

DEVELOPING VALUE PROPOSITION FOR HEALTHY BEVERAGE VENTURE WITH DESIGN THINKING APPROACH TO ATTAIN EARLY COMMERCIAL VIABILITY: A CASE STUDY OF VSPARK



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Abstract

This study examines the development and validation of Vspark's value proposition as an early-stage fruit-infused tea in the healthy ready-to-drink beverage market. Despite positive initial responses through campus testing, bazaars, sports activations, and pre-orders, trial interest had not consistently converted into repeat purchase, indicating an unvalidated value proposition. Using a design-driven qualitative approach, the study collected data through 15 semi-structured interviews and MVP prototype testing with 10 participants, supported by thematic analysis, SPA Framework, Strategy Canvas, Empathy Map, Value Proposition Canvas, Innovation Trifecta, prototype evaluation, follow-up interviews, and the Business Model Canvas. The findings show that the Practical Value Seeker, consisting of urban Gen Z and younger Millennial consumers who value practicality, affordability, accessibility, clear product information, and routine consumption fit, emerged as the most viable primary segment. The value-fit diagnosis identified three main gaps: product experience and usability, trust and transparency, and accessibility and value-for-money. Prototype C performed strongest overall because it was easier to drink, more suitable for daily use, and more worth the portion, while Prototype B contributed trust cues and Prototype A provided usability learning. The study concludes that Vspark should refine its value proposition into a routine-friendly, refreshing, lighter, practical, transparent, and value-for-money fruit-infused tea for everyday consumption, supported by clearer labeling, selected usability improvements, controlled channels, and a pilot strategy before wider expansion.

Keywords: Business Model Canvas; Customer Insight; Design Thinking; Healthy Beverage; MVP Testing; Value Proposition

INTRODUCTION

The global ready-to-drink (RTD) beverage industry has shifted from a mostly convenience-driven category to a more health-focused one, aligned with lifestyle identity, natural-ingredient preferences, and visual culture. RTD tea, coffee, flavored water, and functional drinks are now expected not only to refresh, but also to support focus, mood, digestion, and general wellbeing (Euromonitor International, 2023). This shift indicates that consumers no longer assess beverages purely as hydration, but also as products that reflect their health goals and lifestyle values. A major driver of this shift is rising concern over sugar consumption. The World Health Organization (2022) recommends that free sugar intake remain below 10 percent of total daily caloric intake, increasing the visibility of sugar reduction among consumers and producers. At the same time, the rise of matcha, specialty tea, and visually appealing wellness drinks shows that health value alone is insufficient, as consumers also expect beverages to be enjoyable, modern, and socially relevant (NielsenIQ, 2023).

These global trends are also visible in the Indonesian beverage market. While traditional sweetened soft drinks face pressure from changing health awareness, the RTD tea and coffee category continues to grow, with the Indonesian RTD tea and coffee market valued at USD 1.79 billion in 2024 and projected to expand at a compound annual growth rate of around 7.9 percent through 2033 (Research and Markets, 2025). The development of cold-chain logistics further strengthens the prospects for fresher, lightly processed beverages with fewer preservatives, allowing them to penetrate larger urban markets more efficiently (Verified Market Research, 2025). This is particularly relevant for fresh juice, cold-pressed drinks, and fruit-infused tea, whose value propositions center on freshness and ingredient quality. The market opportunity is also reinforced by public-health concerns, as diabetes and obesity continue to increase among Indonesian adolescents and young adults, conditions closely associated with the sustained consumption of sugar-sweetened beverages (BRIN, 2024).

This tension is especially pronounced among younger consumers. Survey evidence shows that Gen Z consumers still consume sweetened beverages such as sweet tea regularly, including for daily consumption and social occasions, even as health awareness grows (GoodStats, 2023). This creates a contradiction between rising awareness of sugar-related health risks and the continued presence of sweet beverages in everyday consumption patterns. Previous research indicates that younger consumers evaluate products through functional value, such as taste and health benefit; symbolic value, such as lifestyle image and aesthetics; and economic value, such as price-to-value fit (Fathin et al., 2023). These consumers also use beverages to express identity, environmental awareness, and emotional wellbeing, and many are willing to pay more for products perceived as healthy and natural (Susanti et al., 2024).

Jakarta represents a relevant setting for this shift because it functions as a trend-setter for lifestyle consumption in Indonesia. More than 90 percent of residents aged 16 to 35 use social media, and beverage choices are strongly shaped by digital exposure and lifestyle influencers (Katadata Insight Center, 2024). Yet Jakarta also faces high sugar-related health risks, strengthening the case for low-sugar options that remain visually attractive and aligned with urban lifestyles. In this context, beverage choice goes beyond refreshment and becomes an indicator of personal health consciousness, efficiency, and wellbeing, reflecting needs

closer to esteem and self-actualization than basic physiological requirements (Maslow, 1970). For Gen Z and younger Millennial buyers, the ideal product is therefore not simply healthy, but one that combines flavor, refreshment, convenience, credibility, and social appeal.

