



Original Paper

Marketing Strategy Analysis of Smoothie Chips Product

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Abstract—The marketing strategy evaluation of smoothie chips was conducted using a SWOT analysis and marketing mix benchmarking (4P) on two main comparison brands, namely Fitbar and Soyjoy, in Summersari District, Jember Regency. The main objectives of this study were to identify internal-external factors, analyze the product's competitive position in the dimensions of product, price, distribution, and promotion, and formulate appropriate marketing strategy recommendations. The research method used a qualitative approach (IFAS-EFAS) and quantitative (benchmarking) with a Likert scale questionnaire instrument (1-5) for 100 respondents. The instrument was declared valid and reliable with a Cronbach's α value > 0.70 . The analysis results showed an IFAS value of 2.60 and EFAS of 2.85, which placed smoothie chips in the aggressive strategy quadrant. The product stands out in the indicators of natural ingredients (0.338) and uniqueness (0.329), but still lags behind in the aspects of visuals, taste, availability, and intensity of digital promotion. The SWOT analysis and benchmarking recommend implementing an aggressive strategy focused on strengthening brand image through storytelling and influencer collaboration, expanding multichannel distribution, enhancing sensory and packaging quality, and employing a penetration pricing strategy with multipack packaging. Given that the product is still a prototype, these findings are evaluative of initial market perception and require further verification through test marketing.

Keywords—smoothie chips; prototype; marketing strategy; SWOT; benchmarking

I. INTRODUCTION

Changes in Indonesian consumption patterns indicate a growth in snack foods. National Socioeconomic Survey data (March 2024) recorded average per capita expenditure on prepared food and beverages reaching IDR 55,744 per week, highlighting the crucial role of ready-to-eat products in daily life [1]. The shift in consumer preferences, particularly among younger generations and urban workers, is increasingly shifting toward practical, healthy, and nutritious snacks.

Healthy fruit-based snack products have gained attention because they are perceived as natural, high in fiber, and in line with active lifestyle trends. Some examples that have been marketed include fruit chips, fruit-based snack bars, dried fruit snacks, and fruit leather. Although relatively well-received by consumers, these products still face challenges related to price, visual appearance, distribution, and digital promotion. Smoothie

chips were developed as a fruit-based snack innovation that combines the fresh taste of smoothies with the crunchy texture of dried snacks. This product is still a laboratory prototype, a collaboration between the Future Food R&D team of PT Agritama Sinergi Inovasi (AGAVI). As a new product, smoothie chips face challenges common to food MSMEs, including low market visibility, limited distribution, and the need for an appropriate marketing strategy.

Based on this, this study was conducted to evaluate the market potential and competitive position of smoothie chips through a SWOT analysis and 4P benchmarking (product, price, place, and promotion). The research focused on consumers in Summersari District, Jember Regency, representing a productive urban segment with high potential demand for healthy snacks. The research results are expected to provide applicable and contextual marketing strategy recommendations for the development of innovative fruit-based products.

II. RESEARCH METHODS

A. Research Design

The research approach used is descriptive quantitative, with a combination of SWOT analysis and benchmarking to identify strategic positions and formulate appropriate marketing recommendations.

B. Location and Sample

Primary data was obtained through a structured survey of 100 potential smoothie chip consumers in Summersari District, Jember Regency, using a 1–5 Likert scale questionnaire to measure perceptions of product, price, distribution, and promotion aspects. In addition, direct market observation was conducted to record the availability of comparison products (Fitbar and Soyjoy) in modern and traditional retail channels. Secondary data was collected from official publications of the Central Statistics Agency (BPS) regarding demographics and consumption trends, the latest academic literature on healthy food product marketing strategies, and credible online sources such as industry reports and relevant competitor company websites for comparison.

C. Data Collection

Primary data was obtained through a survey using a Likert-scale questionnaire (1–5) and market observations. Secondary

data was collected from BPS publications, academic literature, and credible online sources. The instruments were tested for validity using Pearson correlation and reliability using Cronbach's Alpha ($\alpha > 0.7$).

