

Business Development Through a Service Blueprint Approach to Improve Operational Efficiency and Customer Satisfaction at Ella Digital Printing

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ABSTRACT

This research is motivated by the need to improve operational efficiency and service quality at Ella Digital Printing, which still faces obstacles in the form of unstructured workflows, overlapping employee tasks, and the absence of standard service procedures. This research aims to develop a Service Blueprint as an effort to improve operational efficiency and customer satisfaction at Ella Digital Printing. This research uses the Research and Development (R&D) method with stages of analysis, design, development, implementation, and evaluation. The analysis stage is carried out through observation, interviews, and questionnaires to identify problems and service needs. The design stage produces a Service Blueprint and service SOP which are then validated by management experts, work system design experts, and practitioners with a very feasible category. The implementation results show that the Service Blueprint can be implemented well even though it requires initial adaptation from employees. Evaluation through customer questionnaires shows an increase in operational efficiency and customer satisfaction, especially in aspects of service speed, clarity of process flow, and print quality. This study concludes that the development of the Service Blueprint is effective as a business development approach to improve operational efficiency and customer satisfaction at Ella Digital Printing. This research is recommended to be further developed on a wider business object and scale to obtain more comprehensive results.

Keywords: Service Blueprint, Operational Efficiency, Customer Satisfaction, Business Development, Digital Printing

INTRODUCTