

INNOVATION OPPORTUNITIES ANALYSIS OF WADAW MORING MSME USING VALUE PROPOSITION DESIGN APPROACH

Alifia Dewi Prabandini ^{*)1)}, Imannudin Hasbi ¹⁾

¹⁾ Universitas Telkom Indonesia, Indonesia

^{*)} Corresponding Author, E-mail: alifiadewiprabandini@student.telkomuniversity.ac.id

(Received: January 29, 2024 | Accepted: February 19, 2024 | Published: May 20, 2024)

ABSTRACT

Micro and Small Medium Enterprises (MSMEs) play a significant role in increasing national income and employment in Indonesia. One of the MSMEs in Indonesia is Wadaw Moring. Since COVID-19, Wadaw Moring sales have not improved due to the company's weak value proposition. Therefore, this research was designed to find out what innovation opportunities can be carried out by Wadaw Moring as a value proposition. This research uses descriptive qualitative research methods with data collection techniques, including studying competitor publication documents and interviews using purposive sampling techniques. The research results show variations in work, anxiety, and segment expectations, with the most important job priority ranking being social work, namely influenced by word of mouth (WOM). Meanwhile, the extreme pain is that the price is more expensive than similar products and the essential gain, as well as the attractive packaging graphic design.

Keywords: Consumer profile; Customer-oriented; Innovation; MSMEs; Value proposition design

INTRODUCTION

MSME possesses an essential significance in Indonesia, not only producing 60.5% of gross national income, but also employing 97% of workers, with a total number of up to 116.9 million (Kementrian Keuangan RI, 2023; Thaha, 2020). According to the constitution of MSME in Indonesia, there are three categories: micro, small, and medium-sized businesses, which are categorized based on business capital or annual revenue. The unit which has a maximum annual revenue of IDR 2 billion and maximum assets of one billion is categorized as micro business. Meanwhile, small business has a revenue between IDR 2 billion to IDR 15 billion and assets of IDR 1 billion IDR five billion, and medium businesses have maximum revenue of IDR 50 billion and assets of IDR 10 billion (Undang-Undang (UU) Nomor 11 Tahun 2020 tentang Cipta Kerja, 2020).

Micro and Small Enterprises (MSEs) are dominated by food businesses, with 1.5 million (Adi, 2022). The culinary business, a potential MSME due to its ability to meet people's daily basic needs, is a long-lasting and sustainable opportunity (Sepriyadi *et al.*, 2023). The food groupings most known by the public are divided into heavy and light foods. In Indonesia, the number of snack transactions in 2022 will reach 243,920.43 million USD (USDA Foreign Agricultural Service, 2023). Preferences vary between individuals, causing a wide variety of snacks. Among the variety of snacks, savory snacks ranked first with total sales of USD 1,922.2 million, ahead of candy and ice cream (USDA Foreign Agricultural Service, 2023) and Small Enterprises (MSEs) are dominated by food businesses, with 1.5 million (Adi, 2022). The culinary business,



a potential MSME due to its ability to meet people's daily basic needs, is a long-lasting and sustainable opportunity (Sepriyadi *et al.*, 2023).

The food groupings most known by the public are divided into heavy and light foods. In Indonesia, the number of snack transactions in 2022 will reach USD 243,920.43 million. Preferences vary between individuals, causing a wide variety of snacks. Among the variety of snacks, savory snacks ranked first with total sales of USD 1,922.2 million, ahead of candy and ice cream (USDA Foreign Agricultural Service, 2023).

Tapioca flour, or in Sundanese, popular as *aci*, is flour made from cassava. This flour is widely used by Indonesians as a raw material for snacks. This is indeed in line with Indonesian history, which occurred in 1910, namely a pest attack on coffee plantations in the high areas of West Java and East Java. Due to pests, people started planting cassava or *oebi prantjies* and this influenced the growth of the tapioca industry in Bandung and Garut. This then became the start of the development of tapioca flour factories on the island of Java. The fame of this tapioca factory is greatly influenced by its consumption level (Rahman, 2023).

Therefore, starch is very closely related to food in the Java region, especially West Java, which introduces various tapioca-based foods as regional foods. The trend of starch-based foods is still popular among people today. This is proven by the trend of "*peracian dinuawi*" on various social media. This is also supported by the statement that circled starch (*aci digemol* / Cimol) so it is very popular in Indonesia (Dewi *et al.*, 2022). Apart from looking at the market potential, Wadaw Moring was chosen because the author has participated in observing it since 2018. Then, in 2023, the author was also actively involved in developing this business. Wadaw Moring is one of the businesses producing moring. Moring is an acronym for dried cimol which is cut thinly, then fried to resemble chips. Made from tapioca flour (cassava flour) and wheat flour. Moring is a modified type of snack from West Java (Nurani *et al.*, 2016).

COVID-19 has caused 70% of MSMEs to go bankrupt (Dialysa & Prasetyo, 2023) and turnover decreased (Irawati & Prasetyo, 2021) due to their inability to modify their business models in response to changes in market conditions, customer purchasing patterns, and operational changes (Ssenyonga, 2021). To keep up with the rapidly evolving business landscape and shifting needs of customers, business innovation is essential (Wono *et al.*, 2023). Innovation aims to provide new solutions that can address added value for consumers (Sunarto, 2020).

Based on its revenue and assets, Wadaw Moring is considered a micro-business. Before the COVID-19, the business revenue achieved IDR 2.5 million. By the same time, COVID-19 hit Indonesia, it fell to five hundred thousand IDR. Until then, Wadaw Moring has not been able to bunch back at minimum IDR 2.5 million. This number is shown in Figure 1.

Not only the lack of innovation as an adaptation to the changes. The conditions in Wadaw Moring during the post-COVID-19 period are a double-up challenge since the business executant has been changed. These processes were worsened by several missing files, blocked e-commerce accounts, difficulty accessing the old market segment (high school students) because no one is actively offering the product, the lack of knowledge of new business actors regarding the product, and the need for time to offer it to the new market segment.

The causes of difficulties in changing management are weak record-keeping and the absence of a consciously planned and established business model, which causes sales to rely only on business actors. The business model is a follow-up action to the strategy so that it can be ensured that the strategy is implemented effectively (Tahwin & Widodo, 2020). Osterwalder (2010), introduced the canvas business model which recommends starting business model planning based on customer segments and value propositions.

In the situation that occurred in Wadaw Moring, the business model was not planned due to the lack of knowledge of business actors regarding how business

actors could offer the value proposition that customers expected. For that matter, this research was designed to understand what are the innovation opportunities that can be implemented by Wadaw Moring as a value proposition.