D. Data Analysis

This study uses a descriptive-quantitative approach with a combination of SWOT analysis and benchmarking of two main competitors, Fitbar and Soyjoy. Data were obtained through a questionnaire to 100 respondents and expert assessment to determine the weighting of IFAS and EFAS. The analysis was conducted by adding the weighted scores of each internal and external factor, while benchmarking used the average consumer perception score on the four elements of the marketing mix (product, price, place, and promotion).

III. RESULTS AND DISCUSSION

A. SWOT Analysis

The SWOT analysis of smoothie chips uses the IFAS and EFAS matrices to assess the product's strengths, weaknesses, opportunities, and threats. The assessment was conducted by five members of the development team who understand the technical and strategic aspects of the product. This approach aligns with Kotler & Armstrong, who state that internal teams play a crucial role in the evaluation and direction of innovation development in the early stages [2]. The final results of the SWOT questionnaire are as follows:

TABLE I. SWOT ANALYSIS RESULTS (IFAS)

Internal Strategy Factors		Average Score Value
Strength (S)		
1.	Innovative and healthy product	0.412
2.	Using quality ingredients	0.3
3.	Practical packaging	0.18
4.	Competitive prices	0.216
5.	Raw materials are readily available	0.196
6.	Available in many fruit flavors	0.246
Weakness (W)		
1.	New product with low brand awareness	0.236
2.	Competition with other snack products	0.202
3.	Dependence on raw material suppliers	0.15
4.	Unfamiliar brand	0.164
5.	High production costs	0.178
6.	Limited initial production capacity	0.118
Total		2.60

Source: Data processed by researcher, (2025)

TABLE II. SWOT Analysis Results (EFAS)

External Strategy Factors		Average Score Value
Opportunity (O)		
1.	Increasing demand for healthy snacks	0.412
2.	Modern and practical lifestyle trends	0.34
3.	Potential market expansion	0.242
4.	E-commerce growth	0.228
5.	Government support for the healthy food industry and small and medium enterprises (SMEs)	0.178
6.	Potential collaboration with the health and education sectors	0.164
Threat (T)		

1.	Changing consumer trends	0.23
2.	Competition with cheaper products	0.24
3.	Strict rules and regulations	0.206
4.	Fluctuating prices of natural raw materials	0.206
5.	Potential product imitations by major competitors	0.222
6.	Criticism from consumers who consider healthy snacks too expensive	0.186
Total		2.85

Source: Data processed by researcher, (2025)

The SWOT analysis results show that the internal factors of smoothie chips have a total IFAS score of 2.60, indicating that strengths outweigh weaknesses. The main strengths lie in product innovation and a healthy image (0.412), supported by quality ingredients (0.300), a variety of flavors (0.246), as well as competitive pricing and practical packaging. However, weaknesses still arise in low brand awareness, limited production capacity, and supplier dependence, so strategies are needed to strengthen branding and operational efficiency.

Regarding external factors, an EFAS score of 2.85 indicates that opportunities outweigh threats. The main opportunities stem from healthy lifestyle trends, the growth of e-commerce, and the potential expansion of the natural snack market. Meanwhile, the main threats include price competition, changing consumer trends, and fluctuations in raw materials. Overall, smoothie chips are strategically positioned and prospective for development with an aggressive strategy based on innovation and market adaptation.

a) Quadrant SWOT Matrix

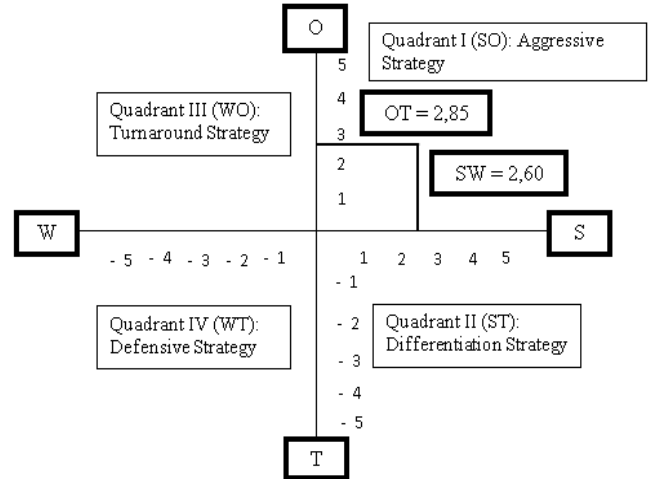


Fig. 1. 4-Quadrant SWOT Matrix

Based on the results of a quantitative SWOT matrix analysis, smoothie chips are positioned in Quadrant I (aggressive strategy), indicating the product has significant internal strengths as well as broad external opportunities. This condition allows for the implementation of a growth strategy, namely utilizing strengths to optimally capture market opportunities. Relevant aggressive strategies include market development, product development, market penetration, backward integration, forward integration, and concentric diversification [3]. These

strategies can be combined adaptively to expand the market, increase competitiveness, and support sustainable growth.

