

Visual Communication Design-Based Service Strategy for Rattan MSME: Customer Journey and Digital Touchpoints at CV RR International

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File info

Received:

dd/mm/yyyy

Final Revision:

dd/mm/yyyy

Accepted:

dd/mm/yyyy

Keywords:

visual
communication
design,
service design,
digital branding,
customer
journey,
WhatsApp service
blueprint,
rattan MSME

Abstract:

This study identifies the causes of declining purchases at CV RR International and designs a domestic market strategy through a visual communication design-oriented service design approach. The study used a qualitative case study strategy in Cirebon Regency, supported by literature review, field observation, interviews, questionnaires, and documentation. Interviews were conducted with the Director and Head of Production, while the questionnaire involved 28 potential domestic furniture customers, with several open-ended items receiving 26 to 27 responses. The data were analyzed using 5 Why Root Cause Analysis, SWOT analysis, customer journey mapping, Instagram visual communication analysis, and WhatsApp service blueprinting. The results show that the decline in purchases was caused not only by weakening export demand, but also by the company's dependence on foreign buyers, lack of structured domestic market strategy, weak digital branding, absence of a systematic product catalog, and unstandardized customer response flow. Documentation and observation data show that the company has strong production capability, product diversity, and export experience, including shipment planning and international invoice documentation. However, these production strengths had not yet been translated into customer-facing digital service evidence. The proposed strategy positions Instagram as a visual branding and awareness-building touchpoint, while WhatsApp functions as a consultation, ordering, warranty, and after-sales service touchpoint. This study contributes a service design framework for rattan MSMEs by integrating root cause analysis, strategic positioning, visual communication design, and customer experience-based digital touchpoints.

Introduction

Indonesia has abundant rattan resources and plays an important role in the global rattan industry. Rattan is not only a non-timber forest product, but also a material widely used for furniture, handicrafts, and creative industry products with strong economic and cultural value (Qothrunnada, 2021; Subitmele, 2023). During the COVID-19 pandemic, Indonesia ranked third among rattan furniture exporters and was among the top three global rattan exporting countries, with an export share of 6.11%, behind China (45.15%) and Vietnam (12.49%). (Antaranews).



Figure 1. Rattan export data
 Source: Antara News (2020)

The rattan industry also has an important economic role at the regional level. Cirebon is known as one of Indonesia's major rattan craft centers and continues to reach both domestic and international markets. At the same time, the government has encouraged rattan downstreaming as part of a strategic industrial development agenda (ANTARA News, 2020; ASMINDO, 2023). However, despite this potential, the industry still faces several challenges, including unstable raw material supply, export policy changes, and declining furniture exports that have affected many export-oriented businesses (Ahdiat, 2023; Kreator Publikasi, 2024; kumparanBISNIS, 2023).

These conditions were also experienced by CV RR International, a rattan MSME located in Cirebon Regency and used as the case study in this research. The company previously focused on export markets such as Australia, Turkey, and the United States. Before the decline, the company was able to ship around 4–6 containers each month. However, since late 2022, orders decreased significantly to around one container per month or even less. This situation not only affected business continuity and company income, but also led to workforce reduction. The problem was not only related to declining export demand, but also to the company's limited ability to build domestic market communication and customer engagement through digital platforms.

From the perspective of visual communication design, developing a domestic market requires more than simply providing products. Customers also need clear information, attractive visual presentation, consistent branding, and responsive communication before deciding to make a purchase. In this context, Instagram and WhatsApp are not only promotional tools, but also important customer touchpoints that help build awareness, trust, and customer experience.

This study uses a service design approach because it connects customer needs, service processes, and business resources into a more integrated system (Moritz, 2005). Customer journey mapping helps identify customer interactions and touchpoints throughout the service process (Bernard & Andritsos, 2017; Lemon & Verhoef, 2016). Customer experience is also shaped not only by product quality, but by service interaction, communication clarity, and digital evidence provided by the company (Bascur & Rusu, 2020; Bustamante & Rubio, 2017; Keiningham et al., 2020).

Previous studies have applied service design in transportation services and online fresh-food platforms (Andiyani et al., 2015; Wahyudianto et al., 2023). However, studies that combine 5 Why Root Cause Analysis, SWOT analysis, customer journey mapping, visual branding analysis, Instagram and WhatsApp touchpoints, and service blueprinting in the context of a rattan MSME are still limited. This research is therefore relevant to visual communication design because it discusses not only business strategy, but also how visual identity, digital content, catalog information, and customer interaction can strengthen customer trust and support domestic market development.

Based on this background, this study aims to: (1) identify the main factors causing the decline in purchases at CV RR International; (2) analyze the company's digital visual communication problems, especially on Instagram and WhatsApp; (3) design a management and service strategy for domestic

market development through service design; and (4) develop a visual communication-based service system that can improve awareness, trust, and customer interaction.

Theoretical Framework

This section was added to strengthen the relationship between visual communication design theory, research methods, and the proposed strategy. Visual branding is understood as a system of visual elements, message consistency, and customer recognition that supports trust in a product or organization (Wheeler, 2013). In Instagram communication, visual branding can be read through logo consistency, profile identity, color tone, product photography, image composition, typography, caption clarity, catalog structure, and evidence such as customer reviews or production documentation (Soewardikoen, 2021)

Service design is used to connect those visual elements with service processes. The people, props, and processes framework positions service as an interaction among human actors, service evidence, and operational sequences (Stickdorn, 2018). A service blueprint then visualizes customer actions, front-stage interaction, backstage activities, support processes, and digital evidence so that service problems can be translated into actionable improvements (Bitner et al., 2008). Digital touchpoints are also related to multichannel customer experience because customers move across social media, messaging platforms, product catalogs, and direct communication before making a purchase decision (Pantano & Viassone, 2015).

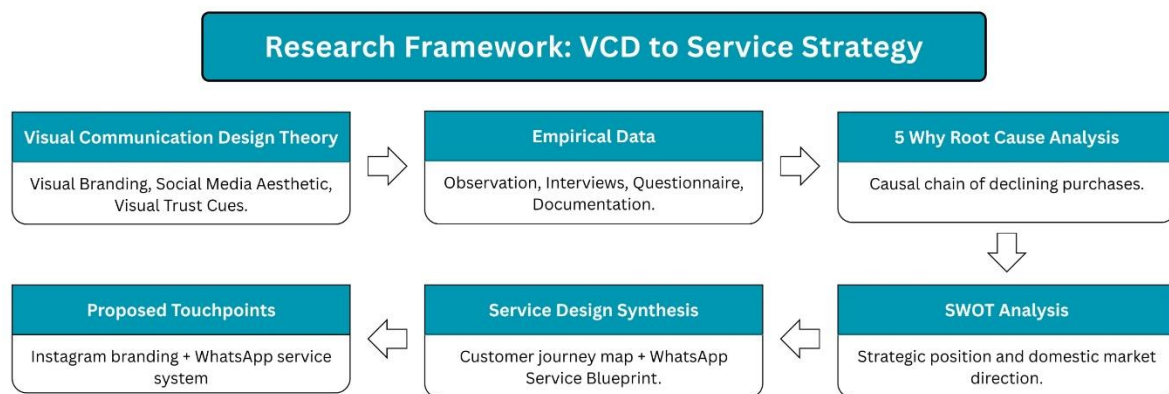


Figure 2. Relationship between theory, method, and strategy
Source: Author documentation.

Figure 2 illustrates how the theoretical framework and empirical methods are connected in this study. Visual communication design theory provides the basis for analyzing Instagram identity, product presentation, catalog clarity, and customer trust cues, while service design theory provides the basis for mapping customer interactions and WhatsApp service flow. The figure clarifies that the final strategy is not only a business recommendation, but a visual communication and service design output based on triangulated research data

Methods

This study used a qualitative approach with a case study method. The qualitative approach was chosen because the research aimed to understand in depth the decline in purchases experienced by a rattan MSME, including business actors' perspectives, market changes, digital communication issues, and the company's strategic needs (Hendryadi et al., 2019). A case study method was applied because

the research focused on one specific company, namely CV RR International, a rattan MSME located in Cirebon Regency (Sekaran & Bougie, 2016)

The research was conducted over six months, from September 2023 to February 2024, in Cirebon Regency, West Java. The population of the study included rattan MSMEs in Cirebon that experienced a decline in exports. The sample was selected purposively, with CV RR International chosen because the company had experienced declining export orders, workforce reduction, and the need to develop a domestic market strategy.

Data collection was carried out through literature review, field observation, in-depth interviews, questionnaires, and documentation. The literature review was used to build the theoretical foundation related to rattan MSMEs, management strategy, service design, visual branding, digital media, customer journey mapping, and customer experience. Field observations focused on production conditions, ordering flow, Instagram usage, customer service responses, product catalog availability, and operational supporting documents. In-depth interviews were conducted with the Director and Head of Production of CV RR International to gain information about the company background, export decline, operational impacts, digital promotion efforts, and domestic market development needs.