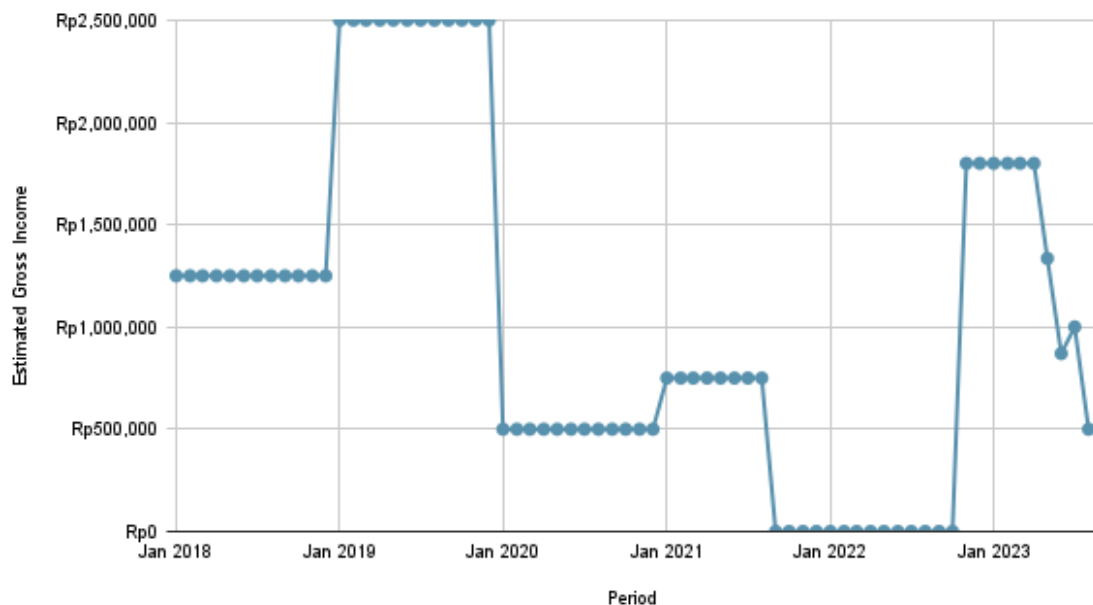


Figure 1. Estimated Gross Income Per Period Wadaw Moring
Source: Primary data processed, 2024

METHOD

This research uses descriptive research with qualitative data. The goal of qualitative descriptive research is to better understand each human experience within its setting (Doyle *et al.*, 2020). The primary data collection is carried out using document studies and interviews. The document study data are mined from competitors' e-commerce, the searching process is conducted by typing down "moring" on the searching feature. Researcher then selected the product that shown in the listing and has "moring", "morling", or "molreng" in the description name. Furthermore, the interviews process is conducted directly to informants who are the target market of Wadaw Moring. Meanwhile, the secondary data are mined from previous studies, for instance journal articles.

The informants have been chosen according to non-probability sampling. This sampling method does not provide equal chances or opportunities for each element or member of the population to be taken as a sample (Sugiyono, 2013). To determine respondents, the purposive sampling technique is used. Purposive sampling makes use of sampling strategies that depend on the researcher's judgment when choosing participants (Berndt, 2020). The purposeful informants in this research are the Wadaw Moring target market, which has the following characteristics: undergraduate students who currently live in the Bandung area.

The dimensions of this study are the component of value proposition design which consists of the customer profile (customer jobs, pains, and gains) and value proposition map (products/services, pain relievers, and gain creators), this method was introduced by Osterwalder *et al.* (2014). Job refers to consumers' efforts to perform tasks, solve problems, or meet demands, which encompass their entire life or job, while pain refers to inconveniences or obstacles that cause customers to delay or hinder their work, and it also represents potential negative outcomes, and gain refers to the actual benefits that customers seek, whereas gains are the desired results and

features, such as functional utility, social benefits, happy feelings, and cost savings. The jobs are the opportunity to provide products or services for a company, while pain reliever and gain creator are the solution to pain and gain.

The data from the document study will be shown as a positioning matrix. In the meantime, the interview data will be collected and transcript. Followed by codes based on types: job; pain; or gain. Similar statements from informants will be gathered and condensed in the red-lining statement. Data is then processed in several ways:

1. The ranking priority is the data displayed from the most important to the least important, as it has been ranked based on the informant's emphasis.
2. The types of tables (jobs: functional, social, personal or emotional, and supporting; while pains include undesired, obstacles, risks; whereas gain types: required, expected, desired, and unexpected)
3. Data displayed based on the value proposition design

Triangulation minimizes bias resulting from a single analytical perspective by allowing the apprehension of a given reality from multiple angles, thereby enabling information confrontation (Santos *et al.*, 2020). The triangulations applied in this research include multiple data sources triangulation and multiple methodologies triangulation. Multiple data sources triangulation is described as people with differing opinions or levels of power being interviewed by a researcher, while multiple methodologies enable multiple qualitative data collection procedures (Natow, 2020). Besides, this research also uses "using reference materials", which refers to making a research report more reliable, the data must be accompanied by photographs or original documents (Sugiyono, 2013). The reference material in this research is referred to as video recordings of interviews. Besides, this research also uses "using reference materials", which refers to making a research report more reliable, the data must be accompanied by photographs or original documents. The reference material in this research is referred to as video recordings of interviews.

RESULT AND DISCUSSION

The high competition of market landscape among Moring, led researcher to understand the position of Wadaw Moring among the competitors in terms of price and product variances. This action is aimed to understand the position and discover the opportunity for Wadaw Moring to expand the market. Researchers found there are at least 17 types of Moring sold in e-commerce, includes: Moring Nu Salira, Moring Ariel, Moring L2 Snack, Moring Makaroni Reuwas, Moring Dapur Umma, Cimoring, Molreng Bang Bana Pack 500 gram. Morling Neng Melia Plastik Standing Pouch 250 gram, Morling Neng Melia Plastik Standing Pouch 75 gram, Moring Bang Nurmen, Morling Neng Melia Big Jar, Molreng Bang Bana Pack 25 gram, Wadaw Moring, Moring Boboko, Morling Neng Melia Standing Pouch, Morling Neng Melia Premium, Molring Geli Chips, Molreng Bang Bana premium.

The researcher continues to list it down and mined more information about the flavor variety offered by the seller and the price. Afterwards, processed through the positioning matrix (Figure 2). The matrix is divided based on the x-axis with the price variable and the y-axis with the taste variable. Therefore, the x axis is dived based on the average price or IDR 96.14. The left side (quadrants I and III) is in the range IDR 36.5 - IDR 96.14. Meanwhile, the right side (quadrants II and IV) is in the price range of IDR 96.14 - 211.73 per gram. Therefore, the y-axis divides the bottom into 1-5 flavor choices and the top 6-10 flavor choices.

The information shown in Figure 2 in Matrix I contained three types of products. Meanwhile, quadrant II has two products, quadrant III has the most products, and quadrant IV has 4 products. The first and second quadrant is dominated by a provider, namely Neng Melia. Meanwhile, there are at least eight providers in quadrant III. One

of them is Bang Bana who plays both the third and fourth quadrant. Apart from Bang Bana, there is also Boboko, Wadaw Moring, and Geli Chips in the fourth quadrant.