b) *SWOT Strategy Formulation for Smoothie Chips*

Based on the results of the IFAS and EFAS analyses, smoothie chips are in Quadrant I (SO) of the SWOT Matrix. The recommended primary strategy is an aggressive strategy, which leverages internal strengths to seize external opportunities. A comprehensive strategy can be formulated from the four SWOT combinations as follows:

TABLE III. SWOT STRATEGY OF SMOOTHIE CHIPS PRODUCT

SWOT Quadrant	Strategy
SO (Strengths - Opportunities) Aggressive Strategy: Maximizing strengths to seize opportunities	<ol style="list-style-type: none"> USP-based promotional campaign: Highlighting the product's advantages as a healthy and innovative snack (highest strength score: 0.412) that aligns with the demand trend for healthy food (highest opportunity score: 0.412).. Expansion of flavor variants: Utilizing the strength of fruit flavor variants (0.246) to meet the needs of modern and practical market trends (0.340).. E-commerce and modern retail distribution: Combining opportunities from e-commerce growth (0.228) with practical packaging (0.180) and natural ingredient composition (0.300) to reach a wider segment.
WO (Weaknesses - Opportunities) Turnaround Strategy: overcoming weaknesses by taking advantage of opportunities	<ol style="list-style-type: none"> Brand awareness campaign: Overcoming the weakness of low brand awareness (0.236) by utilizing the opportunity of healthy snack trends (0.412) through digital promotion strategies and influencer marketing. Optimize gradual production: Respond to the challenges of initial production capacity (0.118) by utilizing market expansion opportunities (0.242) in a gradual, demand-based manner. Use stable local raw materials: Respond to potential fluctuations in raw materials (0.206) by strengthening local supply and traceability systems.
ST (Strengths - Threats) Differentiation Strategy: leveraging strengths to address threats	<ol style="list-style-type: none"> Premium healthy positioning: Emphasizing natural and preservative-free ingredients (0.338) to counter low-price pressure from competitors (0.240). Value-added certification: Strengthening competitiveness through halal labels, BPOM certification, or gluten-free claims to prevent easy imitation by major competitors (0.222). Product value storytelling: Educating consumers through narratives about the origin of raw materials and production processes to address changing trends and consumer disloyalty (0.230).
WT (Weaknesses - Threats) Defensive Strategy: minimizing weaknesses and facing threats	<ol style="list-style-type: none"> Efficient production cost control: Reducing production costs (0.178) with small-scale optimization while maintaining quality, in order to face price competition (0.240). Economical and flexible packaging: Offering small-package and value pack variants to increase purchasing power amidst the threat of price sensitivity. Strengthening internal partnerships and human resources: Providing production and management training to teams and building stable partnerships with suppliers to reduce dependency on raw materials and supply chain risks.

Source: Data processed by researcher, (2025)

B. *Benchmarking Analysis*

Benchmarking compares consumer perceptions of smoothie chips, Fitbar, and Soyjoy across the 4Ps of the marketing mix (Product, Price, Place, Promotion). A weighted average score is calculated for each indicator to identify areas of strength or weakness. Strategy recommendations are derived from the best practices of top-performing competitors and tailored to local market capacity and context. The highest scores are indicated by green blocks, and the lowest scores by yellow blocks.

1) Product

In terms of product, the indicators assessed included visual appearance, taste, uniqueness, suitability for consumption, packaging, and ingredient composition. Based on the assessment results, smoothie chips scored quite competitively, with some indicators even surpassing those of competitors.