Questionnaires were distributed to identify domestic customer needs, furniture purchasing behavior, preferred product information, trust factors in online shopping, service expectations, and negative purchasing experiences. Most questionnaire items were answered by 28 respondents, while several open-ended questions received 26–27 responses. Documentation data included the company's organizational structure, product and production photographs, Instagram screenshots, shipment plans, invoices, and customer specification sheets.

The questionnaire respondents were positioned as potential domestic furniture customers, and their responses were analyzed descriptively rather than statistically. The findings were mainly used to understand customer service needs, particularly related to clear product information, visual proof of quality, customer reviews, warranty information, fast responses, and consistent communication.

Table 1 Data collection instruments and analytical use

Data Source	Information Collected	Use in Analysis
Observation	Production condition, make-to-order workflow, ordering flow, Instagram condition, admin response, catalog availability, and field documentation.	Field evidence for service problems, customer journey map, Instagram visual audit, and WhatsApp service blueprint.
In-depth interviews	Director and Head of Production responses on company profile, export decline, operational impact, buyer-search efforts, digital promotion, and domestic market strategy.	5 Why Root Cause Analysis, SWOT analysis, and strategic problem formulation.
Questionnaire	Customer purchasing channels, furniture needs, trust factors in online buying, required product information, service expectations, unpleasant experiences, and search keywords. Main items were answered by 28 respondents.	Customer needs analysis, digital catalog requirements, Instagram content direction, and WhatsApp response design.
Documentation	Organizational structure, production photos, product photos, Instagram screenshots, shipment plan, invoice, and customer specification sheets.	Verification of company capacity, export experience, product diversity, and visual communication/service evidence.

Source: Author documentation.

Table 1 presents the instruments used to collect and analyze the research data. Each instrument has a different analytical function: observation identifies actual production and service conditions, interviews explain managerial causes and strategic needs, questionnaires reveal customer expectations, and documentation verifies company activities and visual communication problems. The table demonstrates that the study does not rely on a single data source, but uses triangulation to connect internal business conditions with customer-facing service and visual communication needs. Data validity was tested through method triangulation. Interview, observation, questionnaire, visual documentation, and literature review data were compared to ensure consistency of findings, especially regarding export decline, internal strategic weakness, digital brand identity, and the need for a new service system (Soewardikoen, 2021)

Data analysis was conducted in five related stages. First, the 5 Why Root Cause Analysis was used to trace the causal chain behind declining purchases rather than stopping at the symptom of reduced transactions. Second, SWOT analysis was used to connect the root problem with internal strengths and weaknesses as well as external opportunities and threats. Third, Instagram and WhatsApp were analyzed as visual communication and service touchpoints. Fourth, customer journey mapping was used to identify customer stages, pain points, and design responses. Fifth, a service blueprint was developed to translate the strategy into operational service actions through people, props, and processes.

Results and Discussion

Results

General overview of the research object

CV RR International is a rattan MSME located in Blok Maju, Tegalwangi Village, Weru District, Cirebon Regency, West Java. The company was established in 2020 and produces rattan furniture and handicrafts that can be combined with other materials such as wood, iron, aluminum, cushion materials, and synthetic components. The company previously served export-oriented B2B buyers, particularly from Australia, Turkey, and the United States. Interview data show that before the decline, the company could ship approximately 4-6 containers per month; after the decline that began in late 2022, shipments decreased to around one container or less per month. Field documentation also shows that the company has production space, raw material storage, finished products, product specification sheets, shipment planning documents, and invoice records, indicating that its production and export administration have been established.

Table 2. Organizational structure of CV RR International

Name/Unit	Role	Function in the Company
Mamat	Director	Main business decision-maker and company representative
Emmy	Deputy Director	Assists strategic and operational coordination
Dayat	Production Head	Coordinates production activities
Buang	Warehouse Staff	Manages materials and inventory
Yayat, Ahmad, Rudi	Quality Control Team	Checks product quality at internal, external, and final stages
Nina	Marketing	Manages buyer communication and marketing activities
Atta	Purchasing	Handles material and supporting purchase needs



Lani, Jono, Jaing, Rohim	Finishing, Foreman, Cushion, Documentation	Support finishing, production supervision, cushion work, and documents
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Source: CV. RR International

Table 2 shows that CV RR International already has a functional organizational structure, including management, production, marketing, purchasing, finishing, warehousing, documentation, quality control, and supervisory roles. This structure indicates that the company has internal production capacity and division of labor, but the organizational system has not yet been fully translated into customer-facing digital services. For this reason, the table supports the argument that the main weakness is not the absence of production resources, but the absence of structured digital communication, catalog management, and service procedures for the domestic market.

