

## Value Proposition Testing for Private Event Package at My Kopi O Serang

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### ABSTRACT

*This study investigates the underperformance of the Private Event Package at My Kopi O Serang, despite rising demand for personalized event-based dining in Kota Serang. The research aims to evaluate and redesign the value proposition to better align with customer expectations, preferences, and budget constraints. Employing a mixed-method approach, the study utilized semi-structured interviews analyzed through thematic analysis and empathy mapping, combined with quantitative surveys based on Problem-Solution Fit and Product-Market Fit models. The findings revealed two validated and complementary value propositions: (1) Exclusive Event Experience with Personalized Service, which appeals to customers seeking VIP treatment, privacy, and professional support; and (2) Price-effective Event Package, which targets value-conscious customers through transparent pricing and bundled benefits. Both propositions were tested through interest, preference, and willingness-to-pay validation, showing strong customer interest and market relevance. As a result, the study proposes a tiered event package model—Silver and Gold for budget-sensitive customers, and Platinum and Diamond for premium seekers. These findings not only guide My Kopi O Serang in delivering segmented, customer-centric offerings but also contribute to broader strategies in the F&B service sector for balancing exclusivity with affordability in competitive restaurant markets.*

**Keywords:** Value Proposition; Problem-Solution Fit; Product-Market Fit; Restaurant; Event Service.

### INTRODUCTION

The Food and Beverages (F&B) sector includes agricultural production, F&B manufacturing, and F&B services, and covers all processing activities along the food value chain linking agricultural products with consumers (Endri et al., 2019; Hansen et al., 2022; Jakataofik et al., 2023; Ni Wayan Rudini et al., 2021; Phelan et al., 2022; Telukdarie et al., 2020). The F&B manufacturing includes milling industries, the production of intermediary goods such as salt and sugar, and food processing for packaged goods, all essential parts of the complex food system. F&B services cover food distribution through wholesale and retail channels, as well as F&B hospitality services (Chen et al., 2020; Chen & Voigt, 2020; Janice & Toni, 2020; Lopes et al., 2015; Mayasari, 2021; Nasir & Ahmad, 2015). This research focuses on F&B service activities, includes all food-related activities in restaurants and catering.

In 2019, F&B services contributed 269,437.2 billion to Indonesia's GDP, representing for 6.89% of the total GDP that year. However, unlike the broader industry, F&B services experienced a downturn during the COVID-19 pandemic, leading to a decline in GDP contribution in 2020 due to pandemic restrictions. In 2020, F&B services contribution to GDP declined by -6.88% from the previous year. When large-scale social restrictions were removed in 2021, specifically the contribution of F&B services to GDP increased by 3.52% compared to 2020. By 2022, F&B services contribution to GDP continues to rise 8.21%. This upward

trend continued through the end of 2023, with the contribution of F&B services to GDP increased by 9.29% reaching Rp 307,149.7 billion rupiahs.

**Table 1. Food and Beverage Service Activities in GDP Contribution**

*Source: Statistics Indonesia (BPS)*

<b>Food and Beverage Service Activities in GDP Contribution</b>					
Year	2016	2017	2018	2019	2020
Contribution (in billion Rp)	269,437.2	250,894.5	259,727.6	281,051.8	307,149.7
Contribution (in percent)	6.89%	-6.88%	3.52%	8.21%	9.29%

The Food and Beverage (F&B) Service sector in Indonesia has become a significant and rapidly expanding within the broader tourism and hospitality landscape. With the rise of urbanization and changing consumer lifestyles, dining out has increasingly evolved from a basic necessity to a sought-after experience that emphasizes quality, service, and social interaction. Entering 2024, Indonesian customers are increasingly appreciating the value and authenticity of local brands in the middle of competition with multi-national brands. To meet the country's food demand, players in the Food and Beverage (F&B) services sector need to understand the preferences and financial capacities of Indonesian consumers while prioritizing their target markets (Crowe et al., 2022; Lussak et al., 2020; Vitsentzatou et al., 2022; Yahaya & Ruzulan, 2020). The ability to cater to the specific needs of different consumer segments will likely to help players gain and expand their market share in the competitive and demanding landscape.

