

## BUSINESS DEVELOPMENT STRATEGY OF “HEALTHFULL” BRAND PRODUCTS USING SWOT-AHP ANALYSES

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**Abstract:** In recent years, public awareness of adopting a healthy lifestyle has increased, as shown by the increase in fruit and vegetable consumption one of the business activities at PT. Hydroponics Padjadjaran Indonesia produces and sells cold-pressed juice and salad under the brand "Healthfull". "Healthfull" brand products face problems related to the number of sales. This research aims to determine alternative strategies and choose strategic priorities for the business development strategy of Healthfull brand products. Employing qualitative and quantitative research techniques, including IFE-EFE-IE, SWOT, and AHP analyses. The result of the IE matrix analysis shows that the company is in quadrant V, resulting in 8 alternative strategies formulated in the SWOT matrix, which are then analyzed using AHP to obtain strategic priorities. The results of the AHP analysis show that the strategic criteria for developing this business are increasing in sales volume (0.73) and strategic priority "increasing educational content regarding healthy food consumption through digital marketing on social media such as Instagram and Facebook" (0.163). Improving shelf life, targetting specific consumers, delivering products to store partners consistently, and providing discounts are the findings of this research.

**Keywords:** vegetable consumption, business development strategy, healthy lifestyle, strategic priorities

**Abstrak:** Dalam beberapa tahun terakhir, kesadaran masyarakat untuk menerapkan pola hidup sehat semakin meningkat, hal ini terlihat dari meningkatnya konsumsi buah dan sayur. Salah satu kegiatan usaha di PT. Hidroponik Padjadjaran Indonesia yaitu memproduksi dan menjual cold-pressed juice dan salad dengan merek "Healthfull". Produk merek ini menghadapi masalah terkait jumlah penjualan. Penelitian ini bertujuan untuk menentukan alternatif strategi dan memilih prioritas strategis pengembangan bisnis produk merek Healthfull. Menggunakan teknik penelitian kualitatif dan kuantitatif, termasuk analisis IFE-EFE-IE, SWOT, dan AHP. Hasil analisis matriks IE menunjukkan bahwa perusahaan berada pada kuadran V. Lalu, terdapat 8 alternatif strategi yang dirumuskan dalam matriks SWOT yang kemudian dianalisis menggunakan AHP untuk memperoleh prioritas strategis. Hasil analisis AHP menunjukkan kriteria strategis pengembangan usaha ini adalah peningkatan volume penjualan (0,73) dan prioritas strategis "peningkatan konten edukasi mengenai konsumsi makanan sehat melalui pemasaran digital di media sosial seperti Instagram dan Facebook" (0,163). Strategi seperti meningkatkan umur simpan, target konsumen yang spesifik, menitipkan produk pada mitra secara konsisten dan memberikan potongan harga merupakan hasil temuan pada penelitian ini.

**Kata kunci:** konsumsi buah, strategi pengembangan bisnis, pola hidup sehat, prioritas strategis

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## INTRODUCTION

In recent years, public awareness of adopting a healthy lifestyle has increased. According to surveys, demand for fruit and vegetables continues to increase by 10-20% yearly, but official data has yet to be available (Savira and Prihanti, 2019). The trend of searching for products that contain lots of nutrients and are beneficial for health, coupled with the COVID-19 pandemic that has hit Indonesia since March 2020, demand for fruit and vegetables has increased because people are starting to set aside junk food and switch to healthier eating such as salads (Bhegawati et al. 2023; Licea-Dominguez et al. 2023). According to Moekti et al. (2022), a rising public interest in fruit juice due to the demand for healthy drinks suggesting its potential for a new business venture in the ready-to-eat food industry focused on fruits and vegetables.

Healthfull brand products originated from research by lecturers and students of the Faculty of Agroindustrial Technology, Padjadjaran University, who utilized hydroponic vegetable harvests. The abundant harvests are sold directly and allocated to be processed into ready-to-eat food to increase the added value of agribusiness products. Healthfull Products branding produces healthy snacks made from natural vegetables and fruit, consisting of cold-pressed juice and salad. Healthfull has a vision to introduce healthy snacks to all groups. Meanwhile, Healthfull's mission is to promote a healthy lifestyle by consuming more vegetables and fruits. Healthfull products have the potential and opportunity to develop their business in the cold-pressed juice and salad field.

Food processing can increase the added value of primary commodities, which aims to increase their economic value, specifically through production (Resdiana et al. 2022). Determining a business development strategy to increase the added value of Healthfull products can be formulated after conducting a study and analysis regarding added value in the food processing industry. Business strategy is any activity aimed at achieving success in a business field. Business strategy includes goals, policies, plans, and activities to identify business opportunities to bring out the best potential in that business field. Business strategies are created to achieve long-term goals so that companies can achieve sustainable competitive advantages. One of the efforts to develop a business strategy is to increase marketing activities. To further understand

the marketing strategy, a marketing mix strategy was created. Marketing mix is a marketing tool a company uses to pursue its marketing goals (Selang, 2013). The marketing mix is a controlled tactical marketing tool that combines product, distribution, promotion, and price strategies designed to generate agreement with the target market (Lestari et al. 2021). This marketing mix can be used for managerial implications to develop long-term strategies and design short-term tactical programs.