Initial observation showed an imbalance between production strength and market communication weakness. The company had product quality control activities, production documentation, and experience in handling custom export orders, but these strengths were not yet converted into systematic digital service evidence for domestic customers. The Instagram account was still mixed with personal and operational content, the company did not yet have a structured digital catalog, and customer responses were handled manually without a dedicated admin or response SOP. This condition reduced brand clarity and made it difficult for domestic customers to evaluate products, materials, prices, dimensions, warranty, and ordering procedures before making inquiries.



Figure 3. Earlier Instagram feed condition

Source: Author documentation.

Figure 3 shows the earlier condition of the company's Instagram feed, where product documentation, loading activities, personal images, informal screenshots, and non-business content appeared in one visual space. From a visual communication design perspective, this mixed content weakens brand recognition because potential customers may find it difficult to distinguish between personal documentation and official business communication. The figure therefore supports the need to separate personal and business identity, organize product categories, and use Instagram as a consistent visual branding touchpoint.

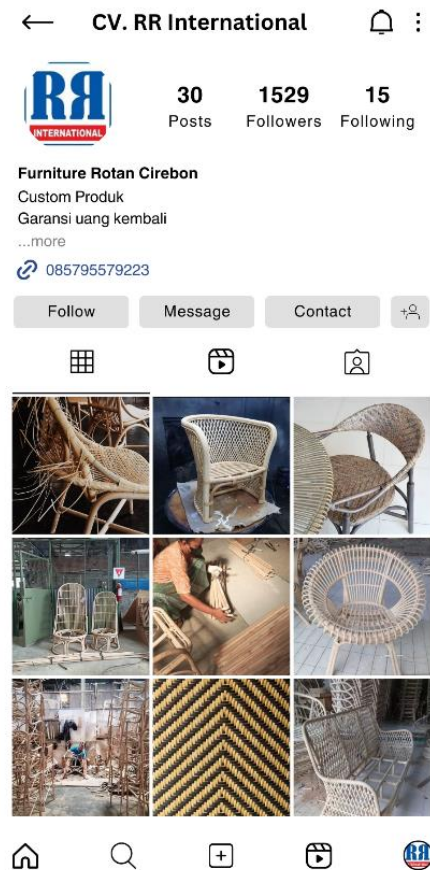


Figure 4. Proposed Instagram profile design
Source: Author documentation.

Figure 4 presents the proposed direction for a more professional Instagram profile as a digital brand touchpoint. The profile should make the company identity, product category, contact access, WhatsApp link, and visual product evidence more visible to customers. This figure is important because the questionnaire findings show that customers need clear information, product quality evidence, reviews, and responsive communication before making a purchase decision. Therefore, the proposed Instagram profile is positioned as the awareness and trust-building stage in the customer journey.

Table 3. Instagram visual communication analysis

Visual Aspect	Observed Problem	Recommended Revision
Brand identity	Business identity was mixed with personal content, reducing professional credibility.	Separate official business account from personal content; use consistent logo, business name, and profile description.
Product photography	Product and loading images were not consistently framed as catalog or branding content.	Use standardized product angles, clean backgrounds, detail shots of weaving/materials, and usage-context photos.
Composition and feed order	The feed did not clearly guide customers from product recognition to product information.	Organize content into product categories, behind-the-scenes craft authenticity, customer reviews, FAQ, and ordering guidance.

Color and typography	Visual identity did not yet show a consistent color palette, font system, or information hierarchy.	Develop simple brand guidelines for color, typography, caption format, highlight icons, and catalog covers.
Trust cues	Customer assurance was not visible enough in the Instagram profile.	Add warranty information, reviews, production process evidence, return policy, and WhatsApp response promise.

Source: Author analysis.

Table 3 identifies the main visual communication problems found in the company's Instagram use and translates them into concrete design recommendations. The table shows that problems such as mixed personal-business identity, inconsistent product photography, unclear caption structure, and weak trust cues can reduce customer confidence. The recommended revisions are intended to improve the account as an official brand medium, not merely as a place to upload production documentation. By improving logo use, image consistency, product categorization, caption information, and review/warranty evidence, Instagram can become a stronger entry point for domestic customers.

Table 4. Complete 5 Why Root Cause Analysis chain

Why Level	Question	Finding
Problem	Why did purchases decline from 4-6 containers per month to around one container or less?	Export orders weakened and the company did not have sufficient domestic orders to replace them.
Why 1	Why did domestic orders not compensate for export decline?	The company had not developed a structured domestic market strategy.
Why 2	Why was the domestic strategy not structured?	The company did not yet manage official digital touchpoints consistently and did not have a clear customer service flow.
Why 3	Why were digital touchpoints and service flow weak?	Instagram was not yet managed as a professional visual branding medium, and WhatsApp communication lacked catalog, response templates, warranty information, and trust evidence.
Why 4	Why were Instagram and WhatsApp not developed as integrated touchpoints?	The company had limited experience in visual communication design, digital service management, and domestic customer experience planning.
Root Cause	What is the underlying cause?	The core cause is limited strategic and design-based service capability to translate strong rattan production potential into credible domestic market communication and service experience.

Source: Author analysis.

Table 4 presents the complete causal chain of the purchasing decline using the 5 Why Root Cause Analysis. The table begins with the visible symptom, namely the decrease in shipments from around 4-6 containers per month to approximately one container or less, and then traces the managerial causes behind the decline. The analysis shows that reduced export orders are only the initial trigger, while the deeper problem lies in export dependence, limited domestic market development, weak

digital communication, and the absence of structured service touchpoints. This table therefore becomes the bridge between the business problem and the proposed visual communication-based service strategy.

SWOT analysis results

Internal analysis shows that CV RR International possesses several strengths: product diversity, custom production, mixed-material capability, flexible negotiation, and quality control. Its weaknesses include the absence of a consistent official digital platform, limited strategic management capacity, insufficient innovation in digital service, and reliance on manual processes. External opportunities include the eco-friendly product trend, domestic interior and craft market potential, and customer interest in custom products. Threats include declining brand attention, export-related policy risks, raw-material constraints, and competitors that communicate their products more professionally.

Table 5. SWOT analysis with visual communication implications

SWOT Dimension	Key Findings	Visual Communication/Service Implication
Strengths	Product diversity, custom orders, mixed materials, logo printing, quality control	Use these strengths as visual proof in catalogs, reels, feed posts, and WhatsApp product explanations.
Weaknesses	No consistent official digital platform, weak service system, limited digital branding	Develop brand guidelines, Instagram content pillars, product catalog, and response templates.
Opportunities	Eco-friendly trend, domestic market growth, interest in custom rattan products	Frame rattan as natural, durable, customizable, and suitable for home/business interiors.
Threats	Declining awareness, export uncertainty, raw-material quality, price competition	Build trust through visible production process, reviews, warranty, and clear service assurance.
Strategic Direction	Custom and mixed-material products with consistent quality	Position Instagram for awareness and visual trust; position WhatsApp for consultation and order conversion.

Source: Author analysis.

Table 5 summarizes the internal strengths and weaknesses of CV RR International and relates them to external opportunities and threats. The company has strengths in product variety, custom orders, mixed-material production, and quality control, but these strengths are not yet communicated effectively through digital media and service evidence. The table also shows that the domestic market opportunity can be approached through visual branding, catalog clarity, customer reviews, warranty communication, and responsive WhatsApp service. Thus, the SWOT analysis does not stop at business positioning, but is converted into visual communication and service design implications.

Questionnaire and Customer Needs Summary

The questionnaire results show that domestic furniture customers combine digital and physical purchasing behavior. A total of 60.7% of respondents stated that they purchased furniture through both offline and online channels, while 28.6% preferred offline channels and 10.7% preferred online channels. Regarding furniture needs, 71.4% prioritized furniture whose function and form were appropriate to the price, 17.9% emphasized strength and durability, and 10.7% emphasized function and affordable price. Trust in online purchasing was built through several factors: 42.9% of respondents selected the combined importance of good product quality, warranty, buyer reviews, and

consistency between visual claims and actual products; 35.7% emphasized buyer reviews; and 17.9% emphasized good product quality. Open-ended responses also show that customers need clear information about price, size, material, durability, shipping cost, design, product details, and product quality before purchasing furniture.