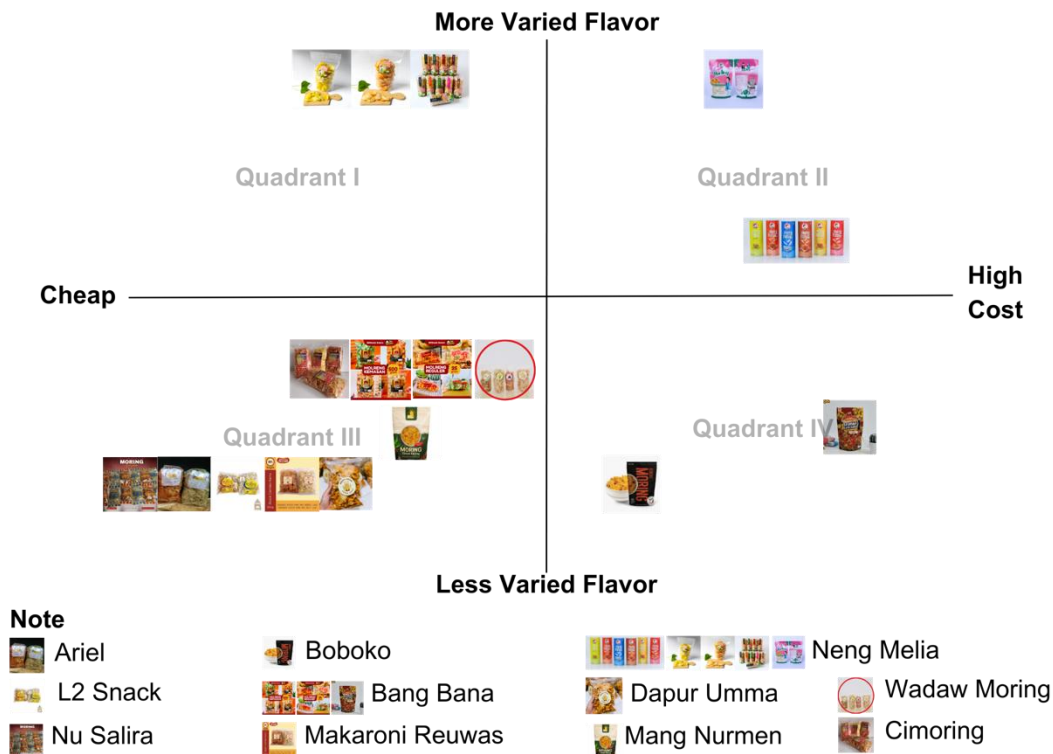


Figure 2. Positioning Matrix
Source: Shopee data processed, 2024

Wadaw moring placed in the fourth quadrant, showing off that the price of Wadaw Moring is considered expensive rather than the average product price. Whereas price plays an important role in purchasing decisions (Tanjung, 2021; Amril & Heryanto, 2020). Besides, the high price provided by Wadaw Moring, Wadaw Moring also provides relatively a little product variance, meanwhile product variance has a significant effect to purchase decision (Maulana, 2022). From the shown positioning matrix, Wadaw Moring is placed in a weak situation.

Not only knowledge the competition landscape, but also held an interview to dig deeper into the customer. The interview process is conducted with eight informants, which are described in Table 1. During the interview process, the conversations were recorded and later transcript. The transcription is then grouped and coded according to the questions. The coded data were labeled based on their type and ranked based on how many times they were highlighted. The following processes are shown in Table 2 - Table 4.

Table 2 lists 33 behaviors performed by informants when purchasing snacks, arranged by acquisition value from highest to lowest. The three highest-scoring work activities carried out by informants are: trying because of influence (WOM) with 35 points; most informants carry out purchasing activities because of the influence of reading or listening to reviews offered by persons who have tried before, positive or negative feedback about goods and services that a customer shares with other customers after using the product or service they have purchased is known as electronic word of mouth (Yulindasari & Fikriyah, 2022). The other activity is buy at nearby store. The nearby store in this term refers to the distance between their current place, which most likely means residence, and the store. Informants are more likely to decide not to make a purchase the further away the products are. This is aligned with

the result study of an F&B business, where, either word of mouth or location influences purchasing decisions made by consumers (Liswandany *et al.*, 2022). Equal to the previous point which has a 15-point value, the next job is to compare several snack items. The informant pays attention and considers the cost, packaging and taste, these are the consideration of informants in making decisions to purchase snack, this is in line with the results of research on price and packaging have a significant effect on decision making to buy snacks (Zhao *et al.*, 2021).

Table 1. Informant Identities

No.	Name	Code	Activity	Additional Information
1.	Faiz Purwanto	C1	Student of Universitas Telkom	Respondents are individuals who have made repeat orders in Wadaw Moring
2.	Rafi K	C2	Student of Universitas Komputer Indonesia	Respondents are individuals who have made repeat orders in Wadaw Moring
3.	Shafa Kinta	C3	Student of Institut Teknologi Bandung	Respondents are individuals who have made repeat orders in Wadaw Moring
4.	Ahmad Ridwan	C4	Student of Institut Teknologi Bandung	Respondents are individuals who have only purchased Wadaw Moring products once
5.	Deandrie	C5	Student of Universitas Telkom	Respondents are individuals who have only purchased Wadaw Moring products once
6.	Fadhlan Muhammad	C6	Student of Institut Teknologi Nasional	Respondents are a potential segment and have never purchased/tried Wadaw Moring products
7.	Zara Grisselda	C7	Student of Universitas Telkom	Respondents are a potential segment and have never purchased/tried Wadaw Moring products
8.	Alvi Febrian	C8	Student of Universitas Telkom	Respondents are a potential segment and have never purchased/tried Wadaw Moring products

Source: Primary Data, processed (2024)

Table 3 shows 33 pains experienced by informants when purchasing and consuming snacks; the scores in the table are ranked from the most to the least painful. The highest score of 28 points is a type of obstacle. Informants are concerned about the taste aspect in snack goods; taste is a product that can determine whether or not it is accepted by consumers, which is caused by various senses when consuming (Zulfa *et al.*, 2022), in this case a taste that is too strong makes them uncomfortable, the other concerned is the higher price than similar products. The price factor remains a source of pain for informants. Informant consider the price spent on what they will get from a good or service as price perception (Haya Wijayantiarni & Roostika, 2022). Another one, there is frustration with the choice of flavors; informants believe that snacks on the market have similar flavors to one another, resulting in a sense of frustration from consuming flavors that vary minimum, this is strengthen by research conducted by (Afredo, 2022), showing that product variation has a positive influence on purchasing decisions.

Table 2. Jobs

Information	C1	C2	C3	C4	C5	C6	C7	C8	Total	Type
Influenced by word of mouth (WOM)	9	2	4	4	8	0	6	2	35	Personal / Emotional
Scanning through various snack products	3	4	4	2	0	1	1	0	15	Supporting
Buy at a nearby store	1	4	0	0	2	4	3	1	15	Functional
Delicious or already know the taste	2	3	0	5	0	0	1	4	15	Functional
Close attention to nutrition facts	6	1	4	0	0	3	0	0	14	Supporting
Snacking while hanging out with friends	1	0	0	2	5	1	1	0	10	Social
Snacking while watching	0	0	0	0	1	2	1	4	8	Functional
Empty packaging directly thrown away	1	2	0	0	1	1	1	1	7	Supporting
Pay attention to the product photo on the packaging	0	0	4	1	0	0	1	0	6	Supporting
Buy one - three times a week	2	0	0	2	0	0	1	0	5	Supporting
Eat while working	0	3	0	0	2	0	0	0	5	Functional
Do not want to complain, complicated, immediately abandoned	0	0	0	0	0	2	0	2	4	Supporting
Trying a new taste variant	0	0	0	4	0	0	0	0	4	Supporting
Update status if unique food / send to group / recommend to partners	0	0	0	2	0	1	1	0	4	Social
Buy because of parents' references	0	1	0	0	0	3	0	0	4	Personal / Emotional
Buy once a week	0	0	0	0	1	1	0	1	3	Supporting
Eat because of stress	0	0	0	2	0	0	1	0	3	Personal / Emotional
Light food (not replacing the main food)	0	1	0	0	1	0	1	0	3	Functional
Eat while studying	0	0	0	0	3	0	0	0	3	Functional
Always give positive reviews online	0	0	0	0	0	0	0	2	2	Supporting
Complain if the product is not appropriate	0	0	0	0	0	0	2	0	2	Supporting
Try the product sample	0	0	1	1	0	0	0	0	2	Supporting
Watch live TikTok before buying	0	0	0	0	2	0	0	0	2	Supporting
Buy every two weeks	0	1	0	0	1	0	0	0	2	Supporting
Eat to fill spare time	0	0	0	0	1	0	1	0	2	Functional
Eat while traveling	1	0	0	0	0	0	1	0	2	Functional
Carry snacks from home to boarding house	0	0	0	0	0	0	0	1	1	Supporting
Payment Method Using QRIS	0	0	0	0	0	0	0	1	1	Supporting
Postponing throwing trash	0	0	0	0	0	0	0	1	1	Supporting
Buy once a month	0	0	1	0	0	0	0	0	1	Supporting
Looking for limited edition products	0	0	0	0	0	0	1	0	1	Social
Buy because of a friend's business	0	0	1	0	0	0	0	0	1	Social
Eat while driving a car	1	0	0	0	0	0	0	0	1	Functional
Eat while scrolling TikTok	0	0	0	0	0	0	1	0	1	Functional