In Banten province, the trend of dining out is particularly obvious as an increasing number of restaurants cater to a diverse customers seeking memorable dining experiences. Kota Serang presents itself as a blue ocean for the restaurant industry within Banten province. While other areas like Tangerang and Cilegon manifest signs of market saturation and intense competition, Kota Serang offers a more balanced environment with enough opportunities for growth and differentiation.

**Table 2. Number of Restaurants by Regency/Municipality in Banten**

*Source: Banten Province in Figures, Regional Office of Tourism Banten Province (2024)*

<b>Number of Restaurants by Regency/Municipality, 2020-2023</b>							
<b>Regency</b>							
<b>Pandeglang</b>	116	118	124	116	116	116	110
<b>Lebak</b>	56	56	57	56	39	70	669
<b>Tangerang</b>	724	810	878	907	960	1020	1020
<b>Serang</b>	18	18	18	16	19	19	18
<b>Municipality</b>							
<b>Tangerang</b>	385	406	418	426	462	760	4363
<b>Cilegon</b>	7	2	10	2	53	832	2112
<b>Serang</b>	107	51	51	46	59	45	54
<b>Tangerang Selatan</b>	202	314	477	477	692	1949	1824

Kota Serang, as the capital of Banten, is presenting itself as a prime location for restaurant growth, contrasting with the market saturation seen in other areas like Tangerang and Cilegon. The relative stability of the restaurant numbers in Kota Serang, as shown by the data from Banten Province in Figures (2024), suggests a unique opportunity for new entrants to differentiate themselves and establish a strong market presence. The demand for personalized, event-based dining experiences has led to increased interest in event catering, where customers are seeking more than just a meal they desire a comprehensive experience that includes customization, entertainment, and an inviting atmosphere.

However, despite the clear demand for event catering, the performance of My Kopi O Serang's Private Event Package has not met expectations. The package, designed to provide a tailored event experience, has faced challenges, particularly with customer awareness and perceived value mismatch. This issue is indicative of a broader trend in consumer preferences, where dining experiences are increasingly seen as social events that require more than just food and service but also unique and memorable experiences that resonate with customers' expectations.

Several studies have addressed the growing trend of event catering and the changing landscape of the restaurant industry. First, research by Kivela, Inbakaran, and Reece (2000) highlights how consumers increasingly seek dining experiences that offer unique and personal touches, such as customized catering and event planning. This aligns with the trend in Kota Serang, where dining establishments like My Kopi O Serang are expected to deliver not only food but also an immersive experience. Second, a study by Ebrahim, Ahmed, and Taha (2016) examines how the food service industry is adapting to the demand for experiential dining, emphasizing the importance of service quality and personalized offerings in attracting and retaining customers. Third, a paper by Heung and Chu (2000) explored the competitive dynamics of restaurant businesses, specifically in terms of menu diversity and customer engagement strategies, which could be critical for My Kopi O Serang to enhance its event catering services.

This research introduces a fresh perspective by investigating the specific challenges faced by My Kopi O Serang in the underperformance of its Private Event Package despite clear demand signals. While existing studies have looked at event catering and consumer behavior in the foodservice industry broadly, few have focused on a particular restaurant's efforts to innovate and differentiate in a moderately competitive market like Kota Serang. The novelty lies in applying customer feedback and market analysis directly to refine an underperforming service package and better align it with customer expectations.

The primary objective of this research is to evaluate the reasons behind the underperformance of the Private Event Package at My Kopi O Serang. By examining customer perceptions, preferences, and competitive dynamics, the study aims to identify the gaps in awareness, understanding, and service offerings that contribute to the package's lackluster performance. Furthermore, the research seeks to develop actionable strategies that can help the restaurant improve its event catering services to better meet the evolving needs of customers.

The findings of this research will provide valuable insights for My Kopi O Serang and other restaurants in similar markets that aim to leverage event catering as a significant part of their business. By identifying the root causes of underperformance, the research can guide My Kopi O Serang in refining its Private Event Package, thereby increasing customer engagement

and improving its competitive position in the market. Additionally, the study will contribute to the broader body of knowledge on customer-centric dining experiences, helping the industry understand how to better serve the demand for unique, memorable events. This research will also benefit policymakers and tourism authorities in Banten by offering data-driven recommendations for fostering growth and innovation within the local restaurant industry.

