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BUILDING COMPETITIVE DESSERT DRINK BUSINESSES: AN INTEGRATED BUSINESS MODEL CANVAS AND SWOT APPROACH

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ABSTRAK

Pertumbuhan usaha minuman pencuci mulut di Kota Denpasar membuka peluang pasar sekaligus meningkatkan persaingan. Penelitian ini bertujuan menganalisis model bisnis yang berjalan, mengidentifikasi faktor internal dan eksternal, merumuskan strategi pengembangan, serta menyusun usulan Business Model Canvas (BMC) untuk meningkatkan daya saing. Penelitian menggunakan pendekatan kualitatif terhadap lima usaha dengan lima pemilik atau pengelola sebagai informan utama. Data dikumpulkan melalui wawancara, observasi, kuesioner, dokumentasi, dan sumber sekunder, kemudian dianalisis menggunakan BMC, Internal Factor Analysis Summary (IFAS), External Factor Analysis Summary (EFAS), dan SWOT. Hasil menunjukkan bahwa sembilan elemen BMC telah diterapkan, tetapi orientasinya masih dominan pada transaksi dan penjualan produk. Skor IFAS 2,57 dan EFAS 2,63 menunjukkan kondisi internal relatif kuat dan peluang eksternal yang mendukung. Strategi prioritas meliputi diferensiasi produk, pemasaran digital, hubungan pelanggan, kemitraan, diversifikasi pendapatan, serta efisiensi biaya. Strategi tersebut diterjemahkan menjadi usulan BMC yang lebih berorientasi pelanggan, terintegrasi secara digital, inovatif, dan berkelanjutan.

Kata kunci: analisis SWOT, Business Model Canvas, daya saing, minuman pencuci mulut, model bisnis

ABSTRACT

The growth of dessert drink businesses in Denpasar City creates opportunities while intensifying competition. This study examines existing business models, identifies internal and external factors, formulates development strategies, and proposes a Business Model Canvas (BMC) to enhance competitiveness. A qualitative approach involved five dessert drink businesses and five owners or managers as key informants. Interviews, observations, questionnaires, documentation, and secondary sources were analyzed using BMC, Internal Factor Analysis Summary (IFAS), External Factor Analysis Summary (EFAS), and SWOT. Findings indicate that all nine BMC elements were present but remained primarily oriented toward transactions and product sales. IFAS and EFAS scores of 2.57 and 2.63 indicate relatively strong internal conditions and favorable external opportunities. Priority strategies involve product differentiation, digital marketing, customer relationship development, partnerships, revenue diversification, and cost efficiency. These strategies inform a proposed BMC that is more customer-oriented, digitally integrated, innovative, and sustainable.

Keywords: business model, Business Model Canvas, competitiveness, dessert drinks, SWOT analysis

1. Introduction

The food and beverage industry continues to develop in response to changes in lifestyle, consumption patterns, digital technology, and product innovation. One emerging phenomenon within this industry is the growth of dessert drink businesses. In this study, dessert drinks are understood as beverages that combine drink characteristics with dessert elements through variations in flavors, textures, toppings, sizes, and serving concepts. Products within this category may include es teler, coconut-based drinks, avocado-based drinks, sago mango, fruit ice, milk-based beverages, and other contemporary drinks complemented by boba, jelly, nata de coco, pudding, and various toppings.

Dessert drink businesses are relevant to entrepreneurship research because their products can be innovated relatively quickly. However, this characteristic also creates a major challenge, as successful products can be easily imitated by competitors through variations in flavors, prices, toppings, packaging, and promotional concepts. Consequently, competition no longer occurs solely at the product level but increasingly involves the overall business system.

Denpasar City was selected as the research location because it is one of Bali's centers of economic activity, trade, services, culinary businesses, and tourism. These conditions create a dynamic market for food and beverage businesses while simultaneously increasing competitive pressure. The statistical data used in this study indicate that the number of businesses within the broader categories of restaurants, food service establishments, catering businesses, and food sales centers fluctuated from 1,272 businesses in

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2020 to 1,189 businesses in 2022, before increasing to 1,447 businesses in 2023 and remaining at that figure in 2024. These data are used to describe the broader business environment because official statistical data do not provide a specific category for dessert drink businesses.