Based on Bhegawati et al. (2023) and Moekti et al. (2022), demands for salad and cold-pressed juice will continue to increase over the year. However, based on Figure 1, the sales of Healthfull products in 2022-2023 are fluctuating. The highest cold-pressed juice and salad sales occurred in August 2022, with 392 and 342 pcs. Meanwhile, the lowest cold-pressed juice and salad sales occurred in April and July 2023, with no sales at all. Healthfull products are currently implementing marketing strategies via Instagram and directly participating in bazaars or exhibitions. Based on Ernawati & Koerniawan (2023) and Riyanto et al. (2022), these strategies can increase consumers' purchase intention. This means that the business strategy implemented to market these products needs to be revised to maximize sales.

In contrast with Halim et al. (2022), the recommended sales strategy is through digital platforms such as GoFood, GrabFood, and ShopeeFood. Therefore, it is necessary to analyze the business development strategy for Healthfull products. Other factors outside of promotional factors must be analyzed to attract new consumers and increase sales.

Kurniawan and Haryati (2017) conducted relevant work on the juice business using SWOT analysis. This research shows the weaknesses and threats facing the soursop juice business. The weakness of this business is the high cost of packaging and production costs, and the threat is competition with similar brands. The recommended strategy for improving this business is carrying out product promotions related to information and product advantages, partnering with retailers, improving management, and personal selling. Syaifullah (2016) researched the business development of hydroponics products using SWOT and AHP analyses. This research aims to formulate and recommend the most appropriate strategy for hydroponics vegetables by considering the internal

and external environment. SWOT analysis is used to formulate strategic alternatives, while AHP analysis determines strategic priorities. As a result, promotion strategies for this business include maintaining existing markets, adding discounts, and holding membership programs.

Decision-makers use the AHP method to set priorities, generate a set of alternatives, and select the best policy alternative (Saaty, 2008). AHP breaks down complex, unstructured situations into components in a hierarchical arrangement. Hierarchy is a system with stratified levels, each consisting of many elements or factors. Next, the influence of each factor on the main objective is identified. The AHP method considers the relative priority of criteria in the system so that people can choose the best alternative based on their goals (Munthafa and Mubarak, 2017). Based on the results of several studies regarding business development using the SWOT and AHP methods that have been carried out, the company is in a developing position and, therefore, requires an aggressive strategy that can

encourage growth. Some alternative strategies include improving service, product innovation, affordable prices, increasing promotions directly and on social media, establishing partnerships with food shop owners, and holding product discounts.

This research aims to formulate alternative strategies and choose strategic priorities in the business development of Healthfull products. To formulate strategies, it is necessary to identify external factors (opportunities and threats) of the company and internal factors (strengths and weaknesses) using the Strength-Weakness-Opportunity-Threat (SWOT) analysis. By knowing these factors, alternative strategies will be formulated, and priority strategies will be selected to be implemented using the Analytical Hierarchy Process (AHP) analysis. Applying IFE-EFE-IE-SWOT-AHP analyses is expected to offer better solutions to multi-criteria issues by formulating a business development strategy for Healthfull products (Martha, 2017; Rahmi et al. 2023).

