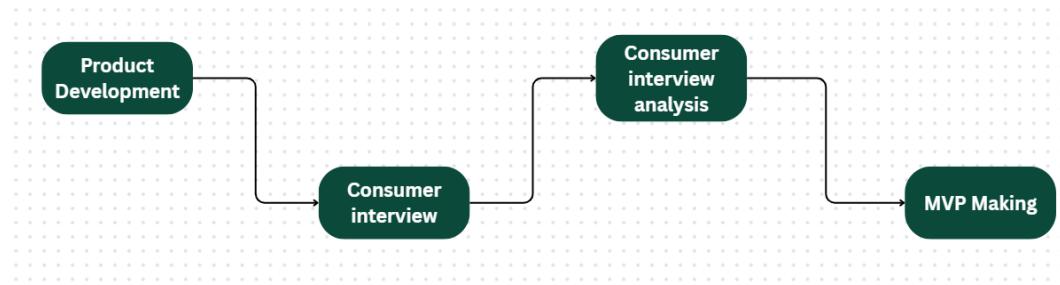
3.5.3 Analysis Using the Minimum Viable Product (MVP) Framework

The MVP analysis aims to evaluate consumer responses to the early concept of Smoosh.

- Interview responses are reviewed to identify first impressions, perceived strengths, concerns, and suggestions related to the Smoosh concept.

- Responses are coded and grouped into themes such as perceived value, pricing suitability, flavor preferences, accessibility expectations, and likelihood of purchase.
- The findings are then interpreted to assess whether the Smoosh concept meets consumer expectations and whether it is feasible for initial implementation.

This analysis helps determine the acceptability of the proposed MVP and identifies improvements that can be made before launching the product.



Picture 3. 3 Product Development

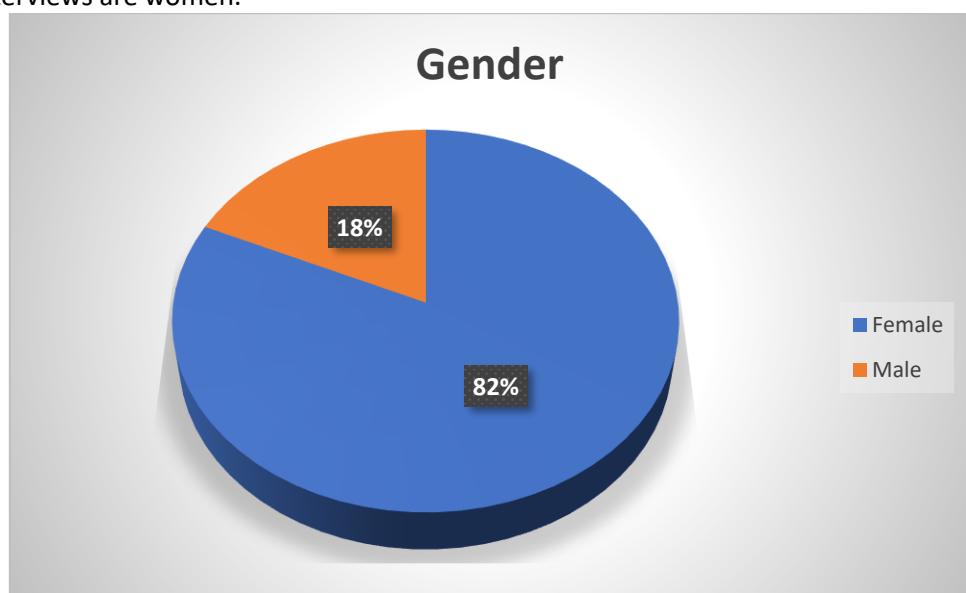
(Aghnia & Larso, 2018)

4. Discussion Of Research

4.1 Respondent Frequency

1.5.1 Gender

The gender distribution of the interview participants shows a clear dominance of female respondents. Based on the collected data, 82 percent of the participants were female, while 18 percent were male. This indicates that the majority of Smoosh customers who participated in the interviews are women.



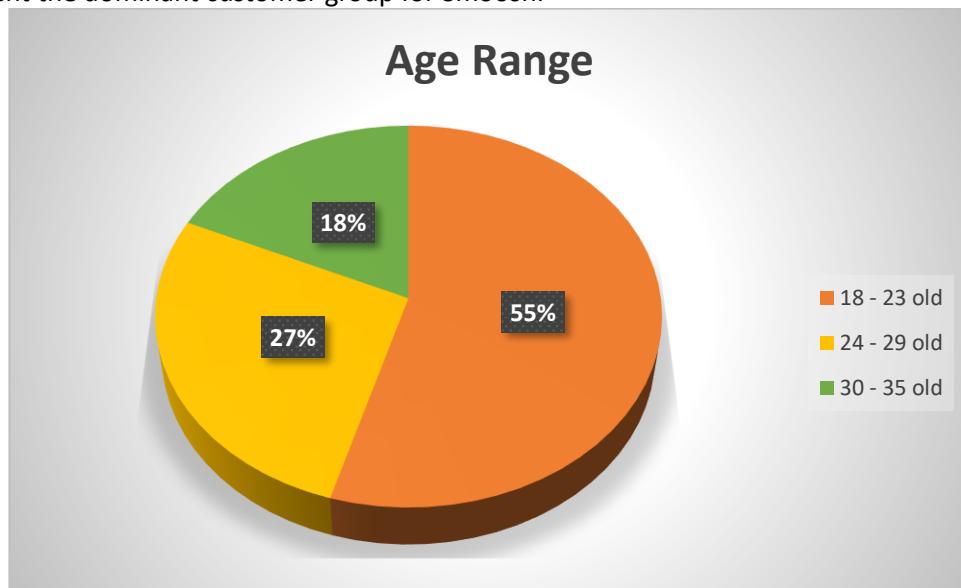
Picture 4. 1 Gender

This demographic pattern may reflect the broader consumer behavior in the healthy beverage market, where female customers are often more engaged with lifestyle and wellness products. The high proportion of female respondents also provides valuable insight into the preferences and expectations of one of Smoosh's most significant customer segments. However,

the presence of male respondents, although smaller, still contributes to a more balanced understanding of customer perceptions across genders.

1.5.2 Age Range

The age distribution of the interview participants shows that the largest proportion of respondents falls within the 18 to 23 years old category, accounting for 55 percent of the total sample. This indicates that younger consumers, particularly students and early young adults, represent the dominant customer group for Smoosh.



Picture 4. 2 Age Range

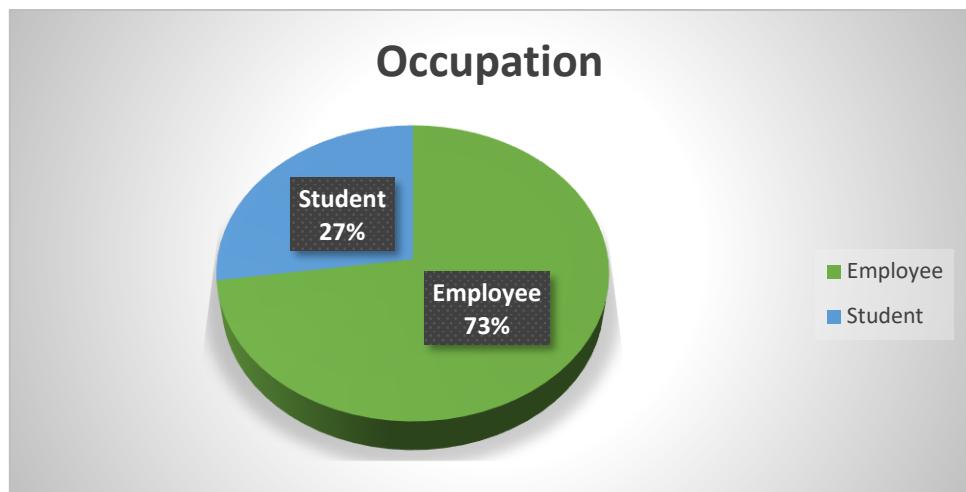
The second-largest age group consists of respondents aged 24 to 29 years, making up 27 percent of the participants. This age group generally reflects young professionals who are familiar with wellness-oriented products and may seek convenient, healthier beverage options.