Under increasingly competitive conditions, business success cannot depend solely on the ability to create attractive products. Entrepreneurs must also determine customer segments, formulate value propositions, select appropriate channels, develop customer relationships, create revenue streams, manage key resources and activities, establish partnerships, and control costs. These aspects can be systematically analyzed using the Business Model Canvas (BMC).

Previous studies have demonstrated the relevance of integrating BMC and strategic analysis. Sabila et al. (2022) employed BMC and SWOT analysis to develop improvements to a dessert shop business model. Rosyad et al. (2022) integrated BMC, SWOT, IFAS, and EFAS in developing a frozen food micro-business. Anggundari et al. (2023) used BMC, environmental analysis, the Internal-External Matrix, and SWOT to formulate strategies and develop a new business model for a culinary business. Similarly, Mulyana and Muttaqin (2024) demonstrated that the integration of SWOT and BMC can support strategic formulation for culinary SMEs.

Nevertheless, a research gap remains in the context of dessert drink businesses in Denpasar City. Previous studies have generally focused on a single brand or business unit, such as a dessert shop, restaurant, coffee shop, or bakery. This study differs by examining five dessert drink businesses with diverse product characteristics, including fruit-based drinks, es teler, and contemporary beverages. The contribution of this study lies in integrating BMC and SWOT analysis and subsequently translating the resulting strategies into the nine elements of a proposed Business Model Canvas.

Accordingly, this study aims to: (1) analyze the existing business model of dessert drink businesses based on the nine BMC elements; (2) identify internal and external strategic factors; (3) determine the strategic position through IFAS and EFAS analysis; (4) formulate development strategies using SWOT analysis; and (5) develop a proposed BMC as an alternative business model to enhance competitiveness.

2. Theoretical Framework and Strategy Development

2.1 Business Model Canvas and business model innovation

The BMC, developed by Osterwalder and Pigneur (2010), conceptualizes a business model as a system that explains how an organization creates, delivers, and captures value. It consists of nine interconnected elements: Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure. This framework enables businesses to map their current business conditions while identifying elements that require further development.

2.2 SWOT, IFAS, and EFAS analysis

However, mapping the business model alone is insufficient to determine the appropriate direction for business development. The existing model must also be assessed in relation to the internal and external environment. SWOT analysis is therefore used to identify strengths, weaknesses, opportunities, and threats. The Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) are subsequently used to assign weights and ratings to strategic factors, allowing the strategic position and development direction of the business to be determined more systematically.

2.3 Previous studies and analytical framework

The study connects the existing BMC with internal and external analyses, IFAS/EFAS scoring, SWOT-based strategic alternatives, and the proposed BMC. Rather than testing causal hypotheses, this qualitative research develops a strategy framework grounded in field observations.

3. Research Methods

This study employed a qualitative approach to obtain an in-depth understanding of the existing business models of dessert drink businesses and their strategic development. A qualitative approach was selected because the study was not intended to test causal relationships between variables but rather to map business conditions, identify strategic factors, and formulate a business development model. The research objects consisted of five dessert drink businesses in Denpasar City, coded as U1, U2, U3, U4, and U5. The use of codes was intended to protect the confidentiality of business identities because some owners did not consent to the publication of their business names. The selected businesses represented various dessert drink products, including es teler, fruit-based beverages, boba drinks, and other contemporary beverages.

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The study involved five business owners or managers, coded I1 to I5, as the primary informants. All informants were directly involved in managing their businesses and possessed relevant knowledge regarding products, customers, marketing, resources, partnerships, revenue, and costs. Their involvement in the businesses ranged from two to six years.

