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Design Thinking in Practice: Case Studies on Value Proposition Development

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Abstract

Indonesia significantly contribute to the national economy, accounting for 61.9% of the gross domestic product and employing 97% of the workforce. Even though these businesses like Kedai Wayang Windu are important, turnover for many MSMEs decreased over the pandemic. The study applies a design thinking process (empathy, define, ideate, prototype, and test) to gain deeper insight into user needs and create an offering that resonates with them. The findings focused on the customer needs, preferences, and behavior, derived via five face-to-face in-depth interviews and observation sessions of existing customers. The results show that customers encountered problems, including limited menu/price information, long waiting times, and less-than-great services. Kedai Wawind E-Menu is an idea brought in through the design thinking process. Customers can check offers and menu items and seamlessly order using this digital menu to boost speed and get faster service, focusing on enabling people to do it immediately.

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1. Introduction

Indonesia has MSME as one of the hallmark industries with a severe focus on economic development. MSMEs are often referred to as an aspect of national resilience because Indonesia's total number of businesses can be classified into MSMEs in 2023, reaching 65.47 million entities or more than 99%. This number surpasses other ASEAN countries, with a significant contribution to the country's economy (accounting for up to about Gross Domestic Product 61.9%) and also absorbs local employment, reaching roughly 97%, reflecting how critical Indonesian MSMEs are for boosting economic growth nationally (Santika, 2023).

As the major contributor to GDP growth in countries such as Indonesia, MSMEs struggle with distribution gaps below Thailand and Singapore levels, further exacerbated by COVID-19. MSMEs were worst affected by the pandemic, with 82.9% reporting negative impacts, including a more than 30% decline in turnover. According to the Central Statistics Agency, 84% of micro and small enterprises saw a decrease in income, along with 78% of medium and large businesses (Hidayat, 2020).

Technological advancements, which have become new norms alongside the COVID-19 pandemic, also aggravated the challenges for MSMEs. Growth in Indonesia's digital economy was driven by a predicted 8% increase in the Gross Merchandise Value (GMV) in 2023 compared to the previous year, and it is expected to continue expanding, reaching USD 109 billion by 2025. By 2030, the digital economy is estimated to be between USD 210 billion and USD 360 billion (INDEF, 2024).

Higher internet usage in Indonesia also means there are possibilities for digitalization, especially with increased access to markets and competitiveness (Sulistyan et al., 2022). The emergence of the digital era facilitates everything, both human and company activities because it utilizes technology. (Awaluddin et al., 2022). Digitalization is also encouraged by the government and Bank Indonesia (BI) with Go-Digital, the growth of e-commerce throughout Indonesia, and

QRIS transactions (BeritaBisnis, 2023). The benefits of digitalization are also claimed to increase the turnover and production efficiency of MSMEs (Katadata, 2024).

While MSMEs have shown how technology can help, many still cannot use it effectively. In addition, despite the end of the COVID-19 pandemic, many MSMEs continue to experience reduced turnover, such as Kedai Susu Segar WR Agus, Depot Susu Segar Es Semanggi Berkah, and Moeria meat. These businesses experienced a sharp decline in sales, visitor numbers, and operational costs. For example, Susu Moeria sells on the roadside to pay for operational costs. However, the sales alone were not enough to cover operational costs (Sipan, 2021).

In addition to the MSMEs above, other MSMEs have experienced a decrease in turnover, namely Kedai Wayang Windu. Kedai Wayang Windu, or Kedai Wawind, is a micro business that sells various dairy products. To meet its customers' needs, Kedai Wawind has values to offer, which are contained in the value map section. These include prioritizing freshness, hygiene, and taste, IPS-standard milk, affordable prices, a variety of flavors without ice/water mixture, and providing a comfortable place with a traditional theme.

Kedai Wawind's direct competitors are numerous, and the products produced by this company are similar to those of its competitors, such as Kedai Cisanti and Zoom Coffee in the Kedai Wayang Windu area. Therefore, for Kedai Wawind, working more creatively and creating more value for customers is necessary. Although Kedai Wawind has value that it can provide to its customers, its sales still decreased from December 2020 to December 2023. COVID affected sales, resulting in lower sales in 2020; sales rose in 2022 by 23 Million Rupiah in May, but in 2023, fell to 15. Seven million rupiah in May and then consistently fell from September to December 2023 to 14,760,000 rupiah in December 2022.

Another issue is that the raw material for this business is fresh milk purchased directly from the farming company. Thus, it is quite challenging to maintain the best quality and taste. On the other hand, qualified quality is the value proposition that Kedai Wawind provides. Lack of space is also an issue at Kedai Wawind, as many customers want to enjoy the products on-site but do not get the space to do so. In addition, Kedai Wawind still has relatively few employees, which creates another problem: customers have to wait a long time before they order, and when they order, the queue is longer at certain hours. Kedai Wawind also has a room that can be rented out for small events. This also means that Kedai Wawind has to close its operations if someone rents the place and consumers cannot get the products sold.