Despite this opportunity, structural gaps remain in the competitive landscape. Established RTD tea brands are culturally embedded and supported by broad distribution networks, while lifestyle drink brands are often perceived more as sweet snacks or dessert beverages than as routine healthier drinks. Premium healthy options such as cold-pressed juices are perceived as credible but relatively expensive and often concentrated in mall-based outlets. As a result, a gap remains for an offering that integrates consistent taste, credible health value, attractive packaging, clear ingredient communication, reasonable pricing, and convenient access. Vspark, an early-stage fruit-infused tea venture, has generated promising initial interest through campus testing, community bazaars, sports activations, and pre-order cycles. However, this interest has not yet translated into consistent repeat purchase. Accordingly, this study aims to diagnose and refine Vspark's value proposition so that it can better convert early trial into repeat purchase. The study is guided by three research questions: which target segment is most viable for early entry; to what extent the current value proposition fits that segment; and what business strategy is required to strengthen the proposition toward early commercial viability.

REVIEW OF LITERATURE

The development of an early-stage healthy beverage venture rests on achieving Problem-Solution Fit before Product-Market Fit, where the first priority is confirming that a real and meaningful customer problem is being solved rather than maximizing sales (Blank & Dorf, 2012). This path can be analyzed systematically through the Product-Market Fit Pyramid, which links target customer, unmet needs, value proposition, feature set, and user experience (Olsen, 2015). Because beverage choice is shaped by functional, symbolic, and economic value as well as psychological and lifestyle factors, this study grounds segment selection in consumer behavior theory (Kotler & Keller, 2016) and competitive positioning in the Strategy Canvas of Blue Ocean Strategy (Kim & Mauborgne, 2005). The human-centered lens is provided by Design Thinking, which transforms market uncertainty into validated product knowledge through iterative learning (Brown, 2008), operationalized through the five-stage Empathize, Define, Ideate, Prototype, and Test model (d.school, 2010). The Value Proposition Canvas further supports this process by mapping customer jobs, pains, and gains against the company's offering (Osterwalder et al., 2014), while the Business Model Canvas helps translate the refined proposition into a practical model of value creation, delivery, and capture (Osterwalder & Pigneur, 2010).

Recent studies confirm that health consciousness and trust strongly influence initial purchase intention for low-sugar tea, yet they mainly explain trial intention rather than the conversion of trial into repeat purchase (Wimardian et al., 2025). Satisfaction research also shows that taste remains the most critical retention factor even among health-aware consumers (Nair & Kumar, 2025), while packaging and visual cues shape brand experience but are often examined separately from business-model viability (Liu et al., 2025). Although the Value Proposition Canvas has been used to define Gen Z functional-beverage needs, such applications tend to remain descriptive and stop short of iterative market validation

(Sosianika et al., 2024). Therefore, the literature still lacks an integrated framework that combines consumer-perception analysis, value-fit diagnosis, competitive positioning, iterative product validation, and business model formulation for early-stage healthy beverage ventures. This study addresses that gap by integrating thematic analysis, SPA Framework, Strategy Canvas, Value Proposition Canvas, Innovation Trifecta, MVP testing, and Business Model Canvas to refine Vspark's value proposition toward early commercial viability.

RESEARCH METHOD

This study applies a design-driven qualitative research design to answer the research questions and build a systematic understanding of how Vspark's value proposition can be refined into a practical business strategy. A qualitative approach is appropriate because the research problem requires a holistic understanding of consumer meanings, perceptions, and consumption contexts rather than the measurement of predefined variables (Creswell, 2014). The research design is structured around the five interrelated stages of Design Thinking, namely Empathize, Define, Ideate, Prototype, and Test (d.school, 2010), allowing consumer insight and iterative learning to guide decisions related to value proposition refinement.

Primary data were collected in two phases. The exploratory phase used fifteen semi-structured in-depth interviews to investigate consumer motivations, expectations, pain points, and evaluation criteria for healthy beverages. Respondents were selected through purposive sampling from five preliminary strategic profiles: Budget-Conscious Consumer, Social and Visual Seeker, Churned User, Competitor Loyalist, and Functional User, with three respondents in each profile. These five preliminary profiles were used as recruitment categories and were later synthesized into three analytical personas for segment evaluation. Data adequacy was determined through thematic saturation, which was reached when additional interviews no longer produced new codes or themes across the respondent profiles.

The validation phase tested three Minimum Viable Product (MVP) prototypes derived from the ideation stage. Ten participants relevant to the target profile evaluated Prototypes A, B, and C using the same structured evaluation form. The form used a five-point scale to assess taste, practicality, healthy credibility, information clarity, routine fit, value-for-money, purchase intention, and repeat-purchase intention. These ratings were complemented by short follow-up interviews that explored the reasons behind participant preferences, remaining hesitations, and expected usage situations.

Secondary data were drawn from academic literature, industry reports, and publicly available market information on the ready-to-drink beverage category, healthy beverage trends, sugar reduction, consumer behavior, and market segmentation. These sources provided the external and theoretical context for the study and were combined with primary findings to strengthen triangulation and the robustness of the results (Denzin, 2012).

Data analysis followed a synthesis-and-mapping logic consistent with the Design Thinking framework. Interview transcripts were analyzed through thematic analysis following Braun and Clarke (2006). The resulting insights were then processed using the SPA Framework to select the primary target segment, the Strategy Canvas to map competitive positioning, and the Value Proposition Canvas to diagnose the fit between customer jobs, pains, and gains and Vspark's current offering. Solution directions were screened using the Innovation Trifecta based on desirability, feasibility, and viability. MVP

testing insights were then synthesized into a refined value proposition and translated into a Business Model Canvas for a pilot strategy. The unit of analysis is Vspark's value proposition, while the unit of observation is potential consumers and their evaluation of the product concept or MVP prototype.

Research Questions and Research Objectives

Because this study uses a qualitative and design-driven approach, it is guided by research questions and research objectives rather than statistically tested hypotheses. These questions are explored through in-depth interviews, thematic analysis, Value Proposition Canvas analysis, and MVP prototype testing. Based on the literature review and Vspark's business issue, the research questions are formulated as follows:

1. Which primary target segment is validated as the most viable entry point for Vspark?
2. To what extent does Vspark's current value proposition align with the target segment's expectations, and where do the critical value gaps lie?
3. What business strategy is required to strengthen Vspark's value proposition and support early commercial viability?

In response to these research questions, the study pursues the following research objectives:

1. To identify and validate the primary target consumer segment based on market viability and accessibility.
2. To evaluate the alignment between Vspark's current offering and consumer needs and to diagnose the root causes of the value gap.
3. To formulate a business strategy that strengthens Vspark's value proposition and supports early commercial viability.

Conceptual Framework

The conceptual framework integrates the business issue, the theoretical foundation, the stages of analysis, and the expected outcomes into a single logical flow. It positions Vspark's unvalidated value proposition as the starting problem, then moves through a situation analysis that combines an external landscape, examined with the Strategy Canvas and the SPA Framework, and consumer insights, examined with the Empathy Map, customer personas, and the Value Proposition Canvas. These inputs guide the ideation and prototyping stages, in which solution directions are screened with the Innovation Trifecta and tested through MVP prototypes, before being consolidated into a refined value proposition and a Business Model Canvas that frames the proposed pilot strategy. The framework can be illustrated as follows:

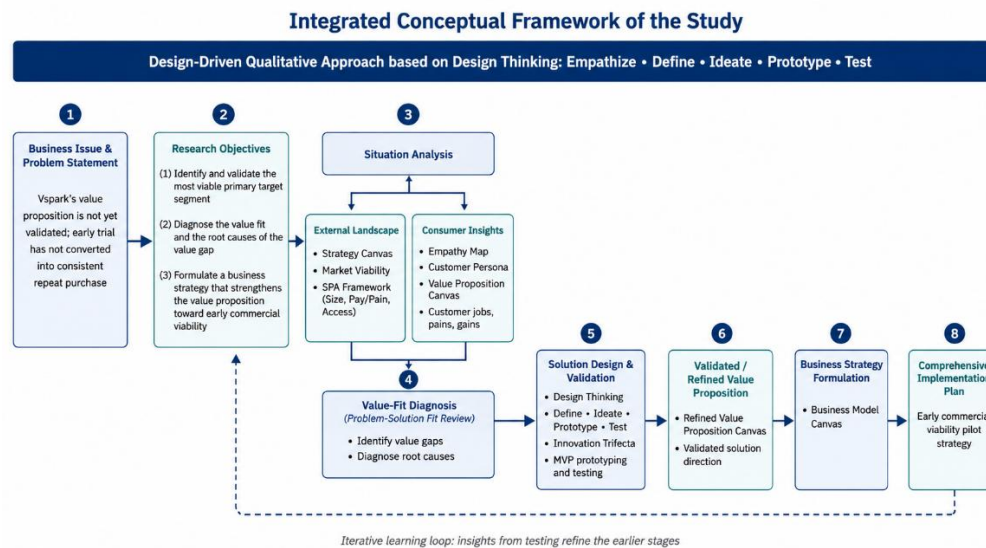


Figure 1.
Integrated Conceptual Framework of the Study

The framework shows that the development of Vspark's value proposition is treated as an iterative, design-driven process rather than a set of causal relationships between variables. Each stage builds on the evidence produced by the previous one, and the learning gained from prototype testing can be used to revisit the earlier stages so that the refined value proposition reflects the real jobs, pains, and gains of the target segment.

RESULTS AND DISCUSSION

Situation Analysis

The situation analysis combines external landscape analysis with consumer insights. For benchmarking, Re.juve and Boost Juice were selected as primary comparators because respondents repeatedly referenced them when discussing taste, price, accessibility, and health credibility. Both brands also occupy the premium healthy beverage space that Vspark intends to enter (Re.juve, 2026; Boost Juice Indonesia, 2026). The Strategy Canvas in Figure 2 shows that competition is shaped by six attributes that recurred in the interviews: taste satisfaction, health or ingredient credibility, perceived sugar control, packaging and visual appeal, accessibility or channel convenience, and price affordability. Re.juve is strongest in health and ingredient credibility but weaker in affordability and routine accessibility, whereas Boost is strongest in taste and consumption experience but is still perceived as a premium mall-based drink. Vspark's early strength lies in transparent packaging and visual freshness, but it remains weaker in health credibility and accessibility. Therefore, the differentiation opportunity is a hybrid value curve that combines Re.juve's credibility, Boost's enjoyable consumption experience, and Vspark's visual freshness with more realistic everyday pricing.

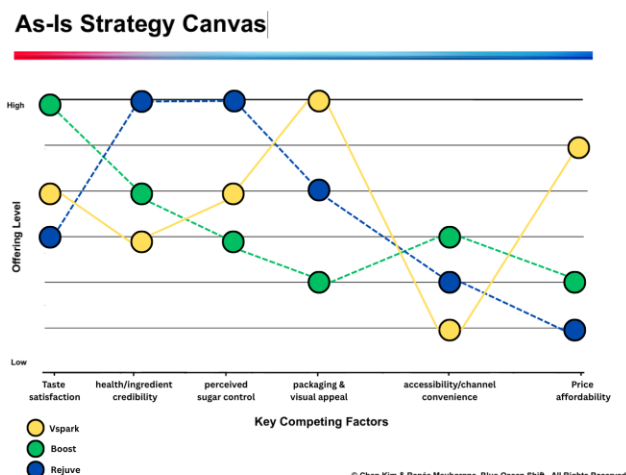


Figure 2.
Strategy Canvas Comparing Vspark with Re.juve and Boost Juice

The SPA Framework was then applied to evaluate candidate personas based on Size, Pay/Pain, and Access, with scores summarized in Table 1. The Practical Value Seeker emerged as the most feasible primary segment because it combined the broadest relevance, the most concrete pain points, and the most reachable purchase behavior. Its key concerns center on price, access, value-for-money, and daily-use practicality. By contrast, the Social and Trend Explorer is useful for generating trial but carries less urgent pain, while the Health-Conscious Checker is narrower and requires more intensive trust-building. The result indicates that Vspark should prioritize consumers who assess healthy beverages through practicality, affordability, accessibility, credible information, and everyday fit.

Table 1.
SPA Framework Assessment of Candidate Buyer Personas

Buyer Persona	Size	Pay/Pain	Access	Total Score	Rank
Practical Value Seeker	3	3	3	27	1
Social & Trend Explorer	3	2	3	18	2
Health-Conscious Checker	2	3	2	12	3

Note: Total score = Size × Pay/Pain × Access.

Thematic analysis of the fifteen interviews shows that healthy beverage consumption is shaped not only by health motives, but also by situational usage contexts, such as refreshment, energy recovery, mood improvement, and everyday satisfaction. This supports Kotler and Keller's (2016) view that consumption decisions are influenced by personal and psychological factors as well as product attributes. The analysis further shows that trial and repeat purchase follow different logics. Initial interest is often driven by social media, influencer reviews, and transparent packaging cues, which is consistent with Liu et al. (2025). However, such trial signals should not be mistaken for Product-Market Fit, since repeat purchase and retention provide stronger evidence of market alignment (Blank & Dorf, 2012).

After trial, evaluation shifts toward taste, trust, price, and access, with taste functioning as a non-negotiable threshold, in line with Nair and Kumar (2025). Claims related to health and low sugar are also actively verified through ingredients, sugar content, and certification, while routine purchase is constrained when products are seen as too expensive or insufficiently accessible.

From these recurring patterns, the study synthesized three personas: the Health-Conscious Checker, the Social and Trend Explorer, and the Practical Value Seeker. The Practical Value Seeker was selected as the primary persona because it most strongly reflects the decision logic of balancing functional value, affordability, information clarity, and practical usability. This persona represents urban Gen Z and younger Millennial consumers who are not merely attracted to healthy beverage claims, but who evaluate whether a product is easy to buy, easy to consume, credible enough to trust, and worth purchasing repeatedly in everyday contexts (Figure 3).

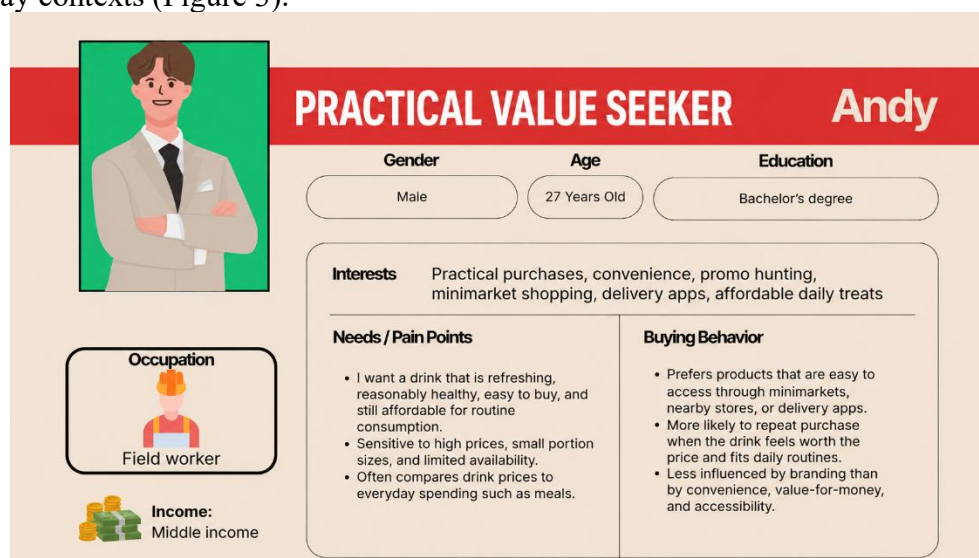


Figure 3.
Practical Value Seeker Persona

To deepen the understanding of the selected persona, the empathy map was used to interpret what the Practical Value Seeker sees, thinks, feels, says, and does in everyday beverage consumption. This mapping shows that the persona is attracted to healthier beverage options, but remains cautious when the product does not clearly justify its price, portion, access, and health claims. The persona tends to compare drinks based on taste, sugar level, portion worthiness, convenience, and availability through familiar channels such as nearby stores, minimarkets, and delivery platforms. Therefore, the empathy map clarifies that the main issue is not the absence of interest in healthy beverages, but the lack of a complete fit between Vspark's current proposition and the practical criteria required for repeat purchase.

Value-Fit Diagnosis

Based on the external landscape and consumer insights, the value-fit diagnosis evaluates whether Vspark's current value proposition aligns with the jobs, pains, and gains of the Practical Value Seeker. Using the Value Proposition Canvas, the analysis shows that Vspark currently demonstrates partial fit. The product is attractive enough to generate initial

trial through its fruit-infused tea concept, transparent packaging, visual freshness, and healthier image. However, the proposition is not yet strong enough to consistently support repeat purchase because three value gaps remain.

First, there is a product experience and usability gap. Although consumers appreciate the idea of a refreshing and lighter fruit-infused tea, taste stability, fruit accessibility, and consumption convenience remain important barriers. For the Practical Value Seeker, taste is not a secondary attribute but the minimum requirement for repeated purchase. If the product feels inconsistent, difficult to consume, or less practical after storage, its healthier positioning is not sufficient to sustain routine consumption.

Second, there is a trust and transparency gap. Consumers do not accept healthy or low-sugar claims passively. They expect clearer proof through ingredient information, sugar information, nutrition cues, storage guidance, and other credibility signals. Vspark's transparent packaging already creates an initial impression of freshness, but this visual cue alone is not enough to build strong trust. The product needs clearer and more verifiable information to make its healthy value proposition credible.

Third, there is an accessibility and value-for-money gap. The Practical Value Seeker is willing to consider healthier beverages, but only when the product feels realistic for routine consumption. This means the product must be reasonably priced, sufficiently portioned, and easy to access through familiar purchase channels. Since Vspark is still mainly distributed through pop-ups, bazaars, community activations, and manual pre-order channels, it remains more episodic than routine. As a result, the product may trigger trial, but it is not yet embedded in the daily purchase journey of the target segment.

Overall, the value-fit diagnosis shows that Vspark's main challenge is not the absence of market interest, but the incompleteness of its current value proposition. Trial can be stimulated by visual appeal and a healthier product concept, but repeat purchase requires a stronger combination of product experience, trust, affordability, and access. Therefore, the next stage of analysis focuses on solution design and validation to refine Vspark's value proposition toward early commercial viability.

Design Thinking and Solution Direction

Following the value-fit diagnosis, the study proceeded to the Define stage of Design Thinking. This stage synthesized the findings from the external landscape, consumer insights, empathy map, and as-is Value Proposition Canvas into a focused problem statement. The central problem identified was that Vspark had not yet developed a healthy beverage proposition that felt sufficiently credible, practical, and repeatable to convert initial trial interest into repeat purchase among the Practical Value Seeker segment.

This problem statement was translated into three priority How Might We questions. The first addressed product usability and everyday fit, the second addressed the credibility and verifiability of the healthy claim, and the third addressed routine accessibility and value-for-money. These questions guided the Ideate stage, where four solution alternatives were generated and screened using the Innovation Trifecta across desirability, feasibility, and viability. The scoring result is summarized in Table 2.

Table 2.
Innovation Trifecta Scoring of Ideation Alternatives (1 = low, 3 = high)

Alternative	Desirability	Feasibility	Viability	Average	Rank	Decision
A1: Product Experience & Usability Enhancement	3	2	3	2.67	1	Prioritized for prototype
A2: Trust & Transparency Reinforcement	3	3	2	2.67	1	Prioritized for prototype
A3: Everyday Routine-Fit Proposition	3	2	2	2.33	3	Included as routine-fit concept
A4: Broad Channel Expansion Concept	2	1	2	1.67	4	Not continued

The scoring shows that Alternative 1, Product Experience and Usability Enhancement, and Alternative 2, Trust and Transparency Reinforcement, were the strongest immediate directions because they directly addressed the main repeat-purchase barriers identified in the value-fit diagnosis. Alternative 3, Everyday Routine-Fit Proposition, was retained for prototype testing because it represented the routine-fit and value-for-money logic of the Practical Value Seeker segment. Alternative 4, Broad Channel Expansion Concept, was not continued because broad channel expansion is more strategic, less suitable for product-level prototyping, and outside the immediate validation scope of this study.

MVP Testing and Refined Value Proposition

Based on the value-fit diagnosis and ideation results, three MVP prototype concepts were developed. Prototype A focused on product experience and usability, particularly controlled fruit experience and storage usability. Prototype B focused on trust and transparency reinforcement through clearer information cues. Prototype C focused on effortless routine-fit and value-for-money. Ten participants from the target profile evaluated all three prototypes using the same eight-item evaluation form and short follow-up interview.

As shown in Table 3, Prototype C received the highest overall average score of 4.05, followed by Prototype B with 3.90 and Prototype A with 3.39. Prototype C performed strongest in taste, practicality, daily-use suitability, value-for-money, purchase intention, and repeat-purchase intention. Prototype B performed strongest in perceived healthy credibility and information clarity.

Table 3.
Prototype Evaluation Scores (average of 10 participants, 1–5 scale)

Evaluation Item	Prototype A	Prototype B	Prototype C	Highest
PE1. Tastes pleasant and refreshing	3.90	4.30	4.40	C
PE2. Practical and easy to consume	3.00	3.40	4.00	C
PE3. Convincing as a healthy drink	3.50	4.10	3.90	B
PE4. Clear and trustworthy information	3.70	4.30	3.70	B

Evaluation Item	Prototype A	Prototype B	Prototype C	Highest
PE5. Suitable for daily/repeated purchase	3.20	3.60	4.10	C
PE6. Worth the expected price	3.60	4.00	4.40	C
PE7. Willing to buy if available	3.10	3.80	4.00	C
PE8. Willing to buy again	3.10	3.70	3.90	C
Average Score	3.39	3.90	4.05	C

The acceptance analysis counted all ratings of 4 or 5 across the eighty rating entries per prototype. As shown in Table 4, Prototype C reached the highest acceptance rate at 71.25%, followed by Prototype B at 68.75% and Prototype A at 43.75%. The overall preference vote also supported this result, with Prototype C receiving 50% of total preference votes. The stated reasons indicated that participant decisions were driven mainly by suitability for daily activities, practicality, and value-for-money, rather than taste alone.