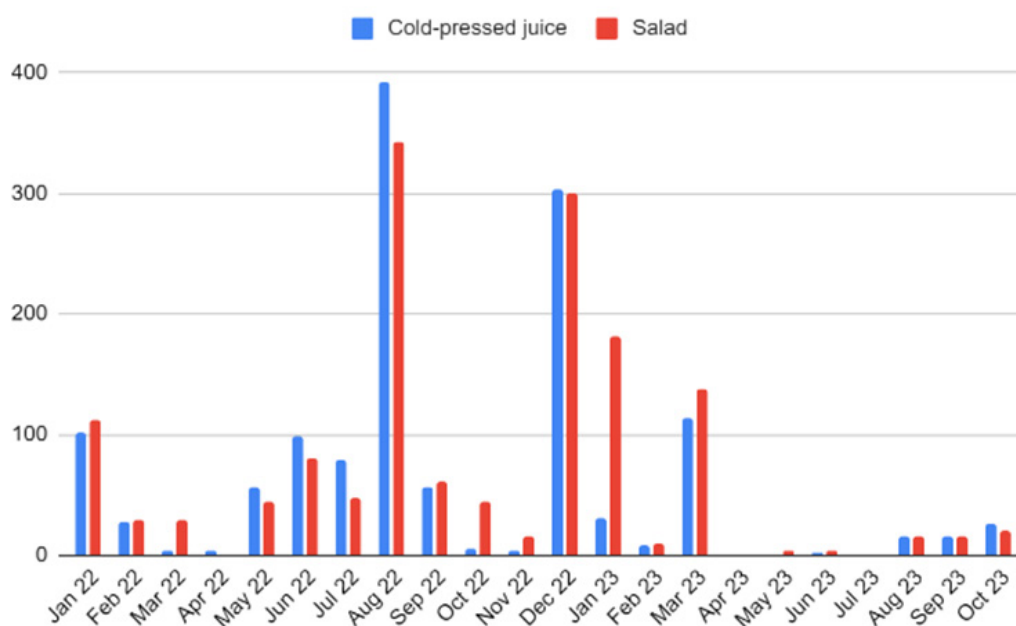


Figure 1. Sales Volume of Healthfull in 2022-2023 (pcs)

## METHODS

This research was conducted purposively at the Hydroponic Learning Center, Padjadjaran University, Jatinangor, West Java, from May to August 2023. The primary and secondary data collection used in this research is primary. Primary data is data obtained directly from sources through interviews and questionnaires with companies and experts, and secondary data was obtained through literature studies related to the object of the research study. The sampling technique used is purposive sampling. In this research, the respondent is considered an expert in the salad and cold-pressed juice business. The qualitative data analysis technique for the IFE-EFE-IE-SWOT methods by conducting interviews and quantitative analysis through questionnaires with 1) director of Healthfull, 2) marketing manager of Healthfull, 3) operations manager of Healthfull, quantitative analysis by focus discussion group (FGD) with experts related to the field by giving AHP questionnaires to 7 respondents including 1) director of Healthfull products, 2) marketing manager of Healthfull products, 3) lecturer at the Faculty of Agricultural Industrial Technology UNPAD, 4) salad entrepreneur, 5) cold-pressed juice entrepreneur, 6) social media activist in the culinary sector and 7) civil servant of the Ministry of Industry.

Currently, the demand for cold-pressed juice and salad is increasing. This factor needs to be utilized because Healthfull product has great potential to be marketed. A business development strategy analysis needs to be carried out to determine the appropriate business strategy for marketing Healthfull products. The work stages in this research include: 1) conducting interviews with the IFE-EFE respondents, 2) formulating IFE matrix (strength-weakness) and EFE matrix (opportunity-threat) each consisting 5 factors, 3) giving weights and ratings to each factor, scale for strength-opportunity is 3-4 and weakness-threat is 1-2, 4) matching the total value of the IFE and EFE matrices to the IE matrix. The IE matrix analysis consists of the x and y axes. The x-axis is the total value of the IFE matrix, and the y-axis is the total value of the EFE matrix.

SWOT analysis is carried out by 1) matching internal strengths with external opportunities and recording SO strategy results in appropriate cells, 2) matching internal weaknesses with external opportunities and recording WO strategy results in the appropriate cells, 3) matching internal strengths with external threats and record ST strategy results in appropriate cells, 4) matching internal weaknesses with external threats and recording the results of the WT strategy in the appropriate cells.

AHP analysis is carried out by 1) creating a hierarchical structure that consists of a goal, criteria, and alternative based on SWOT analysis, 2) weighting the criteria, and 3) weighting the alternatives in the pairwise comparison table. Data processing for AHP analysis is using ExpertChoice software. The result is a prioritized business development strategy so that strategic recommendations or managerial implications can be formulated (Figure 2).

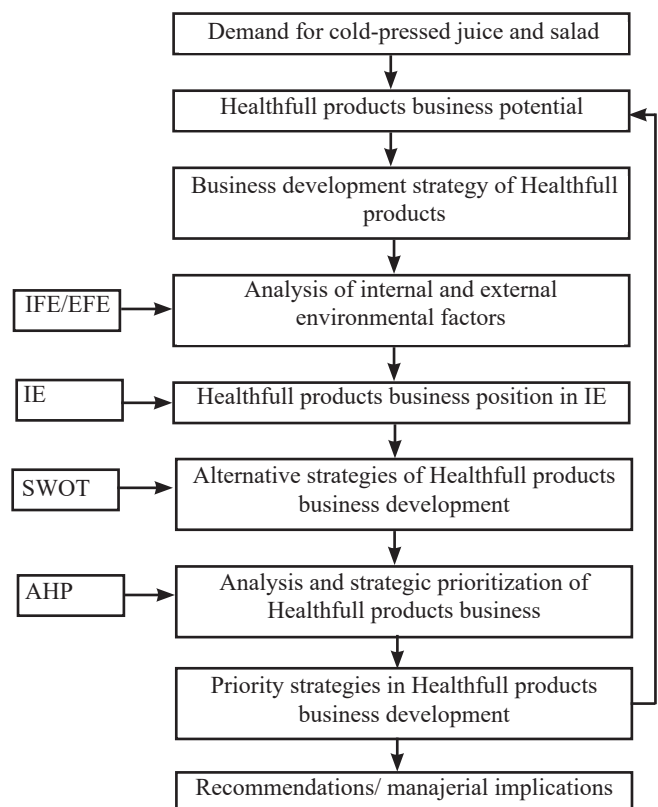


Figure 2. Research framework of business development strategy of “healthfull” brand products using swot-ahp analyses