Despite the rising trend in demand for event catering services, a gap remains between customer expectations and the actual service offerings at My Kopi O Serang. Most existing studies are general in scope, focusing broadly on service quality and customer satisfaction within the restaurant industry, without specifically addressing the underperformance of a particular service package in a localized market such as Kota Serang. This creates a critical research gap: the lack of focused investigation into the failure of a tailored service offering in a moderately competitive yet underexplored market. The novelty of this research lies in its customer-centric approach, which combines thematic analysis, empathy mapping, and validation through problem-solution fit and product-market fit tests to diagnose perception mismatches and co-create a segmented, data-driven value proposition. This study not only provides practical implications for My Kopi O Serang in redesigning its Private Event Package but also contributes to the literature on adaptive value proposition strategies in the food and beverage service sector in emerging markets. Thus, this research positions itself as a strategic reference for developing relevant and responsive value propositions that align with evolving local consumer preferences.

## **METHOD**

This research utilized a qualitative approach to explore customer preferences for the Private Event Package at My Kopi O Serang. Data was collected using in-depth semi-structured interviews and a 5-point Likert scale survey to gather both qualitative and quantitative insights. The in-depth interviews, which included six loyal customers of the restaurant, focused on their experiences, pain points, and expectations regarding private events. These interviews were analyzed using thematic analysis and empathy mapping to create a customer profile and develop the value proposition canvas for the package. The 5-point Likert scale survey, conducted with 70 respondents, aimed to validate the hypotheses derived from the interviews, using a *Problem-Solution Fit* and *Product-Market Fit* approach. The study also employed data triangulation, gathering information from multiple sources to ensure the credibility and consistency of the findings. By integrating both qualitative and quantitative data, this research provided a comprehensive understanding of the factors that influenced customer decisions regarding private events and identified potential areas for improving the event package. Through methodological triangulation, the study validated the insights across different methods, strengthening the reliability of the conclusions drawn.

## **RESULT AND DISCUSSIONS**

### ***Target Market***

When developing and testing a value proposition, it is crucial for businesses to have a clear understanding of their target market. This is because a value proposition is specifically designed to address the needs and preferences of certain customer segments, which are detailed

in the Customer Profile. Essentially, value propositions are crafted to fulfill the desires and requirements of a well-defined audience. Without a clearly identified target market, a business cannot effectively create a compelling value proposition.

My Kopi O Serang primarily serves customers who seek a premium and convenient experience for private events. This includes corporates and organizations looking to host networking events, corporate meetings, luncheons, conferences, seminars, and team celebrations. Corporate customers prioritize efficiency, quality service, and a professional dining experience that aligns with their brand image. Wedding planners and couples seeking a memorable and elegant buffet service that offers a wide variety of high-quality dishes, presentation aesthetics, and additional services like table setup, décor, and beverage pairings. Social event organizers (birthdays, anniversaries, special gatherings), individuals, and families planning private celebrations who desire a memorable event experience. High-end customers (luxury and premium event hosts) who seek exclusive dining experiences, themed event décor, or entertainment pairings.

### ***Thematic Analysis Results***

Thematic analysis conducted to identify, analyze, and report patterns (themes) within the interview data to provide rich insights and minimal organization of data sets (Braun and Clarke, 2006). Together with the Empathy Maps, the thematic analysis constructs the initial value proposition canvas. In this research, Thematic Analysis and Empathy Maps are conducted to gather and analyze qualitative data from in-depth interviews with customers who regularly dining and having events at My Kopi O Serang (list of the respondents are shown in Appendix A and interview transcriptions are shown in Appendix B).