Table 6. Questionnaire results and customer needs summary

Questionnaire Aspect	Result	Design Implication
Respondent number	Most main questions were answered by 28 respondents; several open-ended questions received 26-27 responses.	The results provide descriptive customer insight for service design rather than statistical generalization.
Purchasing channel	60.7% used both offline and online channels; 28.6% preferred offline; 10.7% preferred online.	Instagram and WhatsApp should support information search and inquiry, while still acknowledging customers who need physical/offline assurance.
Preferred furniture value	71.4% preferred furniture whose function and form fit the price; 17.9% prioritized strength and durability; 10.7% emphasized function and affordability.	Product posts and catalogs need to show function, form, durability, material, size, and price suitability.
Online trust factors	42.9% chose combined trust factors: product quality, warranty, buyer reviews, and consistency between image, price, and actual product; 35.7% emphasized buyer reviews; 17.9% emphasized product quality.	Instagram should display product evidence and buyer reviews; WhatsApp should provide warranty and confirmation information.
Information needed	Customers requested price, dimensions, material, durability, shipping cost, function, design, and complete product details.	A structured digital catalog is needed so customers can compare products before contacting the company.
Service expectations and pain points	Good service was associated with fast response, friendliness, clear explanation, polite communication, neat delivery, and consistent answers. Bad experiences included product mismatch, damaged parts, slow response, and unfriendly sellers.	WhatsApp service needs greeting templates, response SOP, complaint handling, warranty explanation, and after-sales follow-up.

Source: Questionnaire data.

Table 6 summarizes the questionnaire findings that are most relevant to the proposed service design. The results show that customers use both offline and online channels, evaluate furniture based on function, form, price suitability, durability, and product quality, and need detailed information before purchasing. The table also shows that trust in online purchasing is shaped by product quality, buyer reviews, warranty, clear images, and consistency between advertised and received products. These findings justify the need for a structured digital catalog, consistent Instagram product

presentation, and WhatsApp response templates that provide clear product, price, material, size, delivery, warranty, and after-sales information.

Service Design Results

The service design synthesis connects customer needs, service resources, and operational processes. The questionnaire shows that customers require complete product information, trust evidence, and responsive communication before purchasing furniture. Interview and observation data show that the company has production capability and export experience, but its customer-facing digital system is not yet structured. Therefore, Instagram and WhatsApp were selected as the main touchpoints. Instagram is positioned as a visual branding medium that displays product categories, material details, craft authenticity, buyer reviews, production proof, and business identity. WhatsApp is positioned as a direct service channel for greeting, product consultation, catalog sharing, price and dimension explanation, order confirmation, warranty information, complaint handling, and after-sales follow-up.

Table 7. Domestic customer journey map

Journey Stage	Customer Action	Pain Point	Design Response	Primary Touchpoint
Awareness	Sees product or brand through Instagram/search/referral	Brand identity is not clear; product value is not immediately visible	Use official profile, consistent logo, bio, product categories, and visual proof of craft quality	Instagram
Consideration	Checks product photos, materials, size, price range, and reviews	Catalog and trust evidence are incomplete	Provide catalog highlights, product details, warranty, reviews, and production-process posts	Instagram + Catalog
Inquiry	Contacts the company for price, customization, stock, and delivery	Response may be inconsistent or incomplete	Use WhatsApp greeting, FAQ, response templates, and product recommendation flow	WhatsApp
Order	Confirms product specification, payment, and production timeline	Uncertainty about order terms and warranty	Send order summary, invoice, production duration, warranty, and return information	WhatsApp
Production/Delivery	Waits for updates and shipment	Lack of progress	Send scheduled production	WhatsApp

		information may reduce trust	updates and delivery confirmation	
Post-purchase	Evaluates product and service	Reviews are not systematically collected	Request review, collect testimonials, and invite repeat orders	WhatsApp + Instagram

Source: Author analysis.

Table 7 maps the domestic customer journey from the first stage of awareness to after-sales evaluation. The table shows that each stage has a specific pain point: unclear brand identity at the awareness stage, incomplete product information at the consideration stage, unstandardized response at the inquiry stage, limited assurance at the ordering stage, and weak feedback collection after purchase. The design responses are therefore directed toward improving Instagram as a brand-awareness platform, using a digital catalog to support consideration, applying WhatsApp response standards for inquiry and order confirmation, and collecting reviews after purchase. This journey map helps translate customer needs into concrete digital touchpoints.