Table 4.
Prototype Acceptance Rate and Overall Preference

Prototype	Accepted Entries / 80	Acceptance Rate	Preference Votes	Preference %
Prototype A	35	43.75%	2	20%
Prototype B	55	68.75%	3	30%
Prototype C	57	71.25%	5	50%

The follow-up interviews further explained these results. Prototype C was preferred because it reduced consumption friction, felt easier to drink, offered a more satisfying liquid portion, and was smoother to consume directly. However, participants also asked for a more comfortable opening mechanism and clearer label information. This indicates that Prototype C should serve as the base concept, but not as the final solution by itself. Prototype B contributed important trust cues through clearer ingredients and nutrition information, while Prototype A contributed usability learning related to easier opening, resealability, and fruit access, even though its separated-fruit format felt less convenient to some users.

Accordingly, the refined value proposition uses Prototype C as the main product direction while integrating selected trust cues from Prototype B and usability learning from Prototype A. The refined proposition positions Vspark as a routine-friendly fruit-infused tea for urban Gen Z and younger Millennial Practical Value Seekers who want a refreshing, lighter, practical, transparent, and value-for-money beverage for everyday consumption. This proposition should be supported by smaller fruit pieces, a more satisfying liquid portion, clearer ingredient and sugar information, and a more convenient packaging format (Figure 4).

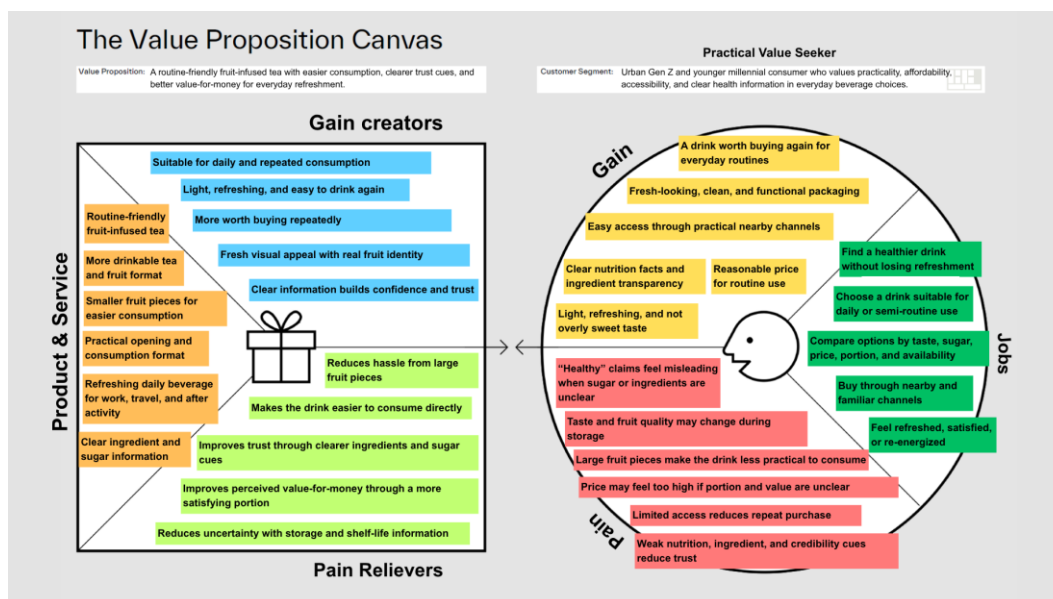


Figure 4.

Refined Value Proposition Canvas for Vspark

Business Strategy Formulation and Implications

To translate the refined value proposition into a practical business direction, the study structured the findings through the Business Model Canvas for a refined pilot strategy (Figure 5). The canvas focuses on the business model blocks most affected by the research findings, namely customer segment, value proposition, channels, customer relationships, revenue streams, key activities, key partners, and cost structure. The customer segment focuses on urban Gen Z and younger Millennial Practical Value Seekers. The value proposition centers on Prototype C as the main direction while integrating Prototype B's trust cues and Prototype A's usability learning. The recommended channels are deliberately controlled and validation-oriented, including direct pre-order, pop-up booths, bazaars, campus and office clusters, sports-community events, and selected delivery channels. These channels allow Vspark to maintain freshness, control product consistency, and observe repeat-purchase behavior before pursuing wider distribution.