Thematic analysis results revealed various insights regarding customer preferences, event challenges, and desired features at My Kopi O Serang. Customers host a variety of events, including corporate gatherings, business meetings, social entertaining, and private celebrations. Key factors in choosing a venue for these events include food quality, service, venue condition, and available facilities. Food quality, specifically taste, presentation, and variety, was highlighted as the top priority for customers. Service, such as professionalism, hospitality, and efficient planning support, was also crucial in their decision-making process. The venue's atmosphere, including a comfortable and exclusive ambiance, and the availability of outdoor space were highly valued. Additionally, facilities like clean toilets, parking space, and adequate space for large groups were important. Customers also expressed interest in entertainment options, particularly live music, and desired flexibility in pricing based on their budget.

However, challenges emerged related to food issues such as overwhelming menu choices, long waiting times, and food waste in buffet settings. Service-related problems included delayed food delivery and hygiene concerns. Customers also pointed out issues with information access, including lack of awareness about event packages and confusion regarding booking requirements. Some customers emphasized the importance of offering a buffet, with flexibility in menu options and the ability to control portion sizes. Desired premium features included a private VIP room and the availability of discounts or complimentary offerings. Customers appreciated venues that provided privacy and exclusivity for events, with some willing to pay extra for these features. Overall, the findings indicated a need for a more tailored

and flexible approach to the Private Event Package to meet diverse customer needs and preferences.

### ***Empathy Maps***

Empathy Maps are used to analyze the in-depth interview results. The participants of the in-depth interviews are six people who regularly dining and having event at My Kopi O Serang, and are part of My Kopi O Serang target market (interview transcriptions and the individual Empathy Map for Each Respondents are shown in Appendix B).

The insights gathered from the "Say," "Think," "Do," and "Feel" categories in the Empathy Map reveal key motivations and challenges faced by customers of My Kopi O Serang, particularly regarding event hosting and private event packages.

**Say:** Customers express a clear preference for the venue based on its food quality, wide-ranging menus, and ability to accommodate both corporate and private gatherings. Several respondents mentioned using My Kopi O Serang for corporate events such as customer gatherings and meetings with officials like those from the Kejaksaan Agung or Mabes Polri. Many customers also emphasized the importance of a prestigious venue for hosting guests and indicated that they value private, intimate settings. However, there is a significant gap in awareness regarding My Kopi O Serang's event packages, with some customers unaware of their availability until after the fact.

**Think:** Customers recognize the need for a venue with a prestigious atmosphere and private spaces like VIP rooms. They also value food quality and presentation, with some preferring serviced buffets over self-service to control portion sizes and minimize food waste. The inclusion of traditional Banten food options is also highly desirable, especially for guests from outside the region. Customers prefer flexibility, and many would be willing to pay extra for exclusive services such as live music and customized event setups, highlighting a desire for a personalized and tailored event experience.

**Do:** When planning events, customers actively research the venue and menu offerings to ensure they meet their requirements. They prioritize venues with ample parking space and proper interior design, eliminating venues that do not meet professional standards. Some respondents mentioned that last-minute reservations and availability could pose challenges, and they would even change venues if My Kopi O Serang was fully booked. Budget constraints also played a significant role in their decision-making, as many negotiate prices or seek discounts for larger events.

**Feel:** Customers feel a sense of reassurance when the venue offers a clean environment, including well-maintained toilets and prayer rooms, as these are essential for hosting high-level guests. They also express delight at receiving additional benefits, such as discounts and complimentary treats, which would encourage them to host more events at My Kopi O Serang. On the flip side, customers feel anxious about last-minute reservations when the restaurant is at full capacity, and they become frustrated when hygiene issues or food delays occur during important events. Budget constraints also weigh heavily on their decisions, but they appreciate flexibility in pricing options for events.

In conclusion, customers of My Kopi O Serang value a personalized, flexible event experience with high-quality food, professional service, and exclusive offerings like private rooms or live music. However, issues such as limited awareness of event packages, food waste

in buffet settings, and the challenge of last-minute bookings need to be addressed to enhance customer satisfaction and attract a broader clientele for private events.