With these problems, Kedai Wawind wanted to formulate a way to retain customers by opening an account on Shopee. However, the platform did not have many sales; there were nine purchases of caramel milk candy, 8 net 250 ml yogurts, and 2 net 500 ml yogurts. In this competition, continuous product and service innovation is essential. This must be done by identifying the problems faced by customers (Kotler & Keller, 2019). Therefore, this research focuses on the value proposition because knowing what customers want and need is essential. Knowing what customers want and need is critical because the value is not determined by the owner alone but created and assessed by several stakeholders, including customers (Lund, et al., 2023).

The Value Proposition Design approach with the Design Thinking method is vital in identifying and validating business ideas by understanding the needs and values desired by customers more deeply because the design thinking approach focuses on the user/customer (Lund, et al., 2023). However, research on applying Value Proposition Design using Design Thinking is still limited, so more extensive research is needed to understand this concept. (Mikelson et al., 2022). This research aims to fill the knowledge gap by developing a systematic approach to creating new value in business models, focusing on the interaction between business owners and customers. This approach is expected to help MSMEs, especially Kedai Wayang Windu, overcome declining sales and find the right strategy to meet customer needs and wants. Referring to the background and problem formulation listed, this research aims to understand the customer profile and value map at Kedai Wawind using the design thinking stage and the fit between the value offered by Kedai Wawind and customer needs analyzed utilizing the design thinking stage.

Kedai Wawind already has value to offer its customers. A value proposition is a set of benefits a company provides customers to fulfill customer needs (Kotler & Keller, 2019). Value Proposition

Design is a tool for finding a value proposition that customers expect and then making the value based on what customers want (Osterwalder & Pigneur, 2019). The Value Proposition Canvas has two sides: customer profile and value map. The customer profile aims to clarify the customer's understanding. Then, the value map seeks to explain how a business creates value for the customer. The meeting between the two sides will make a fit (Osterwalder & Pigneur, 2019).

Customer profiles are divided into customer jobs, pains, and gains. Customer jobs describe the customers who will use the product/service. At the same time, customer pains, risks, and lousy potential in a job are annoying. In addition, customer gains explain the results and benefits desired by customers (Osterwalder & Pigneur, 2019).

A Value map describes a specific value proposition within a business model in a more structured and detailed way. It has three sections: products and services, pain relievers, and gain creators (Osterwalder & Pigneur, 2019). Products and services are offered to customers in the form of products or services that have value. Pain Relievers describe how products and services provide solutions or answer the problems of customer pains, and Gain Creators describe how products/services make profits for customers and answer customer gains (Osterwalder & Pigneur, 2019).

Once the customer profile and value map match, the goal of value proposition design is to realize this match (Osterwalder & Pigneur, 2019). Market uncertainty is one of the reasons why design thinking is used to reform an organization's value proposition (Ghina & Afifah, 2021). Design thinking is also an innovation method emphasizing iteration, and the solutions obtained are based on user or customer needs. Design thinking is divided into five stages: empathizing, defining, ideating, prototyping, and testing (Brown, 2009).

This research uses new service development (NSD) to ensure that the new services offered can meet customer needs, provide added value, and compete in the market. NSD is a process used by organizations to design, develop, and launch new services (Reason, Løvlie, & Flu, 2015). There are essential components in new service development, namely, people, people or teams involved in developing and delivering new services. The product is the core product or service being produced. In addition, the technology is used to support the development and delivery of new services. And also the system to run and support new services (Lee et al., 2018).

2. Methods

Exploratory research examines problems or phenomena that are not well understood by finding preliminary ideas or concepts about them and establishing research questions (Neuman, 2014). This research relies on Kedai Wawind, an MSME that has not conducted field validation to determine the right and proper solution. Hence, this study initiates with preliminary data collection to gain insight into the phenomenon under study to identify the research aim. Then the literature study is done to see gaps and to define the research position. Based on the related theories and previous studies, the conceptual framework is constructed and depicted in diagrams.

In theory development, the inductive approach is used. This approach entails starting with a broad category and some relatively blurred concepts that are refined and defined as more suitable ideas (Neuman, 2014). Since there were no ideal conditions in the culinary business, Kedai Wawind, this study followed the facts in the field and the data collection. For as much as the data cannot be quantified, the research methodology applied is qualitative, and the descriptive data analysis used is undefined (Indrawati, 2018). This research is on micro businesses that have not done field validation to match the issues with the solutions provided because the owner failed to validate the service ideas.

In this research, the sampling technique adopted is purposive sampling, and the unit of analysis is the person (Indrawati, 2018). This allows the researcher to choose the right interviewees representing the studied phenomenon. In this particular study, the interviewees were selected based on the owner and its consumers. The data collection steps in this research involve selecting informants and collecting information through semi-structured interviews, observations, documents, and visual materials (Sekaran & Bougie, 2020). Interviews were conducted in two stages; the first stage is the emphasize stage, which aims to discover the feelings,

thoughts, and behavior of the services and products provided by Kedai Wawind. In the second stage, namely testing, interviews were conducted to validate and evaluate the prototype that had been made. The list of informants can be seen in the following table.