## RESULTS

### “Healthfull” Salad and Cold-Pressed Juice

Healthfull products consist of two types of ready-to-eat food products: salad and cold-pressed juice. According to Spence (2020), salads usually consist of several types of leaf vegetables and fruit vegetables. The Healthfull brand salad is made from hydroponic vegetables, including lettuce, carrots, purple cabbage, corn, and cherry tomatoes, and it has lemon dressing, which lecturers and students of FTIP UNPAD developed. Cold-pressed juice is a drink made from hydroponic fruit and vegetables. It is extracted using a cold-pressed extractor that rotates at a deficient speed. This extraction process produces almost no heat, so the juice’s nutrients are maintained, and the antioxidant levels are higher, so the price is more expensive (Khaksar et al. 2019). As many as 800-1000 grams of vegetables and fruit can produce a bottle of 250 ml Healthfull cold-pressed juice. There are three flavor variants of this product, namely tropical orange (carrot, tomato, apple, and pineapple), evergreen (lettuce, cucumber, apple, and pineapple), and yellow summer (lemon, mango, pineapple, and bitter melon) (Figure 3).

### Formulation of “Healthfull” Business Development Strategy

To formulate strategies, it is necessary to identify the company’s external factors (opportunities and threats) and internal factors (strengths and weaknesses) using IFE EFE matrix analysis. Knowing these factors will

formulate alternative strategies using SWOT analysis. Priority strategies will be selected and implemented using the AHP analysis.

#### 1) Internal Factor Evaluation (IFE)

Internal factors include the environment’s existing strengths and weaknesses. Based on the analysis of the internal environment of Healthfull products, several general descriptions of the factors that constitute the strengths and weaknesses of the Healthfull product business be obtained. Analysis of the internal environment produces five strengths and five weaknesses. These five strengths include the quality of raw materials and products being maintained, the variety of products being quite diverse with unique dressings, the availability of production facilities, the employees’ work ethic being quite good, and the process of getting ingredients being relatively straightforward. Five weaknesses in the Healthfull product business include the product’s relatively short shelf life. These employees are still students, so they are not fully focused, sales are not yet optimal, the company’s management strategy is still weak, and marketing and promotional activities on social media still need to be stable. The results of this identification can be a measurable input in strategy formulation, so scoring needs to be determined for each strength and weakness factor. The score is the product of weight and rating. The weight calculation based on respondents’ assessments is presented in Table 1. The respondents consisted of three people, namely the director (respondent 1), the marketing manager (respondent 2), and the operations manager (respondent 3).



Figure 3. “Healthfull” Cold-pressed Juice and Salad

Table 1. IFE matrix of healthfull products business

Internal Strategic Factors	Weight	Rating	Score
<b>Strengths</b>			
Maintained quality of products and materials	0.09	3.67	0.33
Healthfull products variations are diverse	0.11	3.67	0.40
Availability of production facilities	0.09	3.0	0.27
Employee work ethic is good	0.11	3.67	0.40
Easy of purchasing materials	0.08	3.33	0.27
Total Strengths	1.67		
<b>Weaknesses</b>			
The short life of Healthfull products	0.11	1.00	0.11
Student employees influence work focus	0.13	1.67	0.13
The number of sales are not optimal yet	0.12	1.0	0.12
The company's management strategy is still weak	0.17	1.67	0.17
The unstable of marketing activities on social media	0.11	1.00	0.11
Total Weaknesses			0.64
Total Score (Strenghts + Weaknesses)			2.31

The results of the IFE matrix calculation show that the strategic factor value of strength is 1.67, and the total value of weakness factors is 0.64. This shows that the Healthfull product business has strengths that are greater than its weaknesses. The total value of the IFE matrix is 2.31, so the Healthfull product business is in an average position with internal strengths that can overcome its weaknesses. This IFE matrix analysis shows that the main strengths of the internal strategic factors are the product variety factor, which is quite diverse with unique dressings, and the employee work ethic factor, which is quite good with the same score, namely 0.40. Then, the factor with the third highest score is the quality factor of raw materials and products, maintained with 0.33. The availability of production facilities and the process of obtaining materials that are quite easy are the fourth and fifth strengths with the same score (0.27).

The main weaknesses of the Healthfull product business are the company management strategy factor, which is still weak at 0.17; employees are still students, so they are not yet focused at 0.13, and sales are not yet optimal at 0.12. The product shelf life factor is relatively short, and the marketing and promotional activity factor on social media still needs to be stable, with the same score of 0.11. From this matrix, the most important thing that must be improved is the company's management strategy, and the way employees work is arranged so that production can continue. If we look at the strength factor, employees have a fairly good work ethic, so there is only a need for slight improvements in company management (Adnan et al. 2022).