Source: Primary data processed, 2024

Table 3. Pains

Information	C1	C2	C3	C4	C5	C6	C7	C8	Total	Type
More expensive than similar products	1	6	0	2	2	7	3	3	24	Obstacle
Intense flavor (too sweet, too salty, too spicy to bitter) / unstable	0	2	5	2	1	2	3	3	18	Undesired
Tired of taste choices	2	0	3	1	2	5	1	1	15	Undesired
The place to buy is too far	1	3	0	2	2	2	1	1	12	Obstacle
Tired of chewing	1	4	0	2	1	0	1	0	9	Undesired
Side effects of pain in the throat	0	1	0	5	2	0	1	0	9	Risks
Mismatch claims	1	0	0	3	0	2	2	1	9	Undesired
Worse taste compared to similar products	1	2	0	5	0	0	0	1	9	Undesired
Expensive chips costs above IDR 15,000 per 100 grams	1	4	0	2	0	0	0	1	8	Obstacle
Delivery waiting time more than one day	1	1	0	2	0	0	2	0	6	Obstacle
The quality of the snack texture has declined	0	4	0	2	0	0	0	0	6	Undesired
Chewy snack texture	2	4	0	0	0	0	0	0	6	Undesired
Issues regarding bad products (containing plastic, supporting Israel)	0	0	3	0	0	2	0	0	5	Risks
Snacks are too oily	0	0	0	0	4	0	0	0	4	Undesired
Sharp chips	0	0	0	3	0	0	0	1	4	Undesired
Bad service (not friendly, old service)	0	2	0	0	2	0	0	0	4	Obstacle
Damaged packaging (leak)	0	0	1	0	2	0	1	0	4	Risks
The effect of nausea	1	0	1	0	0	0	0	1	3	Undesired
Worry about health (sick)	2	0	0	0	0	1	0	0	3	Risks
Concerns about getting an unfit product in the next transaction	0	0	1	0	0	0	0	2	3	Risks
The chips too thick cannot be chewed / the texture is too hard	0	1	0	1	0	0	0	1	3	Undesired
Do not want to be seen fanatical ("Wibu", "K-Popers")	0	1	0	0	0	1	1	0	3	Undesired
A sense of satiety	0	0	0	0	0	1	1	0	2	Undesired
Products exaggerated	1	0	0	0	2	0	0	1	4	Undesired
Expensive shipping costs	1	0	0	0	0	0	1	0	2	Obstacle
Unknown brand (not a brand that is commonly found in minimarkets)	0	0	2	0	0	0	0	0	2	Undesired
Family pack size snacks seem too big	0	0	0	1	0	0	1	0	2	Undesired
Afraid of weight gain	0	0	1	0	0	0	0	0	1	Risks
Expensive with a price of IDR 300,000	1	0	0	0	0	0	0	0	1	Obstacle
The packaging is too large compared to its contents	0	0	0	0	0	0	0	1	1	Undesired
There is no guarantee	0	0	0	0	0	0	1	0	1	Risks
Never bought snacks on e-commerce	0	0	0	0	0	1	0	0	1	Undesired
One meal size snack does not make satisfaction	0	0	0	0	0	0	1	0	1	Undesired
Color is too striking	0	0	1	0	0	0	0	0	1	Undesired

Source: Primary data processed, 2024

Table 4 showing off the the gains wanted by informant. This table has the least number mentioned by informants, which is 28 statements. Desired gains are the most expressed, and come after the expected, unexpected, and required. Attractive packaging, featuring unique designs, sizes, colors, forms, and information, and convenience in use and storage significantly influences consumer decisions and satisfaction (Dewanti *et al.*, 2021). This is aligned with the gained wished for from the informant. Informants said that they are willing to pay extra for the convenience and high usability storage. Besides, they tend to buy products that have attractive graphic designs. Design is made up of different components, including image formats, symbols, components, and principles (Tejo Kumoro *et al.*, 2021). The importance of packaging is very precious, because when purchasing a product, packaging is one of the first things buyers notice and should consider (Widyaningrum & Musadad, 2021). Despite the packaging, informants also want the specific products flavor and textures.

Table 4. Gains

Information	C1	C2	C3	C4	C5	C6	C7	C8	Total	Type
Attractive graphic design (neat font, similar font, color according to taste, logo, photo)	2	5	5	5	3	5	6	2	33	Desired
Available in spicy flavors	3	7	2	2	8	1	6	0	29	Expected
Crispy texture	1	4	3	13	2	0	2	1	26	Required
Packaging in zip-lock or jar for easy storage	2	1	1	0	5	5	1	2	17	Desired
Varied and unique flavor	0	0	2	8	2	1	0	0	13	Unexpected
Available in savory flavors	2	1	0	4	0	1	1	0	9	Required
Taste according to the packaging	0	0	0	4	1	1	0	0	6	Required
Very interested in the discounted price	0	0	0	0	5	1	0	0	6	Expected
There is a choice of spicy orange leaf flavor	2	0	0	0	1	0	0	2	5	Expected
Available in 150gr packaging	0	4	0	0	0	0	1	0	5	Expected
Available in 100gr packaging	1	0	0	0	1	0	3	0	5	Expected
Clean, not many crumbs	0	1	0	1	0	2	0	0	4	Desired
Packaging using premium material	0	2	0	0	0	0	1	1	4	Unexpected
Trying recommendations for food vlogger (Riasw, Tanboy-kun, Codebluu)	1	0	0	0	2	0	1	0	4	Desired
Knowing from the sponsor of the game race event	0	3	0	1	0	0	0	0	4	Desired
Proud to use the product of cooperation with singers (JKT48, IU, DPR Ian)	1	0	0	0	0	2	1	0	4	Desired
Spicy taste that can be adjusted to desire	0	0	0	0	2	0	1	0	3	Unexpected
Want to buy if collaboration with animation (Star Wars, Pokemon)	0	1	0	2	0	0	0	0	3	Desired
Striking color, not pale	0	0	1	0	0	0	1	0	2	Expected
Interesting fragrance	0	0	0	0	0	2	0	0	2	Expected
Available choices of roasted corn flavors	0	0	0	0	0	0	0	2	2	Expected
Available in 500gr packaging	0	0	0	0	1	0	0	1	2	Expected
Packaging is not transparent	0	0	2	0	0	0	0	0	2	Desired
Interested in promoting the desired item	0	1	0	0	0	1	0	0	2	Desired
Available selection of spicy level	0	0	0	0	0	0	1	0	1	Desired
Healthier choice	0	0	0	0	0	1	0	0	1	Desired
Get additional variants	0	0	0	0	1	0	0	0	1	Unexpected
Buy two free one	0	1	0	0	0	0	0	0	1	Desired

Source: Primary data processed, 2024

To figure straight forward data, Osterwalder suggests displaying it on the rank priorities chart (Figure 3) and the value proposition canvas (Figure 4). The ranking priorities chart is designed according to Tables (Table 2 - Table 4). The Jobs are sorted from most important to insignificant. Meanwhile, pain is arranged from extreme to moderate. Furthermore, the gain is packed with essentials and is nice to have.

It can be concluded from Figure 3, that the most important jobs in Wadaw Moring target market based on the informants are influenced by word of mouth (WOM), which also includes the internet WOM (e-WOM). Followed by buying at a nearby store which is as important as scanning through various snack products, and delicious or already know the taste. After that, there is close attention to nutrition facts, snacking while hanging out with friends, snacking while watching, and directly throwing away the empty packaging.

In the pain chart, the extreme pain is more expensive than similar product, intense flavor, tired of flavor options, the place to buy is too far; worse taste compared to similar products, mismatch claims; sore throat as the side effect, expensive snack costs above IDR 15.000 for a 100 gram packed, delivery waiting time more than one day, and avoid being perceived as an obsessive person (wibu, kpopers). Meantime, attractive packaging is the most essential for informants as the gain they are looking for, which is followed by spicy flavor, crispy texture, unique and varied flavors, savory taste, as well as packaging in zip lock or jar for easy storage.

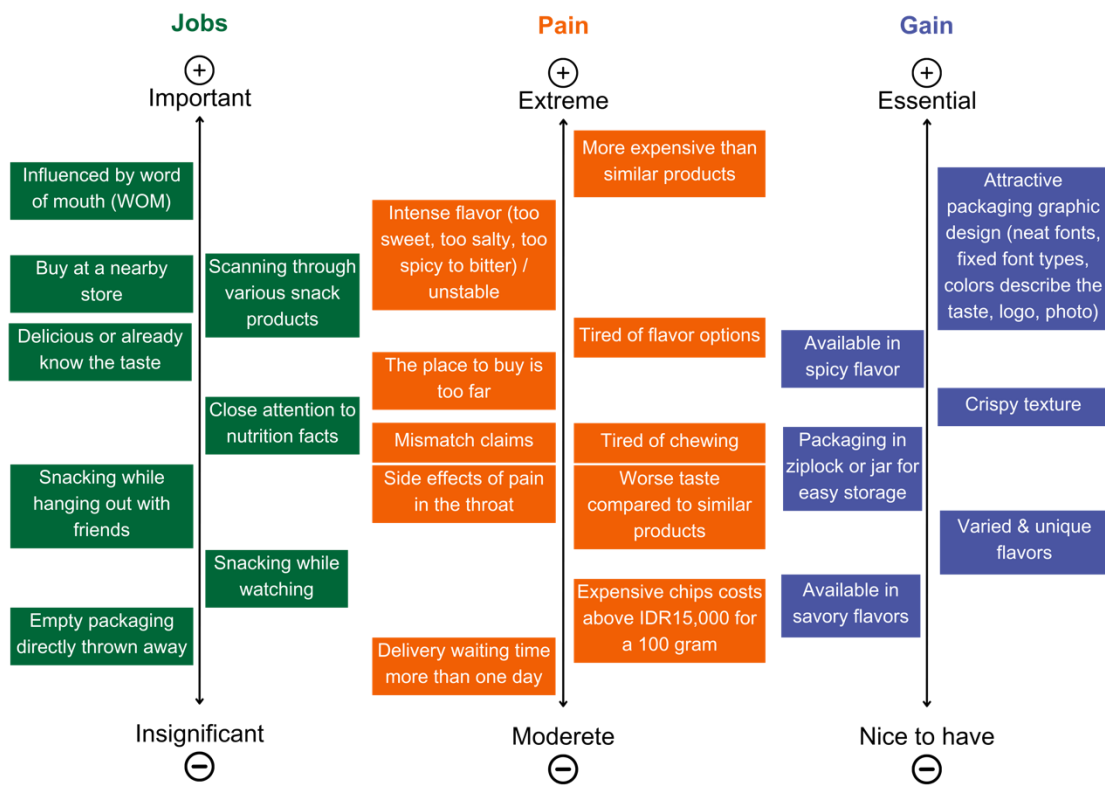


Figure 3. Rank Priorities Chart
Source: Primary data processed, 2023

The attention to price as it has been twice focused, “the expensive price rather than similar one” and then highlighted as “less than IDR 15.000 for 150 grams”, has a similar attention as the research conducted by Fangqingyun (2023) on college students in purchasing Taobao snack, among of all the major stimuli, price has the most influence on consumer behavior while making purchases. Price and product quality have a considerable impact on purchasing decisions, whereas promotions have no meaningful impact (Anggraeni et al., 2023).