Table 1. Characteristics of research informants

No.	Code	Position	Length of Involvement
1	I1	Owner/Manager of U1	5 years
2	I2	Owner/Manager of U2	4 years
3	I3	Owner/Manager of U3	3 years
4	I4	Owner/Manager of U4	6 years
5	**I5**	**Owner/Manager of U5**	**2 years**

Source: Primary data processed, 2026.

Primary data were collected through interviews, observations, questionnaires, and documentation. Interviews were used to explore the nine BMC elements and identify internal and external strategic factors. Observations were conducted to understand the operational conditions and business activities. Questionnaires were used as supporting instruments for assigning weights and ratings to strategic factors in the IFAS and EFAS matrices. Documentation and secondary data were used to complement and cross-check the information obtained from the field.

The analysis was conducted in several stages. First, data obtained from interviews and observations were used to construct the existing Business Model Canvas. Second, internal factors were identified as strengths and weaknesses, while external factors were identified as opportunities and threats. Third, these factors were weighted and rated using the IFAS and EFAS matrices. Fourth, the results were used to formulate SO, WO, ST, and WT strategies through the SWOT matrix. Finally, the priority strategies were translated into the nine elements of the proposed Business Model Canvas.

The analytical process can therefore be summarized as follows:

Existing BMC → Internal and External Analysis → IFAS/EFAS → SWOT → Development Strategies → Proposed BMC

4. Results and Discussion

4.1 Existing business model of dessert drink businesses

The findings indicate that all five businesses had implemented the nine elements of the Business Model Canvas. However, their business models had generally developed through practical experience and day-to-day business operations rather than through a formally structured strategic business model.

Regarding Customer Segments, the primary customers consisted of students, Generation Z consumers, young employees, and families. U1 and U2 tended to serve families and young consumers through es teler and fruit-based beverage products. In contrast, U3 to U5 were more strongly oriented toward younger consumers through boba and other contemporary drink products.

The main Value Propositions included product variety, flavors, toppings, relatively affordable prices, and accessibility. These findings indicate that the value offered by the businesses was still strongly centered on product characteristics. Several businesses introduced innovation through new menu items, flavors, and toppings, but these innovations had not always been developed into a distinctive identity that would be difficult for competitors to imitate.

Regarding Channels, the businesses combined physical outlets with digital platforms such as GoFood, GrabFood, Instagram, TikTok, and WhatsApp. The use of multiple channels demonstrates the businesses' adaptation to changes in consumer behavior. Nevertheless, these channels were primarily used for transactions and promotions rather than as fully integrated marketing systems.

Customer Relationships in the existing business models were mainly based on direct service, communication, and promotional activities. More structured customer relationship programs, such as memberships, loyalty points, personalized promotions, and customer data management, had not yet become central elements of the business models.

Revenue Streams primarily originated from the sale of core products, toppings, different product sizes, and product packages. Key Resources included human resources, raw materials, equipment, outlets, capital, and brands. Key Activities consisted of production, marketing, customer service, and product innovation. Key Partnerships mainly involved suppliers and food delivery platforms, while the Cost Structure was dominated by raw materials, labor, rental costs, utilities, packaging, and marketing expenses.

These findings suggest that the dessert drink businesses had established a relatively strong foundation for their business models but still required development in customer loyalty, revenue diversification, customer data utilization, partnerships, and cost management. This finding is consistent with previous studies indicating that BMC mapping and strategic analysis can identify business elements requiring improvement and translate those findings into a new or improved business model.

Table 2. Summary of the existing Business Model Canvas

BMC Element	Existing Condition
Customer Segments	Students, Generation Z, young employees, and families
Value Propositions	Product variety, flavors, toppings, affordable prices, innovation
Channels	Outlets, GoFood, GrabFood, social media
Customer Relationships	Direct service, communication, promotions
Revenue Streams	Product sales, toppings, size variations, product packages
Key Resources	Human resources, raw materials, equipment, outlets, capital, brands
Key Activities	Production, marketing, customer service, innovation
Key Partnerships	Suppliers, packaging providers, delivery platforms
Cost Structure	**Raw materials, labor, rent, utilities, packaging, marketing**

Source: Primary data processed, 2026.