The Business Model Canvas

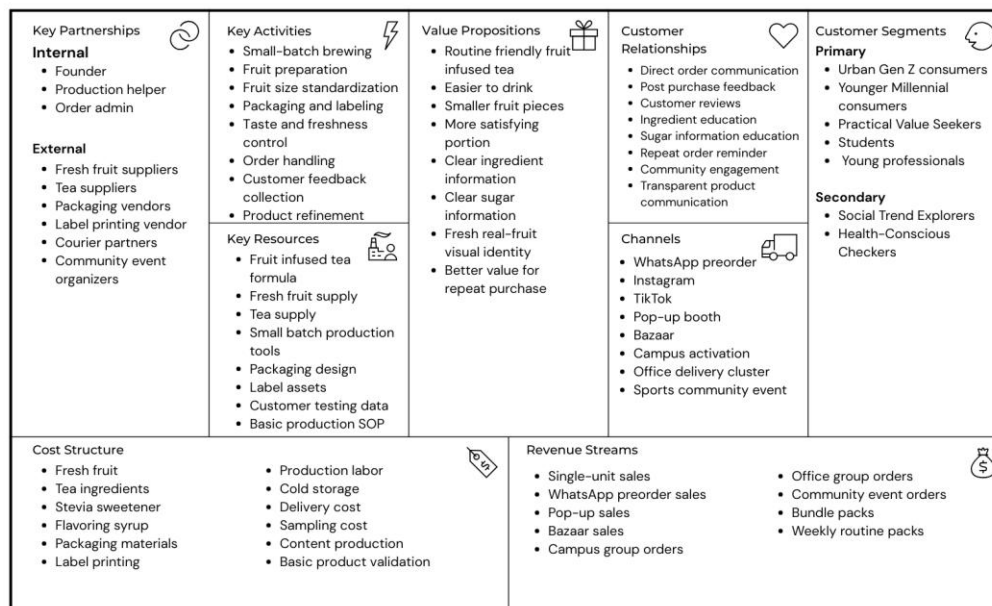


Figure 5.
Business Model Canvas for the Refined Vspark Pilot Strategy

From these results, seven implementation priorities are proposed, as summarized in Table 5. The product strategy should adopt a Prototype C-based format with smaller and easier-to-consume fruit pieces while preserving the real-fruit identity. The trust communication strategy should integrate Prototype B's label clarity through ingredient, sugar, storage, and shelf-life information while avoiding unsupported health claims. The usability strategy should apply selected learning from Prototype A, particularly easier opening, closing, and fruit access, without making the product more complicated to consume. The pricing strategy should emphasize portion-worthiness and everyday justification. The channel strategy should expand gradually through controlled and freshness-preserving touchpoints. The operational strategy should focus on simple standard operating procedures for fruit selection, cutting size, brewing, sweetness, cooling, packaging, and same-day handling. Finally, the feedback system should collect structured post-purchase feedback to monitor taste consistency, practicality, trust, and repeat-purchase intention.

Table 5.
Proposed Implementation Priorities

Priority	Strategic Area	Action
1	Product format	Use Prototype C as the main direction with smaller fruit pieces, better liquid balance, and an improved opening/consumption mechanism.
2	Trust communication	Integrate Prototype B's label clarity: ingredients, sugar information, storage guidance, and a nutrition-cue disclaimer until validated.

Priority	Strategic Area	Action
3	Practical usability	Apply selected Prototype A learning, especially easier opening/closing and fruit access, without complicating consumption.
4	Pricing and value	Test a price range that communicates value-for-money based on portion, freshness, and daily-use relevance.
5	Channel	Prioritize controlled channels (pre-order, campus/office, sports communities, limited delivery) before broad retail.
6	Operations	Develop basic SOPs for fruit selection, cutting, brewing, sweetness, packaging, cooling, and delivery handling.
7	Feedback system	Collect structured post-purchase feedback to monitor taste consistency, practicality, trust, and repeat-purchase intention.

CONCLUSION

This study concludes that the most viable early entry point for Vspark is the Practical Value Seeker segment, namely urban Gen Z and younger Millennial consumers who value practicality, affordability, accessibility, clear product information, and everyday fit. The study also finds that Vspark's current value proposition shows only partial fit with this segment. The product can generate trial through its refreshing concept, transparent packaging, real-fruit identity, and low-sugar positioning, but it is not yet strong enough to support consistent repeat purchase because of three value gaps: product experience and usability, trust and transparency, and accessibility and value-for-money.

To strengthen the proposition, Vspark should refine its product around a routine-friendly fruit-infused tea concept. Prototype C should be used as the main product direction because it showed the strongest acceptance in MVP testing, especially in daily-use suitability, value-for-money, and repeat-purchase intention. However, the final direction should also integrate the clearer label and ingredient information of Prototype B and the practical usability learning of Prototype A.

The business implication is that Vspark should prioritize value proposition refinement and controlled market validation rather than immediate broad-scale expansion. A short, low-cost three-month pilot is recommended to test the refined product format, controlled channels, trust communication, operational consistency, and repeat-purchase signals. Given the exploratory qualitative design and small-scale MVP testing, the findings should be interpreted as early validation of the refined value proposition direction, not as definitive proof of wider market demand.

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