The remaining 18 percent of respondents are within the 30 to 35 years old category. Although smaller in proportion, this segment still provides valuable perspectives, particularly from consumers who may have higher purchasing power and more stable consumption patterns.

Overall, the age distribution demonstrates that Smoosh's customer base is predominantly young, aligning with broader trends in the healthy drink and smoothie market, where younger demographics show greater interest in natural, fresh, and lifestyle-driven products.

1.5.3 Occupation

The occupational background of the interview participants is dominated by individuals who are currently employed. Based on the collected data, 73 percent of respondents identified as employees. This group represents consumers with stable daily routines and regular purchasing power, making them an important market segment for Smoosh.

**Picture 4. 3 Occupation**

Meanwhile, 27 percent of the respondents were students. It is important to note that these students were individuals participating in internships, meaning they actively balance academic commitments with workplace responsibilities. As a result, they share behavioral patterns similar to young professionals, such as seeking convenient, affordable, and refreshing beverage options during busy daily schedules.

Overall, the occupation distribution demonstrates that both working professionals and internship students contribute meaningful perspectives to the study, especially in relation to convenience, pricing sensitivity, and consumption habits.

1.6 Competitor Analysis

Table 4.2 Competitor Analysis Result 1

No	Industry Forces	Weight	Rating	Score	Argumentation & Justification
1	Product quality or taste	0.3	4	1.2	Respondents described Smoosh as fresh, natural, and not too sweet. Many highlighted that Smoosh tastes cleaner and lighter than competitors. Several mentioned Boost and Joomba taste sweeter or more artificial.
2	Price perception	0.25	5	1.25	All 11 participants stated Smoosh is noticeably cheaper than Boost, Joomba, and Rejuve. Students said it is student-friendly, and professionals agreed it is reasonable for daily consumption. Value for money was strongly emphasized.
3	Brand image	0.2	3	0.6	Smoosh is seen as youthful, friendly, and simple. Respondents said the brand feels approachable but less established compared to Boost and less premium than Rejuve. Some suggested improving visibility and strengthening brand identity.
4	Packaging and visual appeal	0.15	3	0.45	Participants described the packaging as clean and minimalistic. However, it is less visually striking than Boost's bold designs and less premium than Rejuve's. Aesthetics are positive but have room for enhancement.
5	Customer service	0.1	4	0.4	Respondents highlighted friendly, fast, and personal service. Many felt staff were more approachable than Boost and warmer than Rejuve, making customer service a notable strength.
TOTAL		1		3.9	

The competitor analysis was conducted to evaluate Smoosh's market position in comparison with three established smoothie brands: Boost, Joomba, and Rejuve. This analysis focuses on five competitive dimensions, namely product quality or taste, price perception, brand

image, packaging and visual appeal, and customer service (Popy Rufaidah, 2012). These dimensions were selected because they represent the key attributes that influence customers' purchase decisions based on the interview results.

From the feedback of 11 interview participants, most of whom had just purchased Smoosh, the findings show that Smoosh holds strong competitive advantages in price perception, product quality, and customer service. Meanwhile, the areas of brand image and packaging appeal show moderate performance that can still be improved.

In terms of product quality or taste, respondents consistently described Smoosh as fresh, natural, and not overly sweet. Many participants highlighted that Smoosh has a cleaner and lighter taste profile compared to Boost and Joomba, which are often perceived as sweeter or more artificial. This positions Smoosh as an attractive choice for consumers who prefer beverages that taste natural and are not too heavy.

Smoosh's strongest advantage lies in price perception. Every interview participant mentioned that Smoosh is significantly more affordable than Boost, Joomba, and Rejuve. Students emphasized the affordability as a major benefit, while working consumers also noted that Smoosh offers reasonable pricing for daily consumption. This indicates that Smoosh is competitively positioned for price sensitive customers.

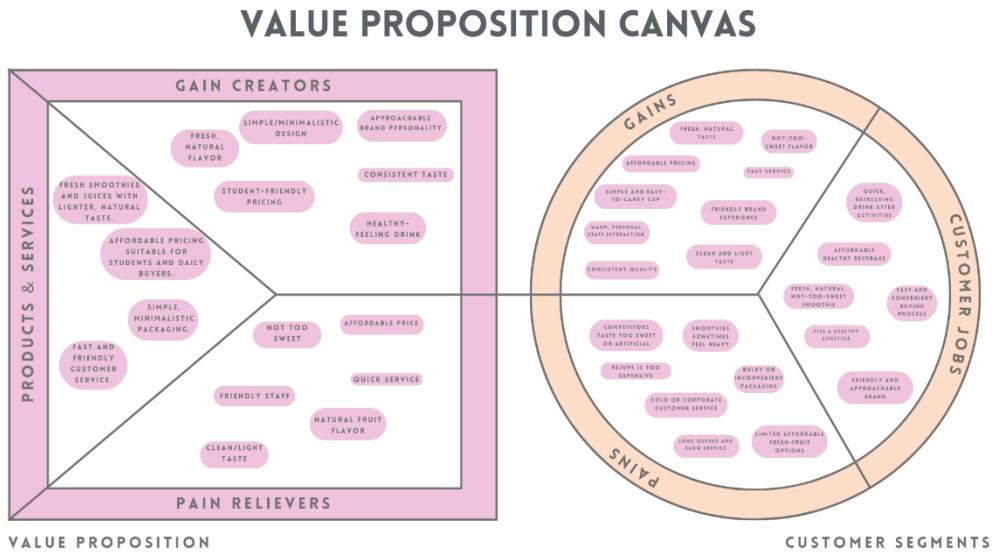
Regarding brand image, respondents viewed Smoosh as a youthful, friendly, and approachable brand. However, they also mentioned that Smoosh does not yet have the same level of recognition as Boost or the premium identity associated with Rejuve. Although perceptions are generally positive, the brand still has space to strengthen its visibility and reputation in order to compete more effectively.

For packaging and visual appeal, participants described Smoosh's packaging as clean and minimalistic, which aligns with a simple and fresh concept. However, some respondents pointed out that Smoosh's packaging is less visually prominent than the colorful design of Boost or the premium aesthetic of Rejuve. This shows that there is an opportunity to enhance the visual impact of Smoosh's packaging to attract more attention.

Smoosh performed strongly in customer service. Respondents consistently mentioned that the staff were friendly, fast, and personal in their approach. Many customers felt more comfortable and welcomed compared to their experiences with Boost or Rejuve, which were sometimes described as more formal or corporate. This makes customer service one of Smoosh's key strengths.

Overall, the competitor analysis shows that Smoosh has a strong value proposition that aligns with what customers prioritize, especially in terms of natural taste, affordable pricing, and friendly service. At the same time, the analysis highlights two areas for improvement, which are brand image and packaging appeal. These insights will be used to support the development of the Value Proposition Canvas and Minimum Viable Product in the next sections.

1.7 Value Proposition Canvas



Picture 4. 4 VPC Results

The Value Proposition Canvas (VPC) was developed to understand how well Smoosh's offerings align with the needs, expectations, and frustrations of its target customers (Osterwalder, 2015). The VPC integrates two major components, namely the Customer Profile and the Value Map. The Customer Profile captures customer jobs, pains, and gains based on interview results. The Value Map describes how Smoosh's product and service offerings relieve those pains and create meaningful gains.

1.7.1 Customer Profile

1.7.1.1 Customer Jobs

The interviews indicate that customers primarily seek a quick and refreshing beverage that fits their daily routines, such as after exercise, during work breaks, or while studying. Customers also want a smoothie that feels natural and not overly sweet, as well as a drink that is affordable enough for frequent or daily consumption. Convenience is another important job, since customers expect fast preparation and easy access when buying smoothies.