4.2 Internal and external conditions

The internal analysis identified several major strengths, including product variety, relatively affordable prices, innovation capability, diverse sales channels, and close relationships with customers. Product variety provides flexibility for businesses to adapt their offerings to changing consumer preferences. Affordable prices also enable the businesses to reach younger consumers, who represent one of the main customer segments.

Innovation capability represents an important strength but also presents a challenge because product innovations can be rapidly imitated by competitors. Therefore, innovation should move beyond merely introducing new menu items and should instead focus on creating stronger differentiation through product identity, quality, customer experience, packaging, and distinctive combinations of flavors.

The main weaknesses included dependence on raw materials, relatively simple management systems, suboptimal customer loyalty, dependence on certain digital platforms, and products that were relatively easy to imitate. These findings indicate that the challenges faced by the businesses were not limited to market competition but also involved internal management capabilities.

From an external perspective, major opportunities included the growth of the contemporary beverage market and the development of digital marketing. Culinary activities and tourism in Bali also created opportunities for market expansion. In addition, changing consumer preferences could provide opportunities for product innovation and the development of enhanced customer experiences.

The main threats included increasing competition, rapidly changing consumer preferences, fluctuations in raw material prices, competition in digital promotion, and the ease with which business concepts and products could be imitated. Overall, the findings suggest that the businesses possessed relatively strong internal capabilities but required strategies capable of transforming these strengths into more sustainable competitive advantages.

4.3 IFAS and EFAS analysis

The IFAS analysis produced a total score of 2.57. This score is slightly above the midpoint of 2.50 and indicates that the overall internal condition of the dessert drink businesses was relatively strong. The highest-scoring strength was product variety, with a score of 0.48, followed by relatively affordable prices, with a score of 0.40.

Table 3. Internal factor analysis summary (IFAS)

Internal Factors	Weight	Rating	Score
Strengths			
Product variety	0.12	4	0.48
Relatively affordable prices	0.10	4	0.40
Innovation capability	0.10	3	0.30
Diverse sales channels	0.08	3	0.24
Close customer relationships	0.10	3	0.30
Weaknesses			
Dependence on raw materials	0.10	2	0.20
Simple management systems	0.10	2	0.20
Suboptimal customer loyalty	0.08	2	0.16
Dependence on digital platforms	0.07	2	0.14

Products are easy to imitate	0.15	1	0.15
Total	**1.00**		**2.57**

Source: Primary data processed, 2026.

Table 4. External factor analysis summary (EFAS)

External Factors	**Weight**	**Rating**	**Score**
Opportunities			
Growth of the contemporary beverage market	0.12	4	0.48
Development of digital marketing	0.10	4	0.40
Culinary and tourism activities	0.09	3	0.27
Trend toward diverse products	0.09	3	0.27
Opportunities for collaboration	0.10	3	0.30
Threats			
Increasing competition	0.10	2	0.20
Changes in consumer preferences	0.11	2	0.22
Fluctuations in raw material prices	0.10	2	0.20
Competition in digital promotion	0.10	2	0.20
Products are easy to imitate	0.09	1	0.09
Total	**1.00**		**2.63**

Source: Primary data processed, 2026.

The IFAS score of 2.57 and the EFAS score of 2.63 indicate that the businesses possessed relatively strong internal capabilities and favorable external opportunities. Accordingly, the development direction was focused on a Strength–Opportunity (SO) strategy, which emphasizes the use of internal strengths to capitalize on market opportunities.

4.4 SWOT-based development strategies

The SO strategy emerged as the priority strategy because the businesses possessed product variety, competitive prices, innovation capabilities, and access to multiple sales channels that could be utilized to capitalize on market growth and digital development.

The first strategy is strengthening product innovation and differentiation. Innovation should not be limited to introducing new flavors or toppings but should focus on establishing distinctive product identities, improving quality, enhancing packaging, creating memorable customer experiences, and combining local and contemporary flavors. This strategy is particularly important because dessert drink products can be developed and imitated rapidly.

The second strategy is strengthening digital marketing and integrating sales channels. Social media and food delivery platforms should be developed not merely as promotional and transactional tools but also as mechanisms for brand building and understanding customer behavior.

The third strategy is developing customer relationships through membership programs, purchase points, vouchers, personalized promotions, and feedback collection. These initiatives are expected to increase repeat purchases and reduce the businesses' dependence on continuously acquiring new customers.

The fourth strategy is expanding strategic partnerships with key suppliers, communities, food influencers, event organizers, and local businesses. Partnerships can support market expansion, ensure raw material quality, and create opportunities for collaborative promotional activities.

The fifth strategy is improving cost efficiency. Fluctuations in raw material prices can reduce business margins; therefore, inventory control, recipe standardization, supplier selection, waste reduction, and evaluation of promotional costs are necessary. The findings indicate that innovation and market expansion must be balanced with operational efficiency to ensure that sales growth contributes to improved business performance.

In addition to the SO strategy, WO strategies focus on improving customer loyalty and management systems through digital opportunities. ST strategies emphasize strengthening brand identity and product quality to address competition and imitation. WT strategies focus on cost control, channel diversification, and improving internal business management.

4.5 Proposed Business Model Canvas

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The strategies generated through the SWOT analysis were subsequently translated into the nine elements of the Business Model Canvas. This stage represents the main contribution of the study because the analysis did not stop at strategic formulation but proceeded to develop concrete changes in the business model.

Table 5. Proposed Business Model Canvas

BMC Element	Proposed Development
Customer Segments	Students, Generation Z, young employees, families, tourists, communities, digital customers
Value Propositions	Innovative and high-quality products, affordable prices, distinctive identity, local-modern flavor combinations, customer experience
Channels	Outlets, GoFood, GrabFood, Instagram, TikTok, WhatsApp, direct ordering, Google Business Profile
Customer Relationships	Personalized service, memberships, loyalty points, vouchers, personalized promotions, social media engagement, customer feedback
Revenue Streams	Product sales, bundling, topping upselling, premium products, seasonal menus, pre-orders, event orders
Key Resources	Competent human resources, raw materials, equipment, outlets, capital, brands, customer data, digital assets
Key Activities	Production, product innovation, digital marketing, customer management, quality control, sales evaluation, cost efficiency
Key Partnerships	Suppliers, packaging providers, delivery platforms, communities, influencers, event organizers, local businesses
Cost Structure	**Raw materials, labor, rent, utilities, packaging, digital marketing, platform costs, product development, operational costs**

Source: Primary data processed, 2026.

The most significant change in the proposed BMC concerns the overall orientation of the business model. In the existing model, customer relationships were primarily based on transactions and direct service. In the proposed model, customer relationships are developed as a strategic loyalty system through memberships, loyalty points, vouchers, personalized promotions, and feedback management.

Regarding Revenue Streams, income sources are expanded through bundling, upselling, premium products, seasonal menus, pre-orders, and event orders. These developments are intended to reduce dependence on the sale of individual core products.

Changes are also introduced in Key Partnerships. Partnerships are expanded beyond suppliers and delivery platforms to include communities, influencers, event organizers, and local businesses. Key Activities are likewise expanded to include customer analysis, digital content creation, sales evaluation, and cost control.