## 2) External Factor Analysis (EFE)

External factors include opportunity and challenge factors (Setyorini et al. 2016). Based on the analysis of the external environment in the Healthfull product business, several general descriptions of the factors that constitute opportunities and challenges can be obtained. Analysis of the external environment delivered five opportunities and five challenges. These five opportunities include an increase in demand for healthy, ready-to-eat food, an increase in the community's sports community, having partners for sales distribution, getting support from the campus and local government, and the opportunity to participate in exhibitions/ bazaars in the West Java region. Five things that are challenges to the Healthfull product business include cold-pressed juice and salad not yet becoming daily consumption products, rising ingredient prices in the market causing the cost of production to rise, interest in cold-pressed juice and salad is still highly segmented, competing with other brands It has already been established, and digital marketing costs are quite high. Weight calculations based on respondents' assessments are presented in Table 2.

The results of the EFE matrix describe the external conditions the Healthfull product business faces. The total score on the opportunity factor is 1.88, while the total score on the challenge factor is 0.61. This calculation shows that the Healthfull product business has opportunities greater than its challenges, so a strategy is needed to take advantage of this opportunity. The

total EFE matrix for the Healthfull product business is 2.49, which means that the Healthfull product business shows a fairly good response to external opportunities and challenges. Based on the EFE matrix processing results, the main opportunities are an increase in demand for healthy ready-to-eat food with 0.52 and an increase in the sports community in society with 0.43. The factor that already has partners for distribution is in the third position with 0.39. The fourth and fifth factors are support from the campus and local government (0.29) and the opportunity to participate in exhibitions/bazaars in the West Java region (0.25).

The main challenge the Healthfull product business faces is competing with brands previously established with 0.14. This is because products that have existed for a long time are better known to consumers and often offer discounts (Prasetyo and Harsono, 2015). Increasing material prices, which caused production costs to rise, became the second challenge, with 0.123, and the third challenge was digital marketing costs, which were quite high, with 0.12. The fourth and fifth factors are cold-pressed juice and salad, which have yet to become daily consumption products (0.11), and fans of cold-pressed juice and salad are still highly segmented (0.11).

### IE Matrix Analysis

IE (internal-external) matrix analysis was carried out to sharpen the analysis that had been carried out with the IFE and EFE matrices. The IE matrix also shows the

company's position in the nine matrix cell quadrants. The total scores on the IFE and EFE matrices are added up; then, the results are matched to the IE matrix. The total IFE score is 2.31, and the total EFE score is 2.49, so the Healthfull product business position is in cell V (Figure 4).

This position is in hold and maintain condition. In this position, the strategy is to support growth and integration with various existing opportunities. Many strategies can support the growth of Healthfull products business development, namely market penetration, product development, and product diversification (Alkasim et al. 2017; Kukartsev et al. 2019; Brenes et al. 2020). Market penetration can contribute to the company's growth and development by improving competitiveness and market share to increase sales. Market penetration includes promotional activities, lowering the price, and intensive distribution (Alkasim et al. 2017). This strategy assumes the company's product is already in the existing market. The product development strategy aims to deliver new, more attractive products to existing customers. For example, the development of the Healthfull products is improving materials quality, new product variations, and releasing new products. A less risky strategy is to offer an updated product to the market; in this case, it can create and release a new taste of salad. The product diversification strategy is the most risky but potentially the most effective because the prospect of this strategy is highly profitable. This strategy aims to offer new products to the new market (Kukartsev et al. 2019).

Table 2. EFE matrix of healthfull products business

External Strategic Factors	Weight	Rating	Score
<b>Opportunities</b>			
Increasing demand for healthy ready-to-eat food	0.13	4.00	0.52
Increasing of the sports community	0.12	3.67	0.43
Already have partners for sales distribution	0.11	3.67	0.39
Get support from the campus and local government	0.09	3.33	0.29
Opportunity to take part in exhibitions/ bazaars in the West Java region	0.08	3.33	0.25
Total Opportunities	1.88		
<b>Threats</b>			
Cold-pressed juice and salad have not yet become daily consumption products	0.11	1.00	0.11
The increase in material prices in the market causes the production cost rising	0.06	2.00	0.13
Cold-pressed juice and salad enthusiasts are still very segmented	0.11	1.00	0.11
Compete with brands that have already been established	0.09	1.67	0.14
Digital marketing costs are quite high	0.12	1.00	0.12
Total Threats			0.61
Total Score (Opportunities + Threats)			2.49

<b>4.00</b>	<b>Strong 3.00</b>	<b>Moderate 2.00</b>	<b>Weak 1.00</b>
<b>Strong</b>	<i>Grow and build (I)</i>	<i>Grow and build (II)</i>	<i>Hold and maintain (III)</i>
<b>Moderate</b>	<i>Grow and build (IV)</i>	<b><i>Hold and maintain (V)</i></b> <b>(2.31;2.49)</b>	<i>Harvest and divest (VI)</i>
<b>Weak</b>	<i>Hold and maintain (VII)</i>	<i>Harvest and divest (VIII)</i>	<i>Harvest and divest (IX)</i>