Table 1. Research's Informants

Sources	Criteria	Number (Person)
Owner	Owner of Kedai Wayang Windu	1
Customers	Travelers with an age range of 15-25 years and have purchased products at Kedai Wayang Windu.	5

Source: Data Processed (2024)

The owner was chosen to gather more information about existing problems and the shop's business processes. The choice of customer informants, mainly tourists, is crucial because Kedai Wawind has this customer segment and the highest visitation frequency. Information gathered from interviews and observations was categorized into empathy maps to capture the needs of customers and shopkeepers. This stage starts with data reduction from interview outcomes.

After that, the gathered data is arranged into the empathy maps by 'Think' meaning users' thoughts and ideas, 'Feel' delineating users' feelings, 'Do' as users' actions and behavior, 'Pain' explaining users' anxiety and 'Gain' reflecting users' goals (Ferreira et al., 2015). Following an assessment of the various problems from the customer's perspective, the following process categorizes the problems. The objective is determining which core issues should be prioritized as important and pressing.

Following ranking, the defining stage ensues. At this stage, researchers define the core problems and things customers need using Point of view (POV): problem statement and how might we (HMW) questions. The ideate stage follows knowing the customers' gains or problems. It seeks to develop ideas and solutions inclined toward the idea-generation phase. In this stage of ideation, there is an emphasis on brainstorming. The brainstorming approach adopted in this research is the 6-3-5 Brainstorming method. The purpose is to systematically capture as many ideas as possible within a specific time.

After brainstorming, the ideas that have been thought of are gathered and categorized according to their likeness. Next, priority ranking is given to the group of ideas using a 2x2 matrix to determine the most implementable idea (Moote, 2013). The next step is to do a dot voting to select the best between one idea and other ideas.

Getting the best idea is followed by creating a prototype and minimum viable product (MVP) and the user flow first. It will roll out the initial basic version of the site with features required by the users. After making the prototype, the testing stage is conducted. This stage is done through interviews where the research questions are posed to the participants concerning the prototype developed and user testing, where the participants are observed on how they interact with the website. An example of the research stage is presented in Figure 1 below.

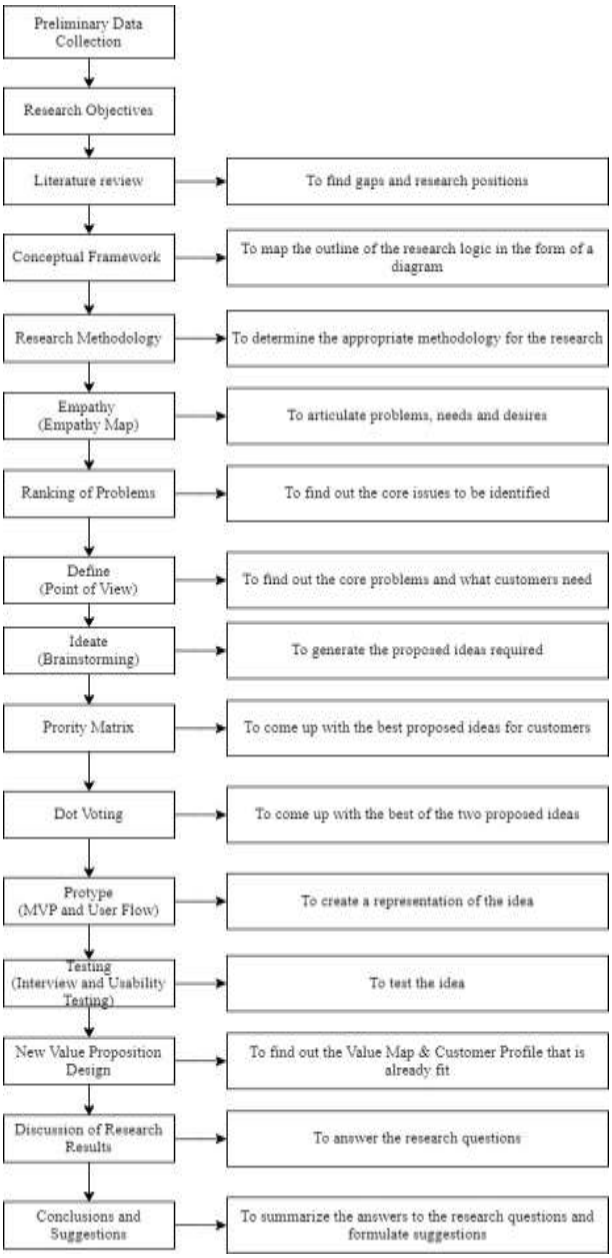

Figure 1. Illustration Of The Research Stage
Source: Author's Processed Data

3. Results and Discussion

a. Empathize

1) Consumer's Emphaty Map

This conclusion was drawn from an empathy map from the interviews with five customers. Finally, the empathy map is summarized with the frequency rates of each customer's experienced problems. A summary of the customer empathy map is shown in the table below:

Table 2. Summary of Customer's Empathy Map

Customer's Empathy Map	
Think	**Feel**
a. Good taste and quality	a. Happy with the taste and quality
b. The price offered is cheap	b. Happy to be served in a friendly and informative manner
c. Friendly and informative employees	c. Happy if there are new and unique experiences
d. Prefer to order directly because it is faster than ordering online	d. Happy if you see attractive packaging
e. Ordering with WhatsApp and Shopee takes a long time	e. Happy with the affordable price
f. Interested in new toppings and flavors	f. Happy to enjoy the product with friends
g. Interested in QR codes for ordering	g. Feel confident if there are reviews from other consumers
h. Shopee and social media are not attractive enough	h. Happy if there is exciting content
i. Interested in products with special nutrition	i. Happy if there is a loyalty program
j. The environment of the shop is beautiful and comfortable	j. Difficulty in storing products
k. Interested in events and promotions	k. Happy if there are many menu variants and flavors
l. Interested in loyalty programs	l. Happy with the number of plants and decorations
m. Interested in new and unique experiences	m. Feel more comfortable buying in person
Do	
a. Come directly to the store	
b. Make payment with Cash and Qris	
c. Enjoy the product on the spot	
Pain	Gain
a. Lack of information regarding menus and prices	a. More variety of products and flavors
b. Difficult to store products at home	b. Availability of menus that can be accessed from anywhere
c. Long waiting time	c. Fast and effective service
d. Slow and ineffective service	d. Products that follow trends
e. Lack of variety of products and flavors	e. Reduction of waiting time
f. Products do not follow trends	f. Attractive and practical packaging
g. Lack of new experience	g. Cleaning the shop regularly and using tools to repel flies
h. Packaging is not attractive	h. New experience
i. Limited space	i. Physical space upgrades
j. Environmental problems with many flies	j. Better product storage and durability solutions
k. Shopee and social media are not interesting	k. Innovate content and improve the online shopping system

Source: Data Processed (2024)

After discovering consumer problems, they are ranked, as shown in the table below.

Table 3. Ranking Result of Consumer Problems

Problems	Prioritization Scale
1. Lack of information regarding menus and prices	First
2. Long waiting time	Second
3. Slow and ineffective service	Third
4. Lack of variety of products and flavors	Fourth
5. Products do not follow trends	Fifth
6. Limited space	Sixth
7. Packaging is not attractive	Seventh
8. Difficult to store products at home	Eighth

9.	Environmental problems with many flies	Ninth
10.	Shopee and social media are not interesting	Tenth
11.	Lack of new experience	Eleventh

Source: Data Processed (2024)

The table reveals three main issues in Kedai Wawind that most affect customers: the menu and its prices not being available, the long waiting time, and the slow service delivery system. This study will target these three problems because they show a deficiency in customer satisfaction. Customer satisfaction is another critical element of consumers' repurchase decisions and customer loyalty, as well as business success. (Adiningtyas & Millanyani, 2024). According to the analysis, it can be stated that Kedai Wawind is facing some issues concerning product quality and services, which are leading to customer complaints.

2) Owner's Empathy Map

The mapping results are obtained through interviews with the owner of Kedai Wawind restaurant. Once data has been reduced, it will be categorized under an empathy map. As shown in Table 4 below.

Table 4. Owner's Empathy Map

Customer's Empathy Map	
Think	**Feel**
a. Maintaining uniqueness and quality is key for dairy products.	a. Happy and satisfied with the products produced and the response from customers.
b. Innovation in products, services, and packaging is essential to attract customers.	b. Struggling with the limitations of existing technology and equipment.
c. A personalized approach to service and communication is more effective.	c. Feel challenged to maintain product quality and consistency.
d. No need to follow trends as they are not always sustainable.	d. Believe that with innovation and quality, the shop can continue to grow
e. rely on the power of friends and family and direct feedback for product development.	e. Convinced that finding a place with few competitors will facilitate the sale and distribution of products.
f. Looking for a place with few competitors can make selling and distributing products easier.	f. Feels the need to do more to understand and follow customer needs.
Do	
a. Manage the shop with a manual system	
b. Develop new products based on local resources and feedback from friends/family.	
c. Communicate directly with farmers	
d. Ensure the quality of raw materials.	
e. Communicate directly with consumers to provide good service	
f. Manage operations and staff in a traditional and personalized way.	
g. Ensure that shipments are delivered safely to consumers	
h. Ensure the storage and organization of materials are done manually.	
i. Conducting distribution focused on milk candy and milk cracker products	
Pain	**Gain**
a. Technological Limitations	a. Product Quality
b. Equipment Limitations	b. Product Innovation
c. Stock and Storage Management	c. Personal Approach
d. Lack of Market Analysis and Trends	d. Commitment to Uniqueness
e. Distribution Constraints	e. Marketing and Feedback
f. Limitations of the Online Ordering System	f. Operational Management
g. Employee Training and Development	g. Connection with Local Community

Source: Data Processed (2024)

The shop owner's empathy map identifies the problems that occur in the shop. First, there are technology limitations. Kedai Wawind uses all its processes manually except for the shop's marketing. This, in turn, creates low operational efficiency and a greater possibility of error.

Second is limited equipment; the shop's equipment, such as a refrigerator, is still insufficient. This limitation reduces the ability to stock products in large quantities when required. Moreover, the use of manual devices impairs production efficiency.

Third, stock and storage management. Shops operate their stock manually since the owner has to rely only on her memory. The problem is that they have difficulty maintaining product quality and freshness. Apparently, shop owners are not proactively following industry trends due to time and resource constraints. A deficiency of market analysis grasps the product development opportunities.

Besides that, the shop experienced difficulties obtaining information needed for product distribution and did not have enough relationships in the distribution network. The online ordering system of this shop is still not yet optimized either; the issue is that the delivery person and the packer are the same employees from the offline store. Thus, the one who ordered cannot deliver the order directly to the customer. The last one is employee training and development. This lack of training affects the owner's ability to control the quality of the raw materials whenever the supplier comes up, as only the owner can tell the best condition of the milk the dairy farmer supplies.

b. Define

At this stage, the researcher examines, elucidates, and labels the details to grasp the problem the user is confronted with using the Point of View technique, as shown in Table 5.

Table 5. Point of View

Insight	Needs	PoV	How Might We
Before visiting the shop, customers often search for information about the menu and prices to feel more confident about their decision to come. They typically look for this information on social media and the internet but frequently find it unavailable. Upon arrival at the shop, particularly during peak hours, customers face the challenge of waiting for limited seating. Subsequently, they must endure further delays to receive a menu, place an order, and make a payment due to the limited number of staff and available menus. This inefficiency in securing seats and processing orders significantly deteriorates the customer experience, highlighting an urgent need for operational improvements.	Information on menu and prices, short waiting time, fast and effective service	Customers aged 15-25 like to spend time with friends and need a comfortable place at an affordable price. They want to complete the food order and get a seat quickly to enjoy quality time with friends or family with delicious food.	How might we help customers achieve certainty in menu information? How might we help customers provide certainty in order waiting time?

Source: Data Processed (2024)

c. Ideate

1) Brainstorming

   After doing the 6-3-5 brainstorming, we got 45 ideas grouped based on their similarity.

2) Grouping of ideas

   The eight categories are:

   a) Menu Information and Access
   b) Order
   c) Payment
   d) Reservation

e) Order Delivery
f) Improved Waiting Time Convenience
g) Additional Services for Customers
h) Service and Operational Efficiency

3) Priority Idea Ranking

Figure 2. Priority Idea Ranking
Source: Data Processed (2024)

When all the ideas are arranged in groups, the first step is to plan the implementation of a 2x2 prioritization matrix. The matrix is based on two main criteria: impact and effort (Moote, 2013). A high-impact, low-effort quadrant should be a top priority because it offers a very high impact with minimal effort. Therefore, the two options of the idea are:

a) Menu Information and Access
b) Reservation

4) Dot Voting

Figure 3. Dot Voting
Source: Data Processed (2024)

After receiving two ideas to develop, the author and the team conducted dot voting to choose the best idea. The selected ideas are based on the voting results, menu information, and access. Therefore, the best idea has been obtained for the existing problems.

d. Prototype

1) Minimum Viable Product (MVP)

The proposed prototype is a website-based E-Menu. Websites should have a Minimum Viable Product (MVP) because it allows researchers to launch an early site version with enough essential features to meet user needs (Klein, 2016). The following is the MVP table.

Table 6. MVP Table

Concept Description	MVP Features/Program Output	Pain Relievers	Call to Action
They are creating a website that focuses on the menu at Kedai Wawind so that customers can see it anywhere. Then, when customers come to the place, they can order and make payments via the website, so customers who come only need to sit at the table and wait for the order to be delivered.	1. Menu Page: Displays the entire menu with images and prices. 2. Ordering System: Customers can order the menu directly from the website 3. Payment Methods: Cash and Qris payment options 4. Estimated Waiting Time and Queue: This displays the customer's estimated waiting time and queue after placing an order. 5. Order List: This displays a list of orders being placed and placed by the Customer on that day.	1. Eliminate the inconvenience of not finding the menu and prices before coming to the shop. 2. Speed up and streamline the ordering process. 3. Speed up and streamline payment processes. 4. Provide estimated waiting time so customers can better plan their time. 5. Make it easy for customers to monitor the status of their orders.	Create a website for Kedai Wawind that allows customers to view menus, order, and make payments online.

Source: Data Processed (2024)

2) User Flow

The following describes the user flow when accessing the QR Code E-Menu Kedai Wawind. It starts with scanning the QR code and ends with waiting for the order's delivery, as seen in the picture below.

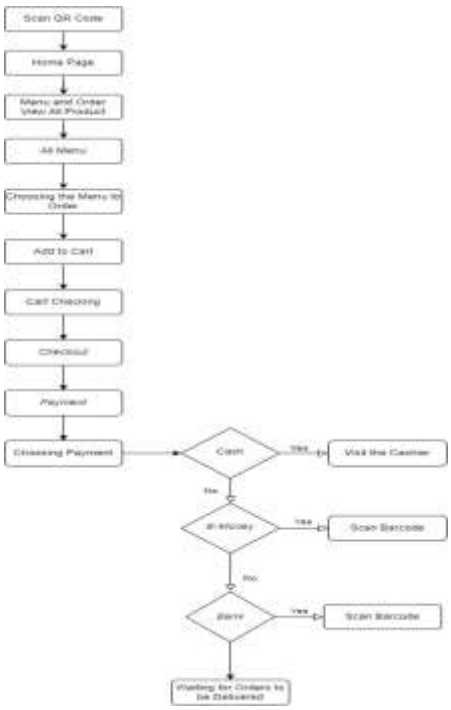

Figure 4. User Flow
Source: Data Processed (2024)

3) Prototype Illustration

a) Homepage

The homepage has a welcome message, the shop's name, and a menu that goes directly to the product page. It also briefly explains product quality and best sellers and includes customer testimonials to increase trust. Contact information includes social media, email, phone number, and store hours, as shown below.

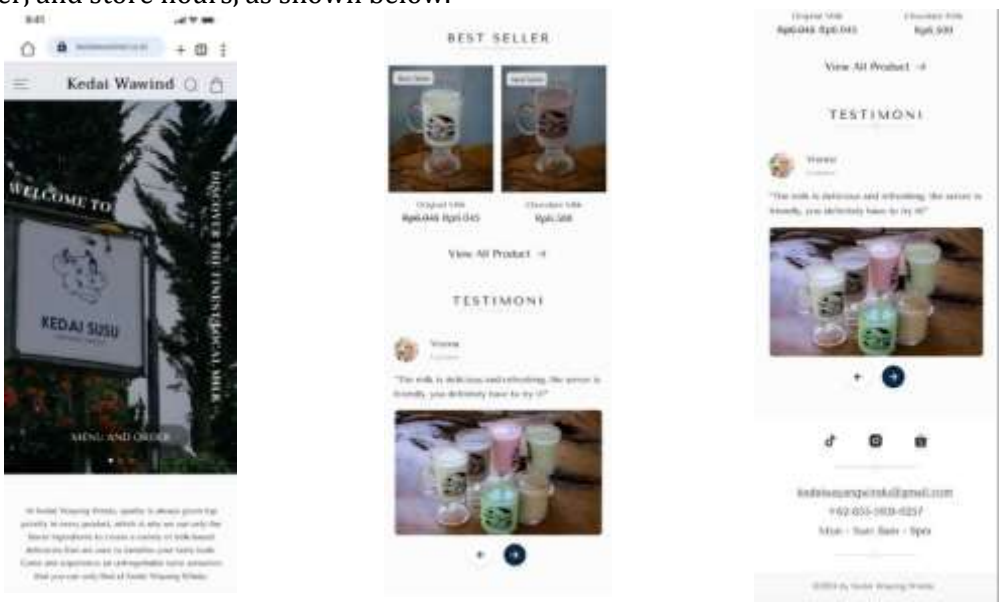

Figure 6. Homepage
Source: Data Processed (2024)

b) Menu

The menu is decorated with “best seller” and “new arrival” badges. There is a search bar, which helps the user easily find what they want. The photo below also shows that the customers will find out the discounts themselves.

Figure 7. Menu
Source: Data Processed (2024)

c) Cart

The client can inquire about the products before making any payment. Pictures of the items and the total amount to be paid are required. By tapping checkout, the customers are redirected to the next step.

Figure 8. Cart
Source: Data Processed (2024)

d) Checkout

The customers are also well informed about their tables and that the goods will be delivered to them. Clicking the "buy" button will allow customers to proceed to the payment step. As shown below.

Figure 9. Checkout
Source: Data Processed (2024)

e) Payment

The customer has three alternatives: cash, E-Money, and Bank. If the customer chooses E-Money or Bank, the registered customers will receive a QRIS. The next step is to scan it for payment.