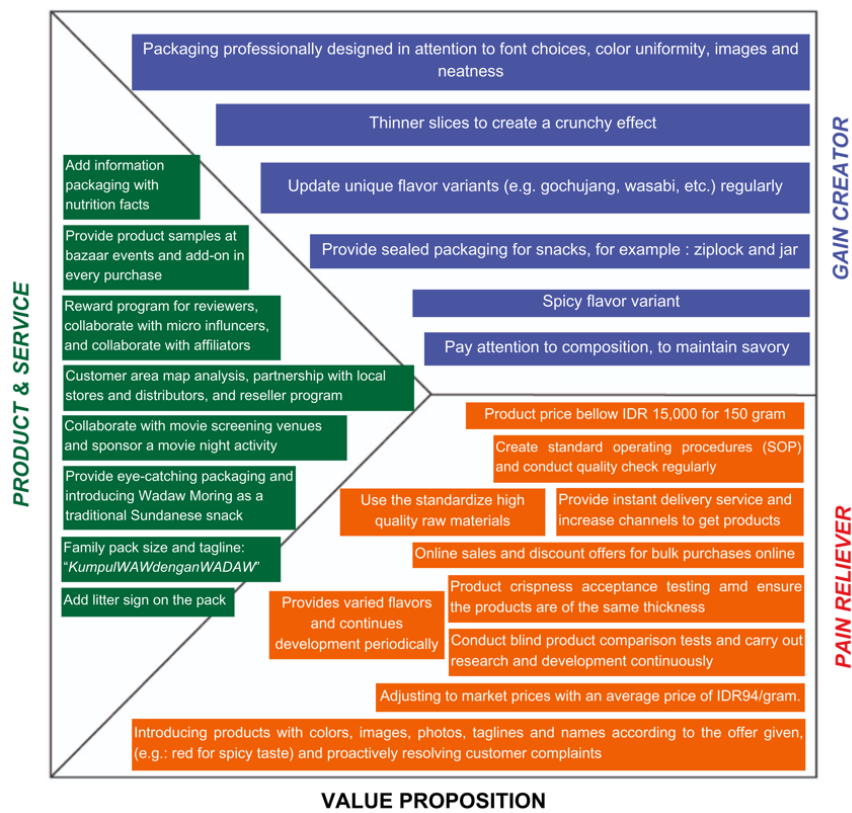
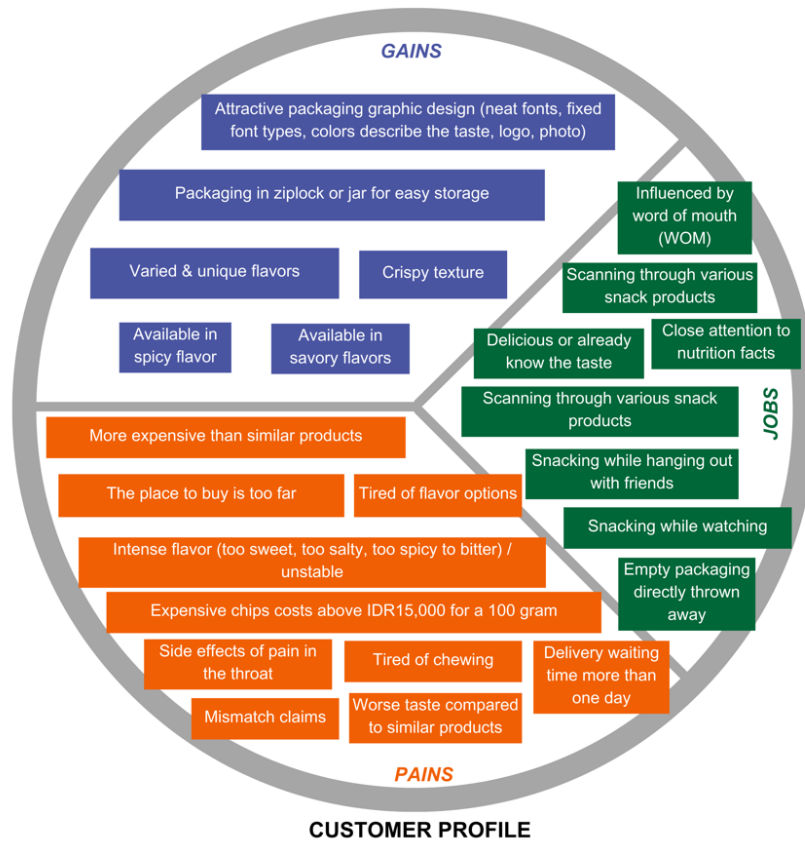


Figure. Value Proposition Design
 Source: Primary data processed, 2024

In contrast, product desirability influenced the decision-making process much earlier than price (Fisher, 2023). Although, it was not exactly similar to the result of this research, Fisher explains that improving the products visual display and price discount framing might affect the time at which an attribute begins to influence decisions, with implications for choice. These suggestions are in line with the gain and job priorities. The data then displayed in value proposition design contained the customer profile and value proposition as displayed in Figure 4.

The first circle is a customer profile. The points listed were similar to the ranking map. Every point on the customer profile may be solved by the customer profile on the second side. The points stated in the value map are also innovation opportunities for Wadaw Moring. The products and services as the answers to jobs, while pain relievers aim for pain, and gain creators for the gain. For instance, the customer jobs influenced by word of mouth (WOM) might be solved by optimizing the social networking service (SNS) through giving reward program for reviewers, collaborate with micro influences, and collaborate with affiliators. SNS involvement and social influence both have a major impact on the user's e-WoM intention, which in turn effects the social media user's purchase intention (Rana & Arora, 2022).

Another sample, is providing Wadaw Moring with the average price IDR 96.14 per gram as an answer of more expensive than similar products. The other pain and the reliever couple is the avoidant of being perceived as an obsessive person (Wibu, K-Popers) with Moring is apopular West Java Snack that combines local culture with contemporary art. The solution of worse taste compared to similar products could be start with conducting the blind test product as a beginning of the research and development.

Attractive packaging shown a great amount of gains hoped for, this could be solved by designing the attractive packaging. Packaging plays a significant effect in customer appeal across all dimensions (design, color, size, and form) (Alhamdi, 2020). The other gains wished for is more variation and unique flavor. Different preference caused by multi caused, including self and cultural identity (Reddy & van Dam, 2020).

The innovation opportunities might Wadaw Moring provide as a value proposition as described in Table 5 foster Wadaw Moring as a popular West Java snack that combines local culture with contemporary art. This could be tactically implemented starting by creating the standard operating procedures that also mentioned standard materials quality, checklist, and regular quality check. Spicy as the most loved flavor must be in extra look, Wadaw Moring might apply stratified levels of spiciness. Besides, Wadaw Moring should do a regular development to improve the current quality and vary the flavour, as well as understanding the competitors. As its importance, the packaging should be taken care of. The packaging should use the sealed package, with an eye-catching, coherence, neat and representing the mix of local and contemporary art for example Japanese or Korean art. The information should also be added, including nutritional facts and litter signs. Pay attention to comparison, to maintain savory.

The product is recommended to be offered less than IDR 96.4 per gram or at the very maximum IDR 100 per gram. Not only does the competitive price matter, Store image and location have strong positive associations with buying decisions (Hanaysha *et al.*, 2021). Responding that Wadaw Moring should work on strategic partners including the local stores (pay close attention to where the products are stored) and distributors by opening the reseller program. Unfortunately, having too many offline distribution channels could lead to ineffective and higher distribution costs, Wadaw Moring could do the customer area map analysis and the testing by opening bazaar stand. Consumers have increased their use of social media to find products, gather information about them, evaluate them, and make purchases (Mason *et al.*, 2021). Responding to the new behavior of digital natives, optimizing online sales is a must. It could work on offering extra discounts for bulk purchases online and adding a gimmick with every purchase.

Table 5. Value Proposition

Rank	Product and Services
1	Reward program for viewers, collaborate with micro-influencers, and collaborate with affiliates
2	Provide eye-catching packaging and introducing Wadaw Moring as a traditional Sundanese snack
3	Continues customer area map analysis, partnership with local stores and distributors, reseller program
4	Provide product samples at bazaar events and add-ons in every purchase
5	Add information packaging with nutrition facts
6	Available in family pack size and tagline “ <i>KumpulWAWdenganWADAW</i> ”)
7	Collaborate with movie screening venues & sponsor a movie night activity
8	Add litter sign on the pack
Rank	Pain Relievers
1	Create standard operating procedures (SOP), conduct a quality check regularly
2	Adjusting to market prices with an average price of IDR 96.4/gram
3	Provides varied flavors and continues development periodically
4	Available in online sales and discount offers for bulk purchases online
5	Conduct blind product comparison tests, carry out research and development
6	Use standardized high-quality raw materials
7	Introducing product with colors, images, photos, taglines, and names according to the offer given, e.g.: red for spicy taste. Proactively resolving customer complaints
8	Product price below IDR 15.000 for 150 grams
9	Provide instant deliver service and increase channels to get products
10	Moring is a popular West Java snack that combines local culture with contemporary art
Rank	Gain Creator
1	Packaging professionally designed in attention to font choices, color uniformity, images and neatness
2	Spicy flavor variant
3	Thinner slices to create a crunchy effect
4	Update unique flavor variants (e.g. gochujang, wasabi, etc.) regularly
5	Pay attention to comparison, to maintain savory
6	Provide sealed packaging for snacks, for example, zip-lock and jar

Source: Primary data processed, 2024

The data suggested that advertising has a favorable and statistically significant impact on consumer purchasing decisions (Bhat *et al.*, 2020). To achieve that, Wadaw Moring could apply several campaigns including the tagline “*KumpulWAWdenganWADAW*” that shows off Wadaw Moring as a friendly size for hanging out, for example, hanging while watching. To have a comprehensive storytelling, Wadaw Moring could collaborate with film screening venues and sponsor a film night activity. As a response to the strong social jobs, Wadaw Moring could do a campaign to boost the e-WOM by giving rewards to someone who voluntarily promotes Wadaw Moring, collaborating with micro-influencers, and affiliates.