**Initial Value Proposition Canvas**

This value proposition analysis explores key customer needs, challenges, and expectations derived from customer interview insights and empathy maps. It provides a structured approach to refining My Kopi O Serang as a venue for private events, ensuring it meets customer preferences while enhancing the overall event experience. Customer interviews were conducted to gain insights into their perspectives and experiences with the Private Event Package at My Kopi O Serang. The findings were analyzed thematically and mapped using empathy maps to understand the tasks customers need to accomplish, the difficulties they face, and the solutions they seek. These insights serve as the foundation for developing a value map that align with customer expectations, ultimately shaping an effective value proposition.

**Problem-Solution Fit Test**

To validate the value proposition of the Private Event Package at My Kopi O Serang, both Problem-Solution Fit and Product-Market Fit tests must be conducted. At the Problem-Solution Fit stage, the objective is to determine which Customer Jobs, Pains, and Gains are most relevant to the target customers. This involves testing value proposition hypotheses formulated from the initial Customer Profile Canvas using a 5-point Likert scale survey. The results of the survey will help identify which hypotheses are strongly validated by customers and which are less validated, providing clear insights into the most meaningful aspects of the offering.

**Product-Market Fit Test**

On the previous stage, the Problem-Solution Fit test focus on validate whether or not customers are truly care about certain jobs, pains, and gains—and the value proposition that addresses those jobs, pains, and gains. In the following stage, the Product-Market Fits test focus on validate the developed value proposition is actually creating customer value and getting traction in the market (Osterwalder, 2014; Osterwalder et al., 2014; Pritchett, 2014). This process is completed by extracting new and updated Value Proposition Hypotheses from the most relevant survey statements (the statements from the Problem-Solution Fit surey with the highest mean scores) and validating the customers’ interests, preferences, and willingness to pay for those hypotheses. The Product-Market Fit surveys are using another 5-point Likert scale method.

1. Extracted Value Proposition Hypotheses

The updated Value Proposition Hypotheses are extracted from the most relevant survey statements from the Problem-Solution Fit survey with the highest mean scores, and are shown in Table 1 below.

**Table 3. The most relevant survey statements**

*Source: Primary Data*

No.	Survey Statements	Mean Score	Interpretation	Relevancy
Customer Jobs to be Done				

## Value Proposition Testing for Private Event Package at My Kopi O Serang

Key Factors in Choosing Venue for Event				
1.	Food quality, taste, appealing presentation, and menu variety are my primary concern when choosing venue for events.	4.21	Very High	Highly Relevant
2.	Professional service and hospitality are my primary concern when choosing venue for events.	4.21	Very High	Highly Relevant
3.	I expect efficient planning support to reduce stress and ensure a well-coordinated event (e.g., clear timeline, food serving schedule, seating arrangements).	4.40	Very High	Highly Relevant
4.	I prioritize selecting a venue that offers a private and exclusive event atmosphere, especially for high-profile guests and exclusive events.	4.39	Very High	Highly Relevant
6.	I frequently hosting corporate or VIP events and need semi-private or fully private event spaces to ensure exclusivity.	4.22	Very High	Highly Relevant
9.	Venue facilities (e.g., parking space, mushola, restroom) are my primary concern when choosing venue for events.	4.22	Very High	Highly Relevant
Customer Pain Points				
Informational Issues				
23.	I expect personalized consultation to clarify booking requirements or customization based on my specific needs.	4.25	Very High	Highly Relevant
Pricing Issues				
25.	I would prefer transparent pricing structures with no hidden fees.	4.23	Very High	Highly Relevant
26.	I need flexible pricing options, promotions, and discounts to meet budget constraints without compromising service quality.	4.35	Very High	Highly Relevant
Desired Gains and Value Enhancements				
Desired Products and Services for Event				
32.	I feel more confident booking when a dedicated coordinator assists with planning, meal scheduling, guest handling, and overall event management.	4.24	Very High	Highly Relevant
34.	Spacious parking, clean restrooms and prayer rooms are essential factors when choosing an event venue.	4.51	Very High	Highly Relevant
Desired Premium Features				
36.	The availability of exclusive VIP rooms would make My Kopi O Serang a more attractive venue for my events.	4.29	Very High	Highly Relevant
Desired Complimentary Benefits				
37.	Special discounts for frequent event organizers would encourage me to book more events at My Kopi O Serang.	4.40	Very High	Highly Relevant
38.	Complimentary treats (e.g., free welcome drinks, desserts, or small gifts) create a more memorable guests experience.	4.42	Very High	Highly Relevant

Based on Table 3, two Value Proposition Hypotheses are extracted, and those are:

- a. Value Proposition Hypothesis 1 (VP1): Exclusive Event Experience with Personalized Service



This Value Proposition Hypothesis represents statement number 2, 3, 4, 6, 23, 32, and 36. Author generally categorize these statements to “Exclusive Event Experience with Personalized Service”.