TABLE IV. PRODUCT ASPECT BENCHMARKING RESULTS

Factors assessed	Smoothie Chips	Fitbar (Fruit Variant)	Soyjoy (Fruit Variant)	Score	
	Score	Score	Score	Highest	Lowest
The product looks healthy and attractive	0.322	0.330	0.326	0.330	0.322
The product has a taste that meets expectation	0.278	0.280	0.279	0.280	0.278
The product has its own uniqueness	0.329	0.312	0.302	0.329	0.302
This product is suitable for consumption as a stomach filler.	0.321	0.328	0.335	0.335	0.321
Practical and attractive product packaging	0.318	0.328	0.321	0.328	0.318
Natural product	0.338	0.327	0.301	0.338	0.301

Source: Data processed by researcher, (2025)

Benchmarking results against two major competitors showed that smoothie chips excelled in product uniqueness (0.329) and natural ingredient composition (0.338), surpassing Fitbar (0.327) and SoyJoy (0.301). These findings reinforce the product's positioning as a healthy, nutritious snack with a unique selling proposition based on natural ingredients.

However, several aspects need to be improved. The lowest scores were for taste (0.278), visual appearance (0.322), packaging (0.318), and consumption suitability (0.321), all of which were still below competitors. Considering that taste is a major factor in repeat purchases and packaging influences impulsive decisions [4]. Priorities for improvement are focused on sensory reformulation, enhancing taste and texture, and designing more aesthetic and informative packaging.

As a best practice, Fitbar excels in visual aspects (0.330) through design consistency and the use of bright, communicative colors, as packaging aesthetics influence perceived quality [5][6]. Therefore, Smoothie Chips is advised to redesign its packaging with a green or pastel color palette that emphasizes a healthy impression and displays a short infographic about the product's benefits.

Furthermore, Fitbar also demonstrated the best performance in terms of taste (0.280), indicating its ability to adapt its flavor profile to local preferences. To increase consumer acceptance, smoothie chips can be subjected to blind taste tests and adjusted levels of sweetness, acidity, and texture. Meanwhile, Soyjoy's superiority in terms of consumption suitability (0.335) stems from its formulation of whole soybeans and dried fruit, which provides a satiating effect. Therefore, the development of a 20-30 gram mini variant with added fiber or vegetable protein is recommended to increase its functional value.

In terms of packaging, Fitbar excels in functionality (0.328) through the use of hygienic and informative foil flow packs. Functional and educational packaging can increase consumer perception of value and trust [7]. Based on this, smoothie chips can adopt biodegradable film packaging and add a concise nutrition label to strengthen their image as a healthy and environmentally friendly snack.

2) Price

Based on the price assessment, Smoothie Chips scored significantly lower than its two competitors, necessitating best practices from competitors. The benchmarking results for price are shown below.

TABLE V. BENCHMARKING RESULTS OF PRICE ASPECT

Factors assessed	Smoothie Chips	Fitbar (Fruit Variant)	Soyjoy (Fruit Variant)	Score	
	Score	Score	Score	Highest	Lowest
Product price according to quality	0.299	0.307	0.286	0.307	0.286
The product has good economic value	0.293	0.301	0.279	0.301	0.279
Competitive product price	0.292	0.306	0.292	0.306	0.292
Willing to pay more for product quality	0.302	0.307	0.296	0.307	0.296

Source: Data processed by researcher, (2025)

Price analysis shows that smoothie chips are slightly below Fitbar but relatively comparable to Soyjoy. On the price-to-quality indicator, smoothie chips scored 0.299, lower than Fitbar (0.307) but higher than Soyjoy (0.286). This indicates that consumer perception of the balance between quality and price of smoothie chips is positive, although there is still room for improvement.

In terms of economic value, smoothie chips scored 0.293, below Fitbar (0.301) but above Soyjoy (0.279). This finding indicates that consumers consider the benefits of smoothie chips to be commensurate with the price offered. Meanwhile, in terms of price competitiveness, smoothie chips (0.292) are on par with Soyjoy, but still lag behind Fitbar (0.306). This means this product is not yet fully considered a more economical snack.

On the consumer willingness to pay more for quality indicator, smoothie chips scored 0.302, placing it between Fitbar (0.307) and Soyjoy (0.296). This indicates a strategic opportunity for smoothie chips to strengthen their image as a healthy premium snack by improving and maintaining product quality consistency.