CONCLUSION

Wadaw Moring is a West Java snack brand which is currently placed in a less competitive landscape. To boost it up, it can be innovated by combining local culture with contemporary art, made with standardized operating procedures, excel with its spiciness levels, and regular quality checked. The packaging should be eye-catching and represent the mix of local and contemporary art. The product should be priced between IDR 96.4 and IDR 100 per gram. Strategic partnerships with local stores and distributors are suggested. Optimizing online sales through discounts and gimmicks is also prompted. Advertising has a significant impact on consumer purchasing decisions, and Wadaw Moring could use campaigns like "KumpulWAWdenganWADAW" to showcase its positioning as a snack to accompany social activities. Collaborations with film screening venues and micro-influencers can also boost e-WOM.

To provide a more complete picture, future researchers should be able to conduct more in-depth research using further business model map components. Future researchers are expected to be able to blind-test Wadaw Moring's products as a result of innovation against competitor products to determine their feasibility.

REFERENCES

- Adi, D. (2022). *Mayoritas Industri Mikro-Kecil Bergerak di Sektor Makanan*. <https://databoks.katadata.co.id/datapublish/2022/03/30/mayoritas-industri-mikro-kecil-bergerak-di-sektor-makanan>
- Afredo, F. (2022). Pengaruh Keunikan Produk, Variasi Rasa Produk dan Kepercayaan Terhadap Keputusan Pembelian Produk Fake Plastic Treez di Lisung The Dago Boutique Resto. *Thesis, Sekolah Tinggi Ilmu Ekonomi STAN - Indonesia Mandiri*. <https://epub.imandiri.id/epubview.asp?showdetail=&NIM=381801009&Jenis=Jurnal>
- Alhamdi, F. M. (2020). Role of Packaging in Consumer Buying Behavior. *Management Science Letters*, 10(6), 1191–1196. <https://doi.org/10.5267/j.msl.2019.11.040>
- Amril, D., & Heryanto. (2020). Influence of Packaging, Price, Promotion and Perceived Value on Purchase Decision at Snack Business 88 Solok. *Technium Social Sciences Journal*, 8(1), 489–498. <https://doi.org/10.47577/tssj.v8i1.613>
- Anggraeni, S. C., Ekawati, E., & Arum, K. (2023). Analisis Pengaruh Harga, Promosi, Dan Kualitas Produk Terhadap Keputusan Pembelian Pasca Pandemi Analysis of the Effect of Price, Promotion, and Product Quality on Purchase Decisions. *Jurnal EBBANK*, 13(1), 49–58. <http://www.ebbank.stiebbank.ac.id/index.php/EBBANK/article/view/262>
- Berndt, A. E. (2020). Sampling Methods. *Journal of Human Lactation*, 36(2), 224–226. <https://doi.org/10.1177/0890334420906850>
- Bhat, V. P., Shetty, R. S., & Maiya, Dr. U. (2020). Impact of Online Advertising on Consumers Buying Behaviour: A Study With Reference To Karkala Taluk. *International Journal of Advance and Innovative Research*, 6(2), 74–77. <https://iaraedu.com/about-journal/ijair-volume-6-issue-2-xxi-april-june-2019.php>
- Dewanti, R. P., Ningsih, H., Paryanto, E., & Yudhanto, S. H. (2021). Desain Kemasan Produk UMKM Makanan Ringan sebagai Peningkatan Daya Beli Konsumen Keripik Singkong. *UN PENMAS (Jurnal Pengabdian Masyarakat Untuk Negeri)*, 1(2), 50–56. <https://doi.org/10.29138/un-penmas.v1i2.1593>
- Dewi, A. H., Nurhikmah, S. D., & Kurniawati, Y. (2022). Pemasaran Online Terhadap Peningkatan Penjualan Usaha Rujak Cireng Dan Cimol Queen's. *Jurnal Revenue : Jurnal Ilmiah Akuntansi*, 3(1), 134-139. <https://doi.org/10.46306/rev.v3i1.81>

- Dialysa, F., & Prasetyo, H. M. (2023). Cireng and cimol nella business innovations: new product development & financial aspect method in the new normal era. *Abdi Dosen*, 7(1), 21-31. <https://doi.org/10.32832/abdidos.v7i1.1534>
- Doyle, L., McCabe, C., Keogh, B., Brady, A., & McCann, M. (2020). An overview of the qualitative descriptive design within nursing research. *Journal of Research in Nursing*, 25(5), 443–455. <https://doi.org/10.1177/1744987119880234>
- Fadhilah, M., Cahya, A. D., & Setiawan, H. (2023). Pengaruh Atmosfir Toko, Lokasi Toko Dan Display Produk Terhadap Keputusan Pembelian Konsumen di toko Kelontong SRC Hendro. *Scientific journal of reflection : Economic, Accounting, Management and Business*, 6(2), 408–415. <https://doi.org/10.37481/sjr.v6i2.664>
- Fangqingyun, W. (2023). The Analysis of Influential Factors of College Students' Purchasing Behaviors on Taobao Snacks. *Academic Journal of Business & Management*, 5(1), 55–73. <https://doi.org/10.25236/AJBM.2023.050110>
- Fisher, G. (2023). Measuring the Factors Influencing Purchasing Decisions: Evidence From Cursor Tracking and Cognitive Modeling. *Management Science*, 69(8), 4558–4578. <https://doi.org/10.1287/mnsc.2022.4598>
- Hanaysha, J. R., Al Shaikh, M. E., & Alzoubi, H. M. (2021). Importance of Marketing Mix Elements in Determining Consumer Purchase Decision in the Retail Market. *International Journal of Service Science, Management, Engineering, and Technology*, 12(6), 56–72. <https://doi.org/10.4018/IJSSMET.2021110104>
- Haya Wijayantiarni, F., & Roostika, R. (2022). The The Influence of Perceived Food Quality, Price Fairness, Perceived Value and Statisfaction on Customers' Revisit and Word-of-Mouth on Cake & Bakery Shops In Yogyakarta and Surakarta. *Selekta Manajemen: Jurnal Mahasiswa Bisnis & Manajemen*, 1(1), 81–96. <https://journal.uii.ac.id/selma/article/view/23690>
- Irawati, R., & Prasetyo, B. I. (2021). Pemanfaatan Platform E-Commerce Melalui Marketplace Sebagai Upaya Peningkatan Penjualan dan Mempertahankan Bisnis di Masa Pandemi (Studi pada UMKM Makanan dan Minumandi Malang). *Jurnal Penelitian Manajemen Terapan (PENATARAN)*, 6(2), 114-133. <https://journal.stieken.ac.id/index.php/penataran/article/view/544>
- Kementrian Keuangan RI. (2023, June 27). *Kontribusi UMKM dalam Perekonomian Indonesia*. KEMENTRIAN KEUANGAN RI. <https://dipb.kemenkeu.go.id/kppn/lubuksikaping/id/data-publikasi/artikel/3134-kontribusi-umkm-dalam-perekonomian-indonesia.html>
- Liswandany, F., Supriyono, S., & Fitriyah, Z. (2022). Pengaruh Lokasi dan *Word of Mouth* terhadap Keputusan Pembelian pada Dolan Kopi Surabaya. *SEIKO: Journal of Management & Business*, 5(2), 71–88. <https://doi.org/10.37531/sejaman.v5i2.1910>
- Mason, A. N., Narcum, J., & Mason, K. (2021). Social Media Marketing Gains Importance After Covid-19. *Cogent Business & Management*, 8(1), 1–17. <https://doi.org/10.1080/23311975.2020.1870797>
- Maulana, R. (2022). The Effect of Product Variance on Purchasing Decisions Primarasa Crackers. *Management and Entrepreneurship Research Review*, 2(1), 184-187. <https://doi.org/10.35899/merr.v2i1.473>
- Natow, R. S. (2020). The use of triangulation in qualitative studies employing elite interviews. *Qualitative Research*, 20(2), 160–173. <https://doi.org/10.1177/1468794119830077>