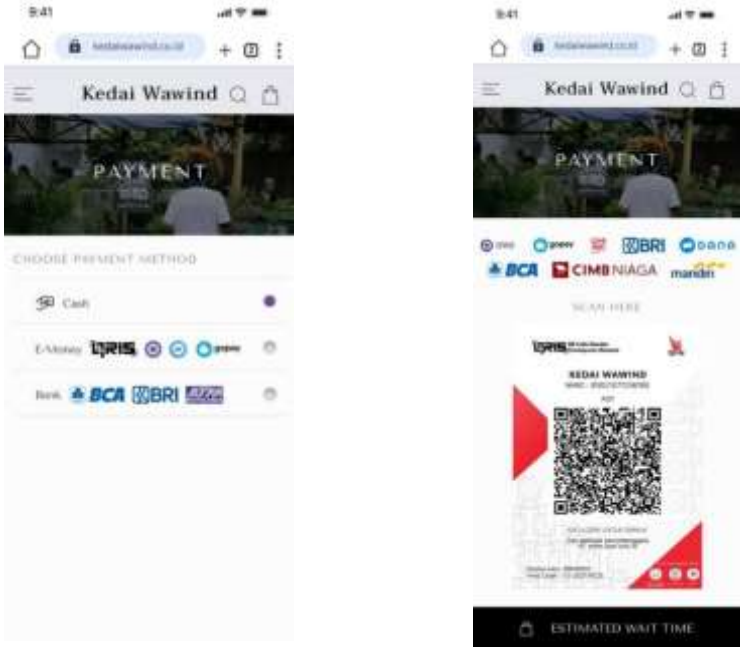

Figure 10. Payment
Source: Data Processed (2024)

f) Estimated Wait Time
Customers can view their payment success, table number, estimated waiting time, and queue length. The products ordered are also displayed. This is done to provide certainty to the consumer regarding waiting.

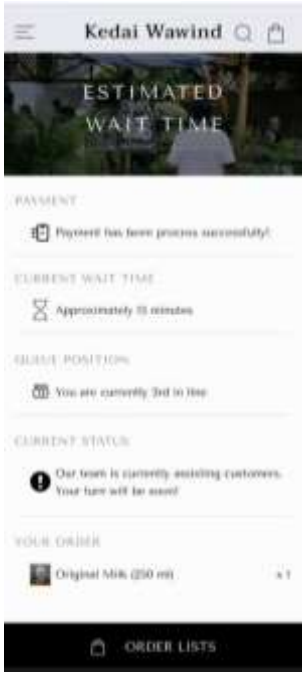

Figure 11. Estimated Wait Time
Source: Data Processed (2024)

g) Order List
An ordered list that displays all the purchases, current and completed. If the order is yet to be completed, its status will be "in progress," but if it has been completed, it will be "completed." The order list displays the orders of the day.

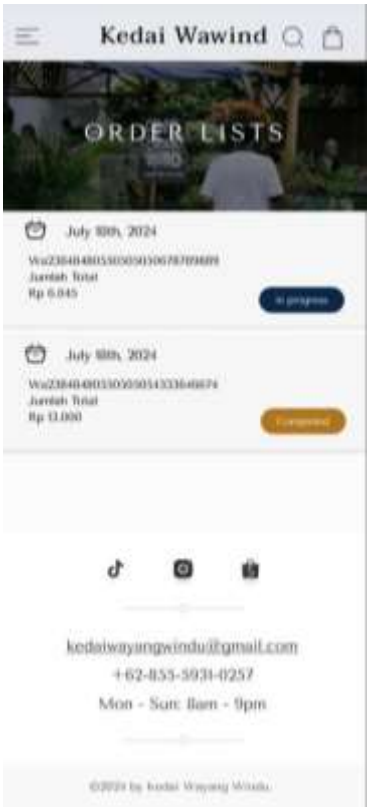

Figure 12. Order List
Source: Data Processed (2024)

e. Testing

At this stage, a usability test is specifically designed to ensure the website's accessibility for users. The following step is to conduct the interview and ask the users questions about the e-menu prototype. This table provides the results of these two tests.

Table 7. Testing Result

Methods	Measurement	Success Criteria	Result	Valid/ Invalid	Call to Action
Shop Owner Usability Testing	1. Usability Testing: Success Rate	1. The user can complete 80% of tasks	The users can complete 100% of tasks.	Valid	Create an action plan for further development of the E-Menu using the website.
Shop Owner Interview	2. Interview: Approval Level	2. Reveal at least one positive sentence about the website	I said it well.	Valid	
Customer 1 Usability Testing			The users can complete 90% of tasks.	Valid	
Customer 1 Interview			Saying I like it.	Valid	
Customer 2 Usability Testing			The users can complete 90% of tasks.	Valid	
Customer 2 Interview			Saying Good.	Valid	
Customer 3 Usability Testing			The users can complete 100% of tasks.	Valid	
Customer 3 Interview			I am saying it is fantastic.	Valid	
Customer 4 Usability Testing			The users can complete 100% of tasks.	Valid	

Customer 4 Interview	Saying it is perfect	Valid
Customer 5 Usability Testing	The users can complete 90% of tasks.	Valid
Customer 5 Interview	Saying I like it	Valid

Source: Data Processed (2024)

All sources above describe some positive sentences for Kedai Wawind's E-Menu. Besides that, after doing the Usability Test, the average is greater than 80%, which is 95 %. Must have at least a 90% to be perfect in the success rate category (Albert & Tullis, 2013). That means if a website gets 95% usability testing, it is considered user-friendly. So, E-Menu Kedai Wawind, as a problem solution, is acceptable and convenient for customers.

f. New Value Proposition

New Value Proposition: solution for the customer pain relievers from Kedai Wawind by improving information and menu access. The prototype of E-Menu Kedai Wawind consists of product details such as images, descriptions, and categories to help consumers search the menu. This prototype also provides a waiting time feature, which gives customers a concrete weight calculation.