Fitbar excels in the aspect of price-to-quality (0.307) because it consistently conveys the functional value of the product, such as claims of "high fiber," "low calories," and "free of cholesterol and trans fat." Transparency regarding the functional value of the product has been shown to increase consumers' perceived quality and willingness to pay [8]. Therefore, smoothie chips are recommended to display explicit claims such as "100% real fruit" or "no preservatives," accompanied by concise and easy-to-understand nutritional information labels.

Fitbar's superiority in economic value (0.301) and competitive price (0.306) is obtained through a pricing strategy that emphasizes affordability, namely with a penetration price range of ± IDR 4,900–6,000 and providing discounts for multipack purchases. This strategy is a price penetration strategy, an effective penetration price strategy to attract new consumers and increase customer loyalty [9]. Based on this, smoothie chips can consider implementing a lower initial price, adjusting the packaging size (weight), and developing a multipack variant with a more economical price.

Fitbar's superiority in the consumer willingness to pay more indicator (0.307) is supported by a strong brand image and consistent product quality. Brand image and nutritional labels significantly influence consumer purchasing decisions [10]. Therefore, smoothie chips need to maintain and improve the quality of taste, texture, and raw materials, accompanied by strengthening the healthy brand image through product certification, educational campaigns, and collaboration with nutritionists to strengthen consumer trust.

3) Place

Based on the distribution location assessment, Smoothie Chips scored significantly lower than its two competitors, necessitating best practices from competitors. The benchmarking results for the location aspect are shown below.

TABLE VI. BENCHMARKING RESULTS OF PLACE ASPECT

Factors assessed	Smoothie Chips	Fitbar (Fruit Variant)	Soyjoy (Fruit Variant)	Score	
	Score	Score	Score	Highest	Lowest
Hope this product is available in offline store	0.098	0.266	0.261	0.266	0.098
Would prefer if this product was also marketed in online store	0.083	0.259	0.256	0.259	0.083

Source: Data processed by researcher, (2025)

Distribution aspects indicate that smoothie chips still face significant weaknesses in terms of product reach and accessibility. This is evident in the low scores on the indicators "expect this product to be available in offline stores" (0.098), and "prefer if this product were also marketed online" (0.083). These values are far below the scores achieved by Fitbar (0.266; 0.259) and Soyjoy (0.261; 0.256). These findings indicate that smoothie chips' accessibility remains limited, both in offline and online distribution channels.

Low visibility and market reach are major barriers to increasing sales. In the healthy snack category, consumer purchasing decisions are often impulsive, making product availability at the point of sale a critical determinant of sales success.

Fitbar is an example of a competitor that has successfully optimized distribution aspects through the implementation of a multi-channel distribution strategy, which includes general institutions, modern trade, HORECA (Hotels, Restaurants, and Cafes), general trade, and digital channels [11]. This multi-channel approach allows Fitbar to comprehensively expand consumer access, both through institutions, modern retail, traditional stores, the service sector, and e-commerce platforms.

Push marketing strategies through partnerships with retailers and product placement at points of transaction have proven effective in increasing brand visibility while encouraging impulse purchases [12]. Referring to these practices, smoothie chips are advised to adopt an integrated distribution approach with the following strategic steps:

- Strengthening direct distribution networks to various potential market segments, including institutions, health stores, and sports communities.
- Increase penetration in modern retail such as minimarkets and supermarkets through partnerships or consignment systems.
- Synergistically integrate online and offline channels, for example through cross-platform promotions and real-time stock availability in the marketplace.

4) Promotion

Promotion is a key aspect in building brand awareness, attracting consumer attention, and driving purchasing

decisions. Based on the promotional assessment, Smoothie Chips scored significantly lower than its two competitors, necessitating best practices from competitors. The benchmarking results for the promotional aspect are shown below.

