

ABSTRACT

Digital startups in Indonesia are currently experiencing rapid growth, but many fail because they are unable to offer the right solutions according to market needs. Antria is a startup engaged in the digitalization of queue systems, present to overcome the problem of conventional queues that are often time-consuming and inefficient. This problem is the background for research that aims to design the right value proposition for Antria to be able to compete and meet customer needs in the digital market.

This study aims to analyze and design a value proposition at Antria using the Value Proposition Design approach. This process is carried out by identifying customer profiles and value maps to find a match between the values offered by Antria and customer needs. In this study, data collection was carried out through in-depth interviews with Antria's customer segments.

This study uses a qualitative method with a case study approach. The data collected was analyzed to identify customer jobs, customer complaints (pains), and expected benefits (gains). Interviews were conducted to obtain direct views from users regarding the experience of queuing at restaurants and what needs have not been met by the traditional queuing system.

The results of the study revealed that Antria's customers have a primary need to reduce waiting time and seek a more comfortable and flexible queue experience. Antria has succeeded in providing a solution with a real-time waiting time notification feature and an application-based service that allows customers to queue virtually. This shows that there is a match between the value proposition offered by Antria and customer needs.

This study contributes by offering recommendations for improving Antria's value proposition to be more relevant to market needs. The application of Value Proposition Design allows startups like Antria to continue to innovate and adjust offerings according to customer needs. This study also suggests that Antria

continue to validate new features to improve customer satisfaction and competitiveness in a competitive market.

Keywords: *value proposition design, startup, queue digitization, value proposition*