4.6 Comparison between the existing and proposed BMC

Table 6. Comparison between existing and proposed BMC

Element	Existing Model	Proposed Model	Direction of Development
Customer Segments	Students, Gen Z, young employees, families	Addition of tourists, communities, digital customers	Market expansion
Value Propositions	Product variety, price, flavors	Innovation, differentiation, quality, identity, experience	Value enhancement
Channels	Outlets, delivery platforms, social media	Omnichannel and digital integration	Channel integration
Customer Relationships	Service and communication	Memberships, points, vouchers, personalized promotions	Customer loyalty
Revenue Streams	Product and topping sales	Bundling, premium products, seasonal products, pre-orders, events	Revenue diversification
Key Resources	Human resources, raw materials, outlets, capital	Addition of customer data, digital assets, competencies, brand	Resource strengthening
Key Activities	Production, marketing, service	Customer analysis, digital content, evaluation, efficiency	Business professionalization
Key Partnerships	Suppliers and delivery platforms	Communities, influencers, event organizers, local businesses	Partnership expansion
Cost Structure	**Main operational expenses**	**Waste reduction, promotion evaluation, digital efficiency**	**Cost efficiency**

Source: Primary data processed, 2026.

The comparison demonstrates that business model development does not necessarily require replacing the entire existing system. Elements that already generate value can be maintained, while elements identified as weaknesses can be strengthened through strategic interventions. The primary developments

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are directed toward product innovation, customer relationships, digitalization, revenue diversification, strategic partnerships, and cost efficiency.

4.7 Implications for competitiveness

First, the proposed model supports differentiation. Strengthening the value proposition enables businesses to reduce their dependence on price competition. Innovation based on product identity, quality, distinctive flavor combinations, and customer experience has the potential to create value that is more difficult for competitors to imitate.

Second, the model supports market growth. Expanding customer segments and integrating digital channels enable businesses to reach a broader market. An omnichannel approach provides customers with multiple purchasing options through physical outlets, social media, and food delivery platforms.

Third, the model contributes to business sustainability and adaptability. Revenue diversification, stronger partnerships, improved human resource capabilities, and cost efficiency can enhance the businesses' ability to respond to environmental changes.

However, competitiveness in this study is positioned as a strategic implication of the proposed business model rather than an empirically measured outcome after implementation. Therefore, the proposed BMC should be understood as a business development recommendation that can be implemented and subsequently evaluated by business owners.

Theoretically, the findings reinforce the view that business model innovation should not be understood merely as product innovation. In the food and beverage sector, business development can involve changes in how businesses create value, deliver value to customers, and capture value through revenue generation. Therefore, the competitiveness of dessert drink businesses depends not only on the attractiveness of their products but also on the integration of the entire business model.

5. Conclusion

This study demonstrates that dessert drink businesses in Denpasar City have implemented the nine elements of the Business Model Canvas; however, their existing business models remain strongly oriented toward transactional activities and product sales. The primary customer segments consist of students, Generation Z, young employees, and families. The principal value propositions include product variety, flavors, toppings, relatively affordable prices, and innovation, while sales channels combine physical outlets with various digital platforms.

The internal analysis identified major strengths in product variety, affordable prices, innovation capability, sales channels, and customer relationships. The principal weaknesses consisted of dependence on raw materials, relatively simple management systems, suboptimal customer loyalty, dependence on digital platforms, and products that were easy to imitate. External opportunities included the growth of the contemporary beverage market, the development of digital marketing, culinary and tourism activities, and collaboration opportunities. The major threats were increasing competition, changing consumer preferences, raw material price fluctuations, digital promotional competition, and product imitation.

The IFAS score of 2.57 and the EFAS score of 2.63 indicate relatively strong internal conditions and favorable external opportunities. Accordingly, the priority strategy is a Strength–Opportunity strategy emphasizing product innovation and differentiation, stronger digital marketing, customer relationship development, expanded partnerships, revenue diversification, and cost efficiency.

These strategies were translated into a proposed Business Model Canvas that is more customer-oriented, innovative, digitally integrated, diversified, and efficiency-driven. The primary contribution of this study lies in integrating BMC and SWOT analysis by using the BMC to map the existing business model, SWOT analysis to determine the strategic development direction, and the resulting strategies to redesign the nine elements of the proposed business model.

Future studies may examine the implementation of the proposed BMC over a longer period and quantitatively evaluate its impact on competitiveness through indicators such as sales growth, repeat purchases, customer loyalty, profitability, and market share.

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