TABLE VII. BENCHMARKING RESULTS OF PROMOTION ASPECT

Factors assessed	Smoothie Chips	Fitbar (Fruit Variant)	Soyjoy (Fruit Variant)	Score	
	Score	Score	Score	Highest	Lowest
Expect active product promotion on digital platforms	0.085	0.236	0.224	0.236	0.085
More interested if promotions emphasize health benefits and natural ingredients	0.086	0.234	0.230	0.234	0.086

Source: Data processed by researcher, (2025)

The promotional aspect shows that smoothie chips still rank lowest compared to competitors. The score for the expectation indicator for digital promotions only reached 0.085, while the score for promotions emphasizing health benefits and natural ingredients was 0.086. These scores are far below those achieved by Fitbar (0.236; 0.234) and Soyjoy (0.224; 0.230), indicating that the level of exposure and effectiveness of smoothie chips promotional activities are still low, both in digital channels and in the delivery of marketing messages.

Fitbar occupies a superior position in the promotional aspect with a score of 0.236 for digital promotion and 0.234 for benefit-based promotion, through the implementation of an integrated promotional strategy that combines a pushing strategy and a pulling strategy in its marketing mix [11].

In its push strategy, Fitbar leverages Kalbe Nutritionals' distribution network to expand its sales promotion reach across various channels, including modern trade, general trade, HORECA (Hotels, Restaurants, and Cafes), institutions, and digital channels. Promotional activities include the use of pop-up displays (68.8%), sampling programs (21.77%), event sponsorships, and seasonal bundling promotions that effectively attract consumers at the point of sale.

Meanwhile, the pull strategy is implemented through consistent communication campaigns across various media, including television commercials, social media campaigns (#MyFitMoment), interactive digital content, and direct marketing based on customer data. These efforts not only increase brand awareness but also strengthen consumers' emotional connection to the brand. Furthermore, Fitbar also focuses on increasing customer engagement through rapid responses on social media, e-store/home delivery services, and

the Kalbe Family loyalty program, which strengthens customer retention.

Supporting the effectiveness of this approach, it is stated that interactive digital marketing contributes significantly to increasing consumer engagement and satisfaction, which in turn has a positive impact on purchase intention [13]. Therefore, smoothie chips are recommended for:

- Increase digital marketing exposure through educational and interactive content about the health benefits and advantages of natural ingredients.
- Integrate push and pull strategies by involving distribution channels, sales promotions, and consistent digital campaigns.
- Building consumer engagement through social media activities, collaboration with health influencers, and customer loyalty programs.

C. SWOT Synthesis and Benchmarking

SWOT synthesis and benchmarking were conducted to integrate the results of the internal-external factor analysis with comparisons to key competitors, in order to formulate a relevant and applicable smoothie chip marketing strategy. Based on the SWOT analysis results, the smoothie chips are positioned in Quadrant I (aggressive strategy), with an IFAS score of 2.60 indicating the dominance of internal strengths over weaknesses, and an EFAS score of 2.85 indicating that external opportunities are greater than threats. This position illustrates that the company has strong potential for market expansion and development through innovation, brand image enhancement, and distribution network optimization [3].

a) Summary of SWOT Analysis Results

The results of the SWOT analysis show that the main internal factors that strengthen the competitive position of smoothie chips include:

- Product innovation and healthy image (0.412),
- Use of quality natural ingredients (0.300), and
- Wide variety of flavors (0.246).

Meanwhile, significant weaknesses include low brand awareness (0.236), relatively high production costs (0.178), and limited production capacity (0.118).

Externally, the greatest opportunities lie in the increasing demand for healthy snacks (0.412), shifts in practical lifestyles (0.340), and the rapid growth of e-commerce (0.228). Key threats include price competition with major brands (0.240), changing consumer preferences (0.230), and the potential for product imitation by competitors (0.222).

Overall, the combination of internal strengths and external opportunities indicates that smoothie chips have a strong foundation for implementing an aggressive growth strategy based on innovation, brand strengthening, and market expansion. This strategy is expected to increase product competitiveness in the competitive healthy snack segment.

b) Summary of Benchmarking Results

The benchmarking results were carried out on two main competitors, namely Fitbar and Soyjoy, with a focus on the four main elements of the marketing mix (4P): product, price, place/distribution, and promotion.

1. Product Aspects

Smoothie chips have advantages in product uniqueness (0.329) and natural composition (0.338), but are still weak in product visuals (0.322), taste (0.278), packaging (0.318), and consumption suitability (0.321).