- Nurani, A. S., Subekti, S., & Ana. (2016). West Java Snack Mapping based on Snack Types, Main Ingredients, and Processing Techniques. *IOP Conference Series: Materials Science and Engineering*, 128, 012051. <https://doi.org/10.1088/1757-899X/128/1/012051>
- Osterwalder, A., & Pigneur, Y. (2010). *Business Model Generation* (Vol. 2010). John Wiley & Sons, Inc.
- Osterwalder, A., Pigneur, Y., Bernarda, G., Smith, A., & Papadakos, T. (2014). *Value Proposition Design: How to Create Products and Services Customers Want*. John Wiley & Sons, Inc.
- Rahman, F. (2023). *Jejak Rasa Nusantara: Sejarah Makanan Indonesia*. Jakarta: PT Gramedia Pustaka Utama.
- Rana, M., & Arora, N. (2022). Predicting User Response Behaviour towards Social Media Advertising and e-WoM Antecedents. *Review of Marketing Science*, 20(1), 83–112. <https://doi.org/10.1515/roms-2022-0006>
- Reddy, G., & van Dam, R. M. (2020). Food, Culture, and Identity in Multicultural Societies: Insights from Singapore. *Appetite*, 149, 104633. <https://doi.org/10.1016/j.appet.2020.104633>
- Santos, K. da S., Ribeiro, M. C., Queiroga, D. E. U. de, Silva, I. A. P. da, & Ferreira, S. M. S. (2020). O uso de triangulação múltipla como estratégia de validação em um estudo qualitativo. *Ciência & Saúde Coletiva*, 25(2), 655–664. <https://doi.org/10.1590/1413-81232020252.12302018>
- Sepriyadi, I. M., Wardani, A., Syahfitri, M., Alfayyadh, M., & Resmaliana, R. (2023). Analisis Business Model Canvas (BMC) Pada UMKM Cimol Aa di Kota Tanjungpinang. *Innovative: Journal Of Social Science Research*, 3(4), 2270-2281. <https://j-innovative.org/index.php/Innovative/article/view/3718>
- Ssenyonga, M. (2021). Imperatives for post COVID-19 recovery of Indonesia's education, labor, and SME sectors. *Cogent Economics & Finance*, 9(1). <https://doi.org/10.1080/23322039.2021.1911439>
- Sugiyono. (2013). *Metode Penelitian Kuantitatif, Kualitatif, Dan R&D*. Bandung: Alfabeta.
- Sunarto, A. (2020). Pengembangan Sumber Daya Manusia dengan Berbasis Inovasi untuk Menghadapi Revolusi Industri 4.0. *JIMEA | Jurnal Ilmiah MEA (Manajemen, Ekonomi, Dan Akuntansi)*, 4(2), 397-407. <https://doi.org/10.31955/mea.v4i2.504>
- Tahwin, M., & Widodo, A. (2020). Perancangan Model Bisnis Menggunakan Pendekatan Business Model Canvas Untuk Mengembangkan Usaha Kecil Menengah. *Fokus Ekonomi Jurnal Ilmiah Ekonomi*, 15(1), 154-166. <https://doi.org/10.34152/fe.15.1.154-166>
- Tanjung, I. (2021). Analysis of the Effect of Marketing Mix 7P on Purchase Decisions at Sentra Snack Stores. *International Journal of Review Management Business and Entrepreneurship (RMBE)*, 1(2), 125-133. <https://doi.org/10.37715/rmbe.v1i2.2421>
- Tejo Kumoro, D., Hasanah, U., & Yoga Pudya Ardhana, V. (2021). *Pelatihan Desain Grafis Bagi Santri Pondok Pesantren Pabelan*. *Bakti Sekawan: Jurnal Pengabdian Masyarakat*, 1(1), 13-16. <https://doi.org/10.35746/bakwan.v1i1.147>
- Thaha, F. A. (2020). Dampak Covid-19 Terhadap UMKM Di Indonesia. *Jurnal Brand*, 2(1), 123-130. <https://ejournals.umma.ac.id/index.php/brand/article/view/605>
- Undang-undang (UU) Nomor 11 Tahun 2020 tentang Cipta Kerja. (2020, November). *Undang-undang (UU) Nomor 11 Tahun 2020 tentang Cipta Kerja*.

- USDA Foreign Agricultural Service. (2023, July 26). *Retail sales value of savory snacks in Indonesia from 2017 to 2022 (in million U.S. dollars) [Graph]*. Statista.
- Widyaningrum, A. M., & Musadad, A. (2021). Pengaruh citra merek dan kemasan terhadap minat beli produk. *Jurnal Manajemen*, 13(3), 439-448. <http://dx.doi.org/10.31000/jmb.v10i2.5021.g2774>
- Wono, Y. H., Supriaddin, N., Amin, F., Indriastuti, Y., & Sufa, A. S. (2023). Media Sosial, Literasi Digital, Dan Inovasi Bisnis Trikotomi Baru Dalam Manajemen Strategi. *BRANDING: Jurnal Ilmiah Manajemen Dan Bisnis*, 2(1), 77-86. <https://doi.org/10.15575/jb.v2i1.29329>
- Yulindasari, E. R., & Fikriyah, K. (2022). Pengaruh e-WoM (Electronic Word of Mouth) Terhadap Keputusan Pembelian Kosmetik Halal di Shopee. *Journal of Islamic Economics and Finance Studies*, 3(1), 55-69. <https://doi.org/10.47700/jiefes.v3i1.4293>
- Zhao, H., Yao, X., Liu, Z., & Yang, Q. (2021). Impact of Pricing and Product Information on Consumer Buying Behavior With Customer Satisfaction in a Mediating Role. *Frontiers in Psychology*, 12(1), 1–11. <https://doi.org/10.3389/fpsyg.2021.720151>
- Zulfa, N., Arief, M. Y., & Harisandi, Y. (2022). Pengaruh Fasilitas dan Cita Rasa Dalam Mempengaruhi Loyalitas Konsumen Melalui Kepuasan Konsumen Pada Rumah Makan Lesehan Ikan Bakar Bu Tatik di Kapongan Kabupaten Situbondo. *Jurnal Mahasiswa Entrepreneurship (JME)*, 1(4), 713-728. <https://doi.org/10.36841/jme.v1i4.2057>