After the testing was successful, which everyone agreed upon, all the users commented that they found the website easy to use and appreciated it as helpful. Therefore, the NVP from Kedai Wawind was obtained. The NVP has concluded that the pain encountered by the customers of Kedai Wawind is compensated by the pain relievers provided by Kedai Wawind. So, here is a picture of the MVP Wawind Store that has reached fit.

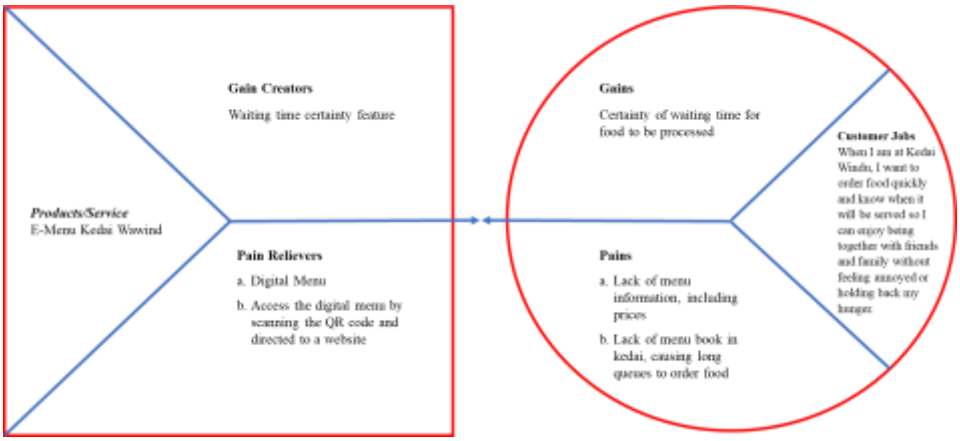

Figure 13. New Value Proposition Design
Source: Data Processed (2024)

Customers face challenges such as the unavailability of menu information and a limited number of menu books. Implementing digital menus is crucial and can significantly reduce waiting times and enhance customer satisfaction. Additionally, finding digital menus, including videos and games, can improve customers' quality of information, food, and services (Lin et al., 2023). The availability of information is also important because customers who spend much time have a clearer perception of their time, resulting in higher satisfaction levels (Lahap et al., 2018).

Wang and Law (2020) found that customers expect quick and easy access to product information and the integration of technologies like QR Codes. Digitalization in services can help small businesses like Kedai Wawind improve operational efficiency and customer experience without significant investment in physical infrastructure (Kim et al., 2021). Integrating these findings can increase customer loyalty and retention in the company.

4. Conclusion

The customer profile at Kedai Wawind is of customers who want the food to arrive quickly and know when it will be served to spend quality time with their friends and family without waiting or getting hungry. The main pains identified are the lack of information on the menu and prices and scarcity of the menu books, which makes queuing long enough for customers to get their food orders. The gain that customers mainly seek is the certainty of the time they must wait for their orders to be finished.

Thus, by addressing these pain points and meeting customer expectations, the value map for Kedai Wawind has been designed with respect to three chief elements: Products/Services, Pain Relievers, and Gain Creators. The E-Menu Kedai Wawind is implemented as a digital solution to relieve these pains by offering a QR code to the customers' website menu. Not only does this address the issue of restricted menu books, but it also guarantees customers rapid access to specific menu information, including prices, all while adding the added value of waiting time certainty – a gain creator that promises customers their food will be ready at an expected time.

This is where Kedai Wawind was able to reflect on its value proposition with respect to customers. Using digital tools and the attribute of waiting time certainty due to E-Menu has practically resulted in an improved customer experience in Kedai Wawind regarding shorter queues and quicker service that make information more understandable and accessible for customers.

This research has both academic and practical implications. Academically, it will provide a way of adding value that follows what customers want. From the practical side, it produces a feature concept that Kedai Wawind can further develop and implement. The present study's findings are expected to help small dairy shops improve their operational efficiency and competitive advantage.

For future research, it would be interesting to explore the extent to which digital solutions, including E-Menu Kedai Wawind, have long-lasting effects on customer satisfaction and business performance. Studies comparing digital to non-digital businesses, detailed investigations into consumer behavior, and cost-benefit analyses can significantly help reveal the sustainability and scalability of the solution. Further research on small-scale culinary businesses should enrich a general perspective of strategies for digital transformation and enable the creation of an integral framework for enhancing market competitiveness.

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