1.7.1.2 Customer Pains

The interviews reveal several frustrations that customers experience with existing competitors. Many respondents perceive Boost and Joomba as too sweet or artificial, while Rejuve is considered too expensive for everyday purchase. Some customers find that competitor smoothies feel heavy, are not refreshing, or come in packaging that is inconvenient to carry. Respondents also mentioned that some brands feel too formal or corporate in their customer service, creating a less comfortable buying experience. Queueing times at healthy beverage outlets were also noted as a common inconvenience.

1.7.1.3 Customer Gains

Customers expect drinks that taste fresh, are not overly sweet, and feel healthier due to the use of real fruits. They value affordability, especially for daily or habitual purchases. Fast service is also an expected gain, as many customers want to purchase beverages without waiting too long. At the same time, customers desire a brand that feels approachable, friendly, and consistent. Some customers appreciate when staff members remember their preferences or interact warmly, which creates a pleasant emotional experience.

1.7.2 Value Map

1.7.2.1 Products and Services

Smoosh provides a range of fresh smoothies and juices with a lighter and natural taste profile. The pricing is set at a more affordable level compared to major competitors, making Smoosh accessible to students and young professionals. The packaging design is simple and minimalistic, and the service approach focuses on friendliness and speed.

1.7.2.2 Pain Relievers

Smoosh addresses customer pains through several key elements. The lighter and less sweet taste helps customers avoid the artificial sweetness commonly associated with other brands. The affordable price removes the financial barrier that customers experience with Rejuve. Fast preparation times reduce frustration caused by long waiting lines. The friendly and relaxed service style removes the sense of formality or discomfort that customers feel in more corporate environments. The clean and light taste profile also helps customers who dislike heavy smoothies, while the natural fruit flavor reassures customers who are concerned about artificial ingredients.

1.7.2.3 Gain Creators

Smoosh creates positive value by offering a taste experience that customers describe as natural, clean, and refreshing. The affordable price creates additional value for consumers who want to make smoothies a part of their daily routine. The simple packaging meets the expectations of consumers who prefer minimalistic and practical designs. The approachable brand personality makes customers feel comfortable returning, while consistent product quality helps strengthen trust and support repeat purchases.

1.7.2.4 Overall Fit

The results indicate a strong fit between Smoosh's value proposition and the needs of its target customers. Customers want affordable, natural-tasting, and convenient beverages, and Smoosh effectively provides these qualities. The primary opportunities for improvement lie in enhancing brand image and strengthening packaging appeal to match the stronger visual identities of Boost and Rejuve. Nevertheless, the alignment between customer expectations and Smoosh's offerings creates a solid foundation for future development, which is further explored through the Minimum Viable Product (MVP) in the next section.

1.8 Minimum Viable Product

The development of the Minimum Viable Product (MVP) aligned with (Aghnia & Larso, 2018) for Smoosh is based entirely on the interview findings collected from 11 participants who had recently purchased Smoosh. In accordance with the qualitative research approach described in Chapter 3, the MVP is created by identifying the core needs, pains, and expectations expressed by customers, followed by translating these insights into essential product features. The purpose of the MVP in this study is to identify the minimum set of features that Smoosh must offer in order to satisfy customers while staying aligned with the value proposition.

1.8.1 Customer Needs Reflected in the MVP

The interview data reveal several recurring expectations from customers. Respondents consistently emphasized their preference for smoothies that taste fresh, natural, and not too sweet. Many participants also expressed the need for a drink that is affordable enough to be purchased frequently, particularly among students and younger consumers. In addition, fast service and a simple, convenient cup design were highlighted as important practical aspects

during the purchase process. Customers also valued friendly and warm interactions with staff, which contributed to a positive emotional experience.

1.8.2 Core Features Included in the MVP

Based on the customer insights gathered, the MVP focuses on delivering the following essential features:

1. Fresh and Natural Smoothies

The majority of respondents described Smoosh as having a natural and clean taste, which differentiates it from competitors that are often perceived as overly sweet or artificial. Therefore, freshness and natural flavor become central to the MVP.

2. Affordable Pricing

All interview participants agreed that Smoosh offers more affordable pricing compared to Boost, Joomba, and Rejuve. This affordability allows customers, especially students, to consider Smoosh for daily or routine consumption. As a result, maintaining accessible pricing is a key component of the MVP.