Figure 4. IE Matrix of Healthfull Products

### Business Development Alternative Strategies of Healthfull Products using SWOT

Analysis and formulation of the SWOT matrix is carried out descriptively. This analysis is based on the identification and assessment carried out on the IFE, EFE, and IE matrices and then mapped into the SWOT matrix (Evalia, 2015). According to (Pearce dan Robinson, 2008; Gürel, 2017) SWOT is an analysis that refers to assumptions, with a strategy derived from a reasonable adjustment between the company's internal resources consisting of strength and weakness factors and its external situation, namely opportunity and threat factors. Using the SWOT matrix, several alternative business development strategies can be obtained for market penetration and product development to increase Healthfull product sales volume. There are four types of strategies obtained in the SWOT matrix, namely SO (strengths-opportunities), ST (strengths-challenges), WO (weaknesses-opportunities), and WT (weaknesses-challenges) strategies (Table 3).

#### 1. SO Strategy

This strategy uses strength factors to take advantage of existing opportunities. Alternative SO strategies can be formulated as follows:

- a. Gradually increase the amount of stock sold at bazaars and partners. This strategy is carried out by looking at sales trends in bazaars and partners. During bazaars, the number of products brought

usually runs out while many consumers still want to buy Healthfull products. So it is necessary to add stock at the next bazaar to anticipate consumer enthusiasm.

- b. Promote products directly to the sports community. This strategy aims to introduce the product directly to the community or group that is the target market. Currently, sports communities are mushrooming because many prefer to exercise in groups. The sports community is also usually trying to adopt a healthy lifestyle by consuming more vegetables and fruit, so the sports community is considered very suitable to be the target market for Healthfull products.

#### 2. ST Strategy

This strategy uses strength factors to overcome the challenges faced. Alternative ST strategies that can be used are:

- a. Increasing educational content regarding healthy food consumption through digital marketing on social media such as Instagram and Facebook. This strategy aims to increase consumer awareness of the importance of fruits and vegetables and why consumers should choose Healthfull products. Educational content must also highlight the advantages of Healthfull products over other similar products. This marketing strategy is also effective in increasing customer's purchase intention.
- b. Establish partnerships with fruit, vegetable, and packaging suppliers. This strategy aims to make it easier for the Healthfull production team when carrying out production. Usually, before starting production, the operational team will usually buy ingredients unavailable in the greenhouse, such as fruit in supermarkets. If you partner with a fruit seller whose quality has been adjusted to Healthfull product standards, ordering ingredients will be easier for the production team.

#### 3. WO Strategy

Strategy to improve weak factors by taking advantage of existing opportunities. Alternative W-O strategies that can be implemented are:

- a. Rearranging monthly sales targets, increasing promotions, and holding product discounts. In business development, commitment is needed to improve company management, especially in sales planning, which currently needs to be more effective



and structured. More mature and structured planning will be able to maintain and even increase sales.

- b. Improving employment contracts and employee work systems by dividing tasks, working hours, and employee incentives. This strategy is needed so that employees understand the obligations that must be fulfilled while working and obtain rights by their duties. Incentives are also considered to motivate employees to work better and meet sales targets.

#### 4. WT Strategy

This strategy is to minimize weaknesses and avoid threats. Alternative W-T strategies that can be implemented include:

- a. Increase direct marketing activities by being more active in participating in bazaars and providing discounts. Direct marketing activities are still quite effective in attracting consumers because consumers can get product information directly, such as taste, benefits, and price. Discounts have increased consumer buying interest from several bazaars where Healthful products have participated.
- b. Re-carrying out the product development process to increase shelf life and innovate to produce product

and flavor variations. This strategy aims to increase sales by improving the quality, modifying existing products and services, or developing products with new variants or flavors.

### Determining Priority Strategy Using the AHP Analysis

The results of the SWOT matrix analysis obtained eight alternative strategies for developing the Healthfull product business. These eight alternative strategies are then processed using the AHP method. AHP analysis is used to obtain business development strategy priorities by formulating criteria and sub-criteria to compare each alternative strategy (Saaty, 2008). Based on the results of the FGD with experts, the schematic of AHP hierarchy of business development for Healthfull products can be seen in Figure 4. The goal is to develop the Healthfull product business. The criteria used in this study are improvement of the company management system and increased sales volume. The alternative factors are SO, ST, WT, and WO strategies. All of the ratings given by respondents were inputted into Expert Choice 11. Figures 5, 6, and 7 show the criteria and alternative rating results.