“Exclusive Event Experience with Personalized Service” focuses on delivering a premium, stress-free event experience through personalized support, professional hospitality, and exclusive venue. It appeals to customers who highly value privacy, personalized service, and seamless event execution. Either for corporate executive gatherings or memorable private event, customers need more than just a venue—they expect full assistance including event planning, meal scheduling, guest handling, and event management. The presence of exclusive VIP rooms, a dedicated event coordinator, and consultation service enhance confidence and trust, positioning My Kopi O Serang as ideal venue for hosting exclusive and memorable events.

b. Value Proposition Hypothesis 2 (VP2): Price-effective Event Package

This Value Proposition Hypothesis represents statement number 25, 26, 37, and 38. Author generally categorize these statements to “Price-effective Event Package”. “Price-effective Event Package” targets customers who prioritize affordability without compromising service quality. It focuses on transparent pricing, customizable packages, and budget-friendly offers, including discounts and loyalty incentives for frequent event organizers. Customers conscious of what exactly they are paying for and value small extras such as complimentary welcome drinks or small gifts—that would enhance guests experience at minimal cost. By offering flexible options and complementary benefits, My Kopi O Serang can attract and retain budget-conscious customers looking for great value and reliable service for both personal and professional events.

## 2. Product-Market Fit Test Results

The Product-Market Fit test validate the extracted Value Proposition Hypotheses through Interest Validation, Preference Validation, and Willingness to Pay Validation (Osterwalder, 2014). The validation processes are using the 5-point Likert scale survey method, and the following Table 2 displays the results of the survey.

**Table 2. The Results of the Product-Market Fit survey**

*Source: Primary Data*

No.	Survey Statements	1	2	3	4	5	Score
<b>Interest Validation</b>							
<b>VP1</b>	I highly value privacy and exclusivity when organizing important meetings or celebrations.	2	1	9	20	101	616
	I feel more confident booking when a venue assigns a coordinator to assist with planning.	3	2	15	28	85	589
<b>VP2</b>	I am more likely to book events at venues that offer tiered price (e.g., Silver, Gold, Platinum, Diamond) and flexible options to match with my budget.	6	7	33	30	56	519
	I would be interested in a bundling for multiple event package with additional benefits for my events.	2	1	16	35	78	582
<b>Preference Validation</b>							

<b>VP1</b>	Professional and discreet service that respects guest privacy are important for me when I use a VIP room.	2	5	14	31	80	578
<b>VP2</b>	Transparent pricing with clear breakdowns of room charges and packages are important for me.	2	2	12	22	94	600
<b>Willingness to Pay Validation</b>							
<b>VP1</b>	I would be willing to pay extra for a VIP room that guarantees privacy and exclusivity.	6	4	20	38	65	551
	I would be willing to pay more for venues that offer personalized service and exclusive event support.	5	6	22	40	61	548
<b>VP2</b>	A loyalty program or frequent-booker discount would influence my venue selection.	4	1	14	35	78	578
	I would consider booking event packages if they include complimentary treats (welcome drinks desserts, small souvenirs).	1	1	16	32	82	589

Survey questions are reflecting the values offered from each Value Proposition Hypothesis, and were designed to confirm the lever of interest that customers have towards the values offered (Interest Validation), assess the preference (Preference Validation), and whether customers are willing to spend their money on the values offered (Willingness to Pay Validation) by the competing value propositions. To calculate the final score in the form of percentage, author use the following formula:

$$\%Score = \frac{\text{Total of Likert score for each item}}{\text{Maximums core}} \times 100\%$$

where:

$$\begin{aligned} \text{Maximum Score} &= \text{Maximum Likert point} \times \text{Number of Respondents} \\ &= 5 \times 136 \\ &= 680 \end{aligned}$$

### 3. Product-Market Fit Test Summary

Based on the Product-Market Fit test that consists of Interest Validation, Preference Validation, and Willingness to Pay Validation, the summary of the Product-Market Fit test results are shown in Table 3 below.