Fitbar stands out through its consistent visual design, health-representing color choices, standardized sensory testing, and convenient foil packaging that maintains freshness [4][14][7]. Meanwhile, soyjoy excels in terms of consumption suitability (0.335) thanks to its whole soy flour and dried fruit formulation and a dense 30-gram portion that provides a feeling of fullness [15][16].

Based on these findings, improvement strategies for smoothie chips include:

- Product reformulation to increase satiety through the addition of fiber and vegetable protein;
- Development of hygienic and practical small 20–30 gram packaging; and
- Consistent visual design that reflects a healthy and modern identity.

2. Price Aspects

Smoothie Chips' score on price aspect is relatively competitive (0.292–0.302) but still below Fitbar. Fitbar's advantage lies in its ability to communicate functional claims such as "high fiber" and "low calorie", as well as its implementation of price penetration strategy through economy packages and multipacks [9][8].

In an effort to increase price competitiveness, smoothie chips are recommended for:

- Display explicit health claims, such as "100% real fruit" and "no preservatives";
- Offering small retail packages or multipack value packages; and
- Adjusting the initial pricing structure to attract new customers and build long-term loyalty.

3. Place/Distribution Aspects

Distribution was the weakest aspect for smoothie chips, with the lowest scores for availability in offline stores (0.098) and marketing preference in online stores (0.083). In contrast, fitbar excelled through its implementation of a multi-channel distribution strategy that encompassed general trade, modern trade, HORECA, institutions, and digital channels [11].

In an effort to increase market reach, smoothie chips are recommended for:

- Strengthen direct distribution networks with health stores, sports communities, and educational institutions;

- Implementing a push marketing strategy through partnerships with retailers and product placement at points of transaction; and
- Integrating online and offline channels through an omni-channel approach to increase brand accessibility and visibility.

4. Promotion Aspects

Smoothie Chips' weakest point was its promotion, with a score of 0.085 for digital promotion and 0.086 for benefit-based promotional information. This score lags far behind Fitbar (0.236; 0.234) and SoyJoy (0.224; 0.230), indicating a low digital presence and effectiveness of brand communication messages.

Fitbar is an example of best practice in implementing an integrated promotional strategy with a combination of push-pull strategies [11]. The push strategy is implemented through sales promotions in modern trade, general trade, HORECA, and digital channels supported by POP display activities (68.8%), sampling (21.77%), event sponsorship, and seasonal bundling. Meanwhile, the pull strategy is implemented through TV advertising, the #MyFitMoment social media campaign, interactive digital content, and the Kalbe Family loyalty program.

Interactive digital marketing has been shown to increase consumer engagement and customer satisfaction, which has a positive impact on purchase intention [13]. Therefore, smoothie chips are recommended for:

- Develop thematic digital campaigns that emphasize unique selling propositions (USPs), health benefits, and natural ingredients.;
- Initiate collaborations with healthy lifestyle influencers and wellness communities; and
- Develop educational content in the form of nutritional tips, information on natural ingredients, and interactive campaigns such as #HealthySnacking to strengthen brand trust and form a loyal customer community.

D. Marketing Strategy Recommendations

This section presents the results of a synthesis of the SWOT analysis and benchmarking of two main competitors, namely Fitbar and Soyjoy, to formulate an appropriate marketing strategy for smoothie chips. Based on the analysis results, smoothie chips are in Quadrant I (aggressive strategy) with an IFAS score of 2.60 and an EFAS score of 2.85, which indicates that internal strengths and external opportunities are more dominant than weaknesses and threats. This position emphasizes the need for a growth strategy based on innovation, brand strengthening, and market expansion [3].

The strategy formulation approach uses the STP (Segmenting, Targeting, Positioning) principle and a marketing mix (4P) that has been adjusted based on benchmarking results. Market segmentation is focused on men and women aged 20–40 who have an active lifestyle, are health conscious, and need

practical snacks with high nutritional value. The main target market is urban consumers with a high level of nutritional awareness and a preference for natural products. Based on a comparative analysis, smoothie chips are positioned as a healthy fruit-based premium snack that combines the fresh taste of fruit with a crunchy texture and functional benefits for the body.

a) *Product Strategy*

Product factors are a top priority in the growth strategy. Analysis shows that smoothie chips' strengths lie in their natural composition and fruit-based innovation, while weaknesses lie in their visual aspects, taste, and packaging. To address these challenges, product reformulation through sensory testing is needed to enhance taste and texture, as well as the addition of fiber and plant-based protein to enhance functional value and satiety.