Table 3. SWOT matrix of healthfull products business

SO Strategy	WO Strategy
Increasing the number of product stocks sold in bazaars and partners (SO1)	Rearranging monthly sales targets, and increasing promotions, and holding product discounts (WO1)
Promoting the products directly to the sports community (SO2)	Improving employment contracts and employee work systems such as division of tasks, working hours, and employee incentives (WO2)
ST Strategy	WT Strategy
Increasing educational content regarding healthy food consumption through digital marketing on social media such as Instagram and Facebook (ST1)	Increasing direct marketing activities by being more active in participating in bazaars and providing discounts (WT1)
Establishing partnerships with ingredient suppliers such as vegetable, fruit, and packaging traders (ST2)	Re-conducting the product development process to increase shelf life and carry out product innovation to make product variations and other flavor variations (WT2)

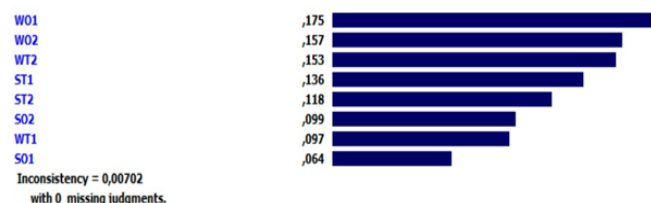


Figure 5. Horizontal analysis regarding to improvement of the company management system criteria

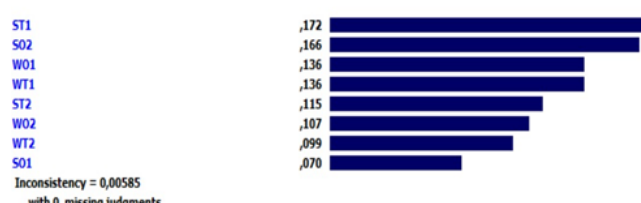


Figure 6. Horizontal analysis regarding to increasing sales volume criteria

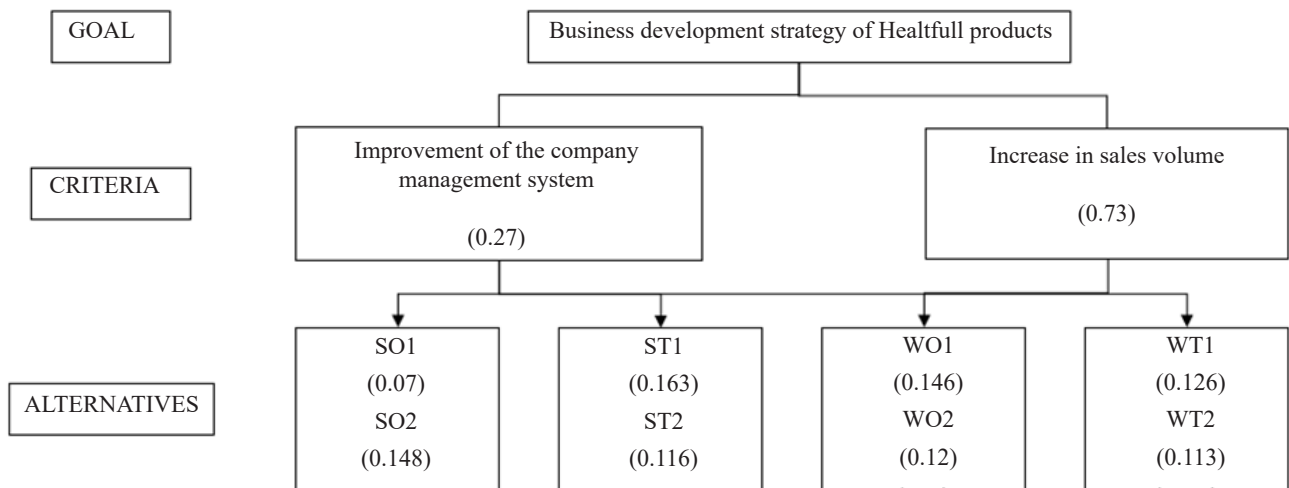


Figure 7. Hierarchy & Results of AHP Analysis of Healthfull Business Development

The first step is processing horizontal analysis in level 2 or criteria. The highest weight is the “increase of sales volume” criteria with 0.73, followed by “improvement of the company management system” with 0.27. For a small business, immediate revenue from increased sales can address short-term financial needs. Focusing on increasing sales performance might be more critical if there is a high demand for the product or service. However, sustaining that growth over time may require effective management. While increasing sales volume, company system management is improved because a robust company management system is essential for long-term sustainability (Rahardjo et al. 2013).