**Table 3. Value Proposition Hypothesis Validation Summary**

*Source: Primary Data*

Validation Stage	Value Proposition 1 “Exclusive Event Experience with Personalized Service”	Value Proposition 2 “Price-effective Event Package”
<b>Interest Validation</b>	<b>88.5%</b>	<b>80.9%</b>
<b>Preference Validation</b>	<b>85%</b>	<b>88.2%</b>
<b>Willingness to Pay Validation</b>	<b>80.75%</b>	<b>85.8%</b>

Based on Table 3, Value Proposition Hypothesis 1 “Exclusive Event Experience with Personalized Service” has quite equal percentage score in the three stages of validation compared to Value Proposition Hypothesis 2 “Price-effective Event Package”. Therefore, from the Product-Market Fit test determined that both of “Exclusive Event Experience with Personalized Service” and “Price-effective Event Package” are equally important from the customers’ perspective. The delivery plan and implementation plan from combination of both “Exclusive Event Experience with Personalized Service” and “Price-effective Event Package” value proposition are planed out in the next sub-chapter.

### ***Value Proposition Delivery***

The Product-Market Fit test showed two strong and complementary value propositions for My Kopi O Serang’s Private Event Package. Both exclusivity and affordability are validated as valuable by customers. While “Exclusive Event Experience with Personalized Service” value proposition appeals to customers who highly value privacy, exclusivity, and personalized support such as event coordinators and VIP rooms services for a seamless and stress-free event experience. “Price-effective Event Package” value proposition attracts more budget-conscious customers looking for transparent pricing, flexible options, and value-added bundling such as loyalty discounts and complimentary treats. To deliver these values effectively, a tiered event package structure is recommended. The tier ranging from affordable Silver and Gold tiers with transparent pricing and bundled benefits, up to Platinum and Diamond tiers offering private VIP rooms, dedicated event coordinator, and exclusive complimentary treats. This allows customers to choose based on their needs and budget, maximizing reach across different customer segments to meet diverse customer needs while maximizing revenue.

Although a dedicated VIP rooms are not yet available, several real events already hosted using buffet and food stalls have shown that the restaurant can successfully accommodate group needs. These events can now be repositioned as soft launch case studies. Testimonials, photos, feedback, and layout ideas from those experiences will serve as portfolio material to market the offering to new customers. In the initial step, the focus will be on maximizing existing restaurant spaces to simulate exclusivity and personalized service.—not relying solely on physical room exclusivity. For now, the “exclusive” experience will be created by leveraging semi-private rooms and outdoor areas that can be transformed through curated table settings and signage or partitions. The current setup will focus on deliver personalized experiences through attentive service, seamless coordination, and customized arrangements, while a fully enclosed VIP rooms will be introduced later as a premium offering. Meanwhile, the buffet and food stall options already provide customization, scalability, and affordability, align with the “price-effective” value proposition.

### **CONCLUSION**

This research evaluated and redesigned the value proposition of the Private Event Package at My Kopi O Serang, revealing that while the current offering partially met customer needs, it required refinement to address the full range of customer expectations. Through qualitative and quantitative analyses, including *Thematic Analysis*, *Empathy Maps*, and structured validation using *Problem-Solution Fit* and *Product-Market Fit* tests—the study

identified two key value propositions: one emphasizing exclusivity and personalized service, and another focusing on affordability and transparent pricing. The findings led to the recommendation of a tiered event package structure—*Silver, Gold, Platinum, and Diamond*—to cater to both premium and value-driven customers, integrating flexible menu options and loyalty rewards. For future research, it is suggested to explore the long-term impact of these tiered packages on customer retention and satisfaction, as well as to investigate how digital innovations or event technology could further enhance the private event experience at My Kopi O Serang.

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