3. Limited but Focused Menu

Participants did not express the need for extensive menu options. Instead, they valued consistent quality and natural taste. The MVP therefore includes only the essential, best-selling smoothie variants that meet customer expectations without overcomplicating operations.

1. Fast and Efficient Service

Long queues and slow preparation times were identified as common customer frustrations in competitors. Smoosh's ability to provide faster service was seen as an advantage. Thus, quick and efficient service is included as an essential part of the MVP.

2. Simple and Practical Packaging

Respondents appreciated simple and minimalistic packaging, which makes the product easy to carry. Since packaging aesthetics were not viewed as the most important factor, the MVP retains a clean and practical design without unnecessary complexity.

3. Friendly and Approachable Customer Service

Many participants mentioned that Smoosh's customer service felt warmer and more personal than competitor brands. This strengthens customer satisfaction and encourages repeat purchases. Friendly service is therefore included as a core MVP feature.

1.8.3 Features Excluded From the MVP

To maintain the "minimum" aspect of the MVP, several non-essential elements are intentionally excluded. These include premium packaging, extended menu variations, loyalty programs, major branding upgrades, digital ordering applications, and experimental flavors. These features may be considered in future product iterations but are not necessary in the initial phase of validation.

1.8.3.1 Alignment Between the MVP and Customer Insights

The MVP aligns closely with the findings of the Value Proposition Canvas. Customer pains such as overly sweet competitor drinks, high pricing, slow service, and cold interactions are addressed through natural flavors, affordable pricing, fast preparation, and friendly service. Customer gains such as fresh taste, convenience, and consistent quality are reinforced through the selected MVP features. This alignment ensures that the MVP is firmly grounded in customer needs and offers a clear strategic direction for Smoosh.

1.8.4 Conclusion

Overall, the MVP developed in this study reflects the essential attributes that customers value most from Smoosh. By focusing on freshness, affordability, simplicity, and positive customer interaction, the MVP provides a realistic and customer-centered foundation for product validation. The insights gained from this MVP analysis will support Smoosh in refining its offerings and guiding future development decisions.

5. Conclusions And Suggestions

1.9 Conclusion

This study was conducted to develop a business design for Smoosh based on customer insights, competitor analysis, the Value Proposition Canvas, and the Minimum Viable Product. Using a qualitative research approach, data were collected through interviews with customers who had recently purchased Smoosh. The findings provide a comprehensive understanding of customer preferences, competitive positioning, and the core elements required to support Smoosh's business development.

1. The results show that Smoosh's target customers prioritize freshness, natural taste, and affordability when purchasing smoothies. Customers prefer beverages that are not overly sweet, feel light, and are suitable for daily consumption. Fast service and convenient packaging also play an important role in shaping purchase decisions, while friendly and approachable customer service contributes positively to the overall customer experience. These insights indicate that functional and emotional values are equally important for Smoosh's customers.
2. The competitor analysis reveals that Smoosh is competitively positioned against Boost, Joomba, and Rejuve, particularly in terms of price perception, product taste, and customer service. While Boost and Joomba are often perceived as having sweeter or more artificial taste profiles, and Rejuve is viewed as premium but expensive, Smoosh is recognized as offering a more affordable and natural alternative. However, the analysis also indicates that Smoosh has lower brand recognition and less prominent packaging compared to its competitors, suggesting areas for future improvement.
3. The Value Proposition Canvas confirms a strong alignment between customer needs and Smoosh's offerings. Customer jobs such as seeking a quick, refreshing, and healthy beverage are addressed through Smoosh's product concept. Customer pains related to high prices, artificial taste, and slow service are mitigated through affordable pricing, natural ingredients, and efficient service. Customer gains such as freshness, convenience, and a friendly brand experience are supported by Smoosh's current value proposition.
4. Based on the VPC findings, the Minimum Viable Product is formulated by focusing on essential features that provide the highest value to customers. These features include fresh and natural smoothies, affordable pricing, a limited but focused menu, fast service, simple packaging, and friendly customer interaction. By excluding non-essential features, the MVP allows Smoosh to validate its core value proposition while maintaining operational efficiency.