After conducting the criteria calculation, the next step is horizontal analysis in alternative strategies calculation to improve the company management system criteria. Figure 5 shows the result. The two highest strategies for this criteria are rearranging monthly sales targets, increasing promotions, and holding product discounts (WO1) with 0.175 and improving employment contracts and employee work systems such as division of tasks, working hours, and employee incentives (WO2) with 0.157. Rearranging monthly sales targets aims to evaluate current performance and adjust targets to market changes. According to Liu et al. (2023), determining goals and setting targets are the most important things in managing a company. Good sales target planning and control need to be aligned with the current (Sinaga and Irama, 2021). Employment contracts serve as the foundation of the employer-employee relationship, outlining the terms and conditions of employment. The contract can

include performance expectations, goals, and metrics. This provides a basis for performance evaluations and helps align employee objectives with company goals. The evaluation of management planning impacts a business’s effective and efficient running and improves trust, accountability, and communication between employer and employee (Adnan et al. 2022).

### Improvement of the Company Management System Criteria

The next step is a horizontal analysis of alternative strategies for increasing sales volume criteria (Figure 6). The highest weight is increasing educational content regarding healthy food consumption through digital marketing on social media such as Instagram and Facebook (ST1) with 0.172. Digital content marketing via websites and social media helps to establish long-term consumer connections and attachment to brands (Hollebeek and Macky, 2019). This marketing strategy is also effective in increasing customer’s purchase intention. also, social media marketing has a direct effect on increasing business success (Rafiana et al. 2021; Fajri et al. 2023). Promoting the products directly to the sports community (SO2) with 0.166 is in the second place. According to Morganosky (1997), direct marketing is a strategy where the company contacts the target consumers directly without intermediaries such as retailers. The results of this strategy are easily measurable because the company can track how many target consumers respond positively. A direct marketing strategy builds a good relationship with consumers and actual sales (Soehardi, 2022).

Alternative strategies are calculated for a “business development strategy of Healthfull products” or vertical processing of the hierarchy. The three highest strategic priorities already covered the established criteria for the business development of Healthfull products, namely increasing educational content regarding healthy food consumption through digital marketing on social media such as Instagram and Facebook (ST1) with 0.163, promoting the products directly to the sports community (SO2) with 0.148, rearranging monthly sales targets, and increasing promotions, and holding product discounts (WO1) with 0.146.

Results of the analysis in Figure 7 show that the strategic priorities of this research respectively increasing educational content regarding healthy food consumption through digital marketing on social media such as Instagram and Facebook (ST1) with 0.163, promoting the products directly to the sports community (SO2) with 0.148, rearranging monthly sales targets, and increasing promotions, and holding product discounts (WO1) with 0.146, increasing direct marketing activities by being more active in participating in bazaars and providing discount (WT1) with 0.126, improving employment contracts and employee work systems such as division of tasks, working hours, and employee incentives (WO2) with 0.120, establishing partnerships with ingredient suppliers such as vegetable, fruit, and packaging traders (ST2) with 0.116, re-conducting the product development process to increase shelf life and carry out product innovation to make product variations and other flavor variations (WT2) with 0.113 and increasing the number of product stocks sold in bazaars and partner (SO1) with 0.07. The inconsistency ratio is 0.01, meaning that the respondent’s assessment results have a high confidence level with a bias ratio of 1%. The inconsistency ratio value of 1 percent is a deviation still allowed in the process hierarchy analysis because it still has a value below 10 percent (Riyanto et al. 2022).

### Managerial Implications

Healthfull product branding is a healthy food that is easy and practical to consume. The managerial implications of this research include four factors: product, price, distribution, and promotion. Healthfull products are expected to be able to improve their quality in terms of shelf life, so it is necessary to develop products and also diversify products so that new products and new variants are produced. Healthfull products are more expensive than regular juice products because the quality

is better and the nutrition is higher than regular juice. Hence, it is necessary to target specific consumers. Healthfull product distribution is currently quite good with several partners. Consistency in sending products needs to be done so that there are no stock shortages at partners. Promotion is a factor that must be increased significantly, both in terms of promotion on social media and direct promotion. Discount coupons are expected to increase product awareness and sales.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

In this research, analysis of the IE matrix, SWOT matrix, and AHP were carried out to develop a business strategy for Healthfull brand products. Based on IE matrix analysis, the Healthfull products business is in cell V or hold and maintain strategy. Alternative strategies are formulated into the SWOT matrix regarding market penetration, product development, and product diversification. SWOT matrix analysis obtains eight alternative strategies. Results of the priority strategies of AHP analysis for business development strategy of Healthfull brand products obtained that increasing educational content regarding healthy food consumption through digital marketing on social media such as Instagram and Facebook.

### Recommendations

This research is expected to benefit interested parties, especially for all parties involved in the Healthfull product business. The findings from this research indicate that the strategy that needs to be prioritized is a marketing strategy so that sales figures can increase. Healthfull products are ready-to-eat food products with branding that can positively impact health, but consumers are still very segmented. The thing that must be prioritized in the Healthfull product business development strategy is creating educational content so that you first get consumer awareness. This strategy can be carried out in conjunction with other strategies to improve the company’s management system, namely rearranging monthly sales targets and improving employee contracts. Further research needs to be done regarding consumer buying interest in this product so that companies can determine what factors can increase consumer buying interest in Healthfull products.

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