The recommended packaging design uses a small size of 20–30 grams with minimalist visuals, soft colors (pastel or light green), and simple nutrition labels that reinforce the perception of health and modernity. This practice is in line with the approach of fitbar and soyjoy in maintaining visual consistency and consumption convenience [4][14][15]. Continuous improvement of product quality will strengthen differentiation and increase perceived value in the eyes of consumers.

b) *Price Strategy*

Based on benchmarking results, the price of smoothie chips is relatively competitive but cannot match the perceived value of Fitbar. Therefore, a penetration pricing strategy of Rp3,500–Rp5,000 per pack is recommended to attract new consumers and expand market share. Multipack discounts and bundled promotional pricing can also increase sales volume and repeat purchase loyalty.

In addition, communication of functional and nutritional claims such as “100% real fruit,” “preservative-free,” and “high in fiber” needs to be consistently highlighted on packaging and promotional materials. This strategy mimics the successful practice of Fitbar, which successfully balances perceptions of price and product quality [9][8].

c) *Place Strategy*

Distribution is a major weakness for smoothie chips, with the lowest scores for offline store availability (0.098) and online store sales preference (0.083). Therefore, the recommended strategy is to implement multi-channel distribution, combining general trade, modern trade, HORECA (Hotel, Restaurant, Café), institutional channels, and e-commerce platforms.

The implementation of a push marketing strategy through collaboration with retailers and product placement at points of sale is expected to increase product visibility and accessibility. Furthermore, integrating an omni-channel strategy between online and offline sales can strengthen market reach. This approach aligns with Fitbar's strategy, which has successfully expanded distribution across various segments. [11][12].

d) *Promotion Strategy*

Promotion is a crucial factor in increasing consumer awareness and purchasing interest in smoothie chips. The analysis results show low scores for digital promotion (0.085) and benefit-based promotion (0.086). Therefore, it is recommended to implement an integrated marketing communication strategy combining push and pull strategies.

The push strategy is implemented through point-of-sale promotions, sampling, event sponsorships, and collaborations with health and sports communities. Meanwhile, the pull strategy focuses on increasing digital exposure through thematic social media campaigns (#HealthySnacking), collaborations with healthy lifestyle micro-influencers, and interactive digital content such as nutrition education and inspirational user stories (digital storytelling).

Interactive digital marketing has been shown to increase customer engagement and consumer satisfaction, which has a positive impact on purchase intentions. Therefore, the integration of conventional and digital promotions is expected to strengthen brand awareness while building a loyal customer community [13].

IV. CONCLUSION

This study aims to formulate an appropriate marketing strategy for smoothie chips through an integration of SWOT analysis and benchmarking methods. The results indicate that smoothie chips are positioned in quadrant I (aggressive strategy), indicating the company has strong internal strengths and significant external opportunities for development.

The SWOT analysis identified that the product's main strengths lie in its unique natural ingredients, health value, and product differentiation, while significant weaknesses were found in distribution and promotion. The benchmarking analysis indicates that although smoothie chips excel in product aspects (product uniqueness and natural ingredients) but still lags behind in price, distribution (place), and promotion compared to main competitors such as Fitbar and Soyjoy.

Based on the results of the SWOT–benchmarking synthesis, the recommended strategy is an aggressive differentiation strategy, which includes:

1. Increase brand awareness through natural ingredient-based storytelling, digital campaigns, and collaboration with health influencers;
2. Expanding multi-channel distribution by expanding reach to minimarkets, e-commerce, HORECA, and health stores;
3. Reformulating and developing products through sensory testing and improving attractive packaging; and
4. Implementing a penetration pricing policy with a small multipack option to reach the lower-middle market segment.

These findings confirm that the success of a smoothie chip marketing strategy depends on the synergy between product innovation, market visibility, and strong communication of its

health value. The gradual and measured implementation of this strategy is expected to increase the product's competitiveness in the Indonesian healthy snack market.

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