Overall, the findings of this study indicate that Smoosh's business design is well-aligned with customer expectations and competitive conditions in the market. The integration of competitor analysis, Value Proposition Canvas, and Minimum Viable Product provides a clear and customer-centered foundation for Smoosh's business development. This business design supports Smoosh's potential to strengthen its position as an affordable, fresh, and approachable smoothie brand.

1.10 Suggestions for SMOOSH

Based on the findings from the interview results, competitor analysis, Value Proposition Canvas, and Minimum Viable Product development, several practical suggestions can be proposed to support Smoosh's business design and future development.

1. Smoosh should maintain its core product strength in freshness and natural taste. Customers consistently associate Smoosh with a clean, light, and not overly sweet taste profile. This characteristic differentiates Smoosh from competitors such as Boost and Joomba, which are often perceived as sweeter or more artificial. Therefore, Smoosh should continue using fresh ingredients and avoid increasing sweetness levels that may compromise this advantage.
2. Smoosh should preserve its affordable pricing strategy. Interview results show that price perception is one of Smoosh's strongest competitive advantages, particularly among students and young professionals. Maintaining accessible pricing will support frequent and repeat purchases. Any future product development or ingredient upgrades should be carefully evaluated to ensure they do not significantly increase prices beyond customer expectations.

Smoosh is encouraged to improve brand visibility and brand recognition. Although customers view Smoosh positively, the brand is still less recognized compared to established competitors such as Boost and Rejuve. Smoosh can strengthen its brand image by creating more consistent visual elements across packaging and digital platforms, while maintaining a friendly and approachable brand personality.

3. Smoosh should enhance packaging design without sacrificing simplicity. While customers appreciate the current minimalistic and practical packaging, the competitor analysis indicates that packaging is one area where Smoosh can improve. Small adjustments such as clearer branding, improved color consistency, or better material quality could increase visual appeal while keeping costs manageable.
4. Smoosh should continue prioritizing fast and friendly service. Customer service emerged as a key strength, with respondents describing staff as approachable and warm. Smoosh should maintain service speed and continue training staff to engage positively with customers, as this creates emotional value and supports customer loyalty.
5. Smoosh can use the Minimum Viable Product approach as a foundation for gradual development. The current MVP already meets core customer needs, so future innovations should be introduced incrementally and tested carefully. Features such as menu expansion, loyalty programs, or seasonal offerings should only be added after ensuring they align with customer expectations and do not weaken Smoosh's core value proposition.

Overall, these suggestions emphasize strengthening Smoosh's existing advantages while addressing areas that require improvement. By focusing on freshness, affordability, service quality, and gradual brand enhancement, Smoosh can build a sustainable and customer-centered business design.

1.11 Suggestions for future researcher

This study provides insights into the business design of Smoosh based on qualitative interviews, competitor analysis, the Value Proposition Canvas, and the Minimum Viable Product. Although the research findings are aligned with the study objectives, several opportunities remain for future research to further develop and extend the scope of this study.

1. Future researchers may consider applying quantitative research methods to complement the qualitative findings of this study. Survey-based approaches or statistical analysis could be used to measure customer satisfaction, price perception, or purchase intention, allowing for validation of the themes identified through interviews.
2. Future studies could expand the geographical scope of the research. This study focuses on Smoosh in South Jakarta, and customer preferences may vary across different locations.

Conducting similar research in other cities or regions could provide comparative insights and support broader business development strategies.

3. Future research may explore long-term customer behavior and loyalty by using a longitudinal approach. Such studies could examine how customer perceptions, satisfaction, and repeat purchase behavior evolve as Smoosh continues to develop its brand and offerings.
4. Future researchers could conduct comparative studies involving different brands within the healthy beverage or smoothie industry. A deeper comparison across multiple brands may provide a more comprehensive understanding of competitive dynamics and help refine business design frameworks.

Overall, these suggestions aim to support further academic research that builds upon the findings of this study and contributes to a deeper understanding of customer-centered business design in the healthy beverage industry.

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