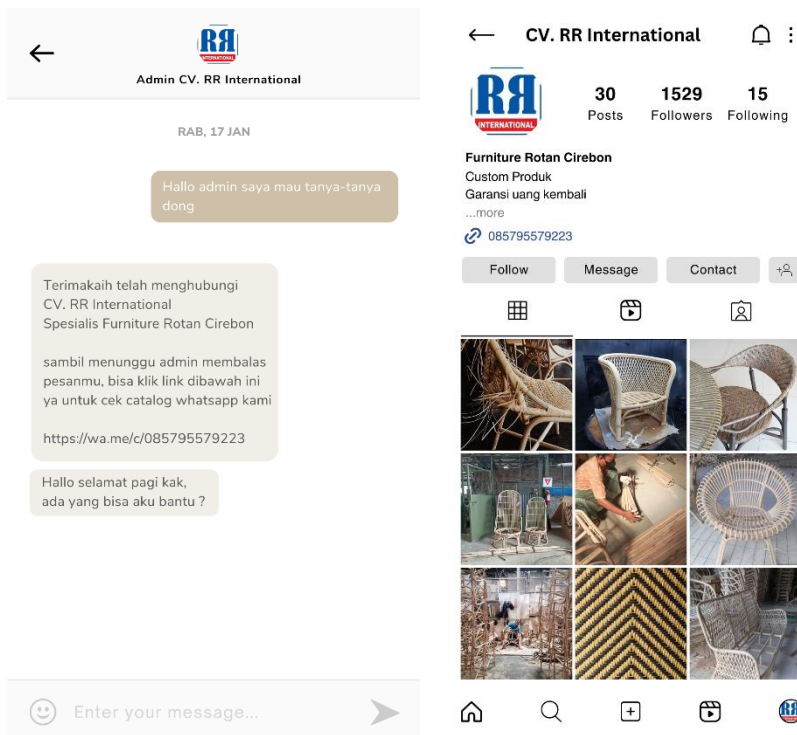


Figure 5. WhatsApp greeting and automated response

Source: Author documentation

Figure 5 shows the role of a standardized WhatsApp greeting as the first visible service evidence when a customer contacts the company. A greeting message is not merely a communication formality; it guides customers toward product categories, catalog access, consultation, order information, and follow-up steps. This figure supports the argument that WhatsApp can become a structured conversion touchpoint when its responses are standardized, informative, and connected to the product catalog and warranty information. The greeting also reduces customer uncertainty because the customer immediately receives direction instead of waiting for inconsistent manual replies.

Table 8. WhatsApp service blueprint

Service Layer	Step 1: Entry	Step 2: Inquiry	Step 3: Catalog	Step 4: Order	Step 5: After-sales
Customer actions	Clicks WhatsApp link from Instagram bio	Asks product, price, size, customization	Reviews catalog and chooses model	Confirms order, payment, and production timeline	Receives delivery, warranty, review request
Front-stage service	Automated greeting introduces CV RR International	Admin answers using friendly response template	Admin sends catalog, product details, and material explanation	Admin sends invoice, order summary, and payment confirmation	Admin checks satisfaction and handles complaints
Back-stage process	WhatsApp database records inquiry source	Admin classifies customer needs and product category	Catalog and price data are updated by marketing/admin	Production and documentation teams receive order details	Review/testimonial is documented for Instagram content
Support process/processes	Instagram bio link, business profile, FAQ highlight	Response template, product knowledge sheet	Digital catalog, size/material guide, warranty information	Invoice template, production schedule, delivery partner	Warranty form, return SOP, review template

Source: Author analysis.

Table 8 presents the proposed WhatsApp service blueprint in a readable table format. The blueprint separates customer actions, frontstage admin responses, backstage preparation, physical evidence, and possible failure points across the service process. This separation is important because the observation findings show that customer communication was previously handled manually, without a dedicated admin or response SOP. Through this blueprint, WhatsApp service can be transformed into a more systematic flow covering greeting, inquiry, catalog delivery, consultation, order confirmation, production updates, delivery information, warranty explanation, and after-sales review collection.

Among the proposed alternatives, strengthening WhatsApp as the main conversion touchpoint supported by professional Instagram branding is the most realistic short-term strategy. The strategy responds directly to questionnaire findings, which show that customers value fast response, clear information, buyer reviews, warranty, product quality, and consistency between digital images and the actual product. It also responds to field observations showing that the company lacks a structured catalog and service SOP.

Discussion

The findings indicate that the decline in purchases at CV RR International cannot be explained only as a consequence of weakening furniture and handicraft exports. Interview data confirm that the decline was triggered by reduced foreign orders, global economic pressure, inflation, and buyer order cancellations. However, the problem became more severe because the company did not yet have a structured domestic market strategy, official digital branding, product catalog, or standardized

customer response system. This means that the core issue is not product capability, but the gap between production strength and customer-facing visual communication/service evidence.

The main contribution of this study is the repositioning of MSME management strategy as a visual communication design problem. The company's challenge is not only how to sell rattan products, but how to communicate material quality, product variation, custom capability, warranty, production credibility, and service reliability through visual touchpoints. The Instagram analysis shows that inconsistent brand identity, mixed personal-business content, weak feed organization, and limited trust cues can reduce the perceived professionalism of a craft MSME.

Compared with Andiyani et al. (2015), who applied service design to transportation service improvement, this study applies service design to a craft MSME that needs to shift from export dependence to domestic customer experience. Compared with Wahyudianto et al. (2023), who discussed service design for online fresh-food service accessibility, this study emphasizes the role of visual branding, Instagram content, WhatsApp consultation, and customer trust evidence in a rattan furniture and handicraft context. The research gap is therefore addressed by connecting service design with visual communication design artifacts.

The people, props, and processes framework helps explain the proposed transformation. The people dimension involves business owners, admins, artisans, and domestic customers. The props dimension involves logo, Instagram profile, product photos, catalog, WhatsApp greeting, warranty statement, invoice, and customer reviews. The processes dimension involves inquiry response, catalog delivery, product consultation, order confirmation, production update, delivery coordination, and after-sales communication. This framework makes the proposed strategy operational rather than only conceptual.

Instagram and WhatsApp have different but complementary roles. Instagram should function as an awareness and trust-building medium by presenting brand identity, product categories, material authenticity, customer reviews, and production evidence. WhatsApp should function as a personal interaction and conversion medium by supporting consultation, negotiation, order confirmation, and after-sales service. Their integration can reduce uncertainty because customers see visual proof on Instagram and receive direct assurance through WhatsApp.

Nevertheless, Instagram and WhatsApp should not be treated as universal solutions for all customer segments. Some domestic customers may have limited digital literacy, prefer marketplace protection, or require more formal B2B channels such as a website, proposal document, company profile, showroom visit, or procurement document. For high-value B2B orders, WhatsApp may need to be supported by formal quotation letters, technical specifications, product samples, and contractual documents.

Theoretically, this study extends service design application to the rattan MSME context by integrating 5 Why RCA, SWOT, visual communication analysis, customer journey mapping, and service blueprinting into one framework. Practically, the study gives CV RR International a step-by-step basis for improving domestic market communication: separate business and personal media, build consistent Instagram branding, create a product catalog, use WhatsApp templates, communicate warranty and return policy, and collect customer reviews as visual trust evidence.

Conclusion

This study concludes that the decline in purchases at CV RR International was caused not only by weakening export demand, but also by the company's dependence on foreign buyers and lack of an adaptive domestic market strategy. Interview findings show that orders declined after late 2022, reducing shipments from around 4-6 containers per month to approximately one container or less. Observation and documentation findings show that the company still has strong production capability,

product diversity, custom-order capacity, and export administration experience. However, these strengths had not yet been supported by professional digital branding, structured product catalog, standardized customer service flow, and customer-facing visual evidence.

The proposed strategy positions Instagram and WhatsApp as integrated customer touchpoints. Instagram is used to build awareness and trust through consistent brand identity, product photography, catalog organization, customer reviews, and production-process evidence. WhatsApp is used to facilitate consultation, customization, order confirmation, payment information, production updates, warranty communication, and post-purchase review collection. Together, these touchpoints support a more structured customer journey and service blueprint. The study contributes a visual communication design-based service strategy for rattan MSMEs by integrating 5 Why Root Cause Analysis, SWOT, customer journey mapping, Instagram visual analysis, and WhatsApp service blueprinting. The framework can help craft-based MSMEs shift from production-centered logic to customer-experience-centered logic.

This study has limitations. It uses a single-case design at CV RR International, so the findings cannot be generalized to all rattan MSMEs without further comparative research. The questionnaire was analyzed descriptively and focused on customer needs and service expectations, while more detailed demographic segmentation such as age, occupation, and domicile can be expanded in future studies. The proposed Instagram and WhatsApp service system also remains a strategic design recommendation and still requires implementation testing, usability evaluation, and longer-term measurement of customer response, sales conversion, and domestic market growth. Future research can compare several rattan MSMEs, test digital catalog prototypes, and evaluate how visual branding consistency influences customer trust in craft-based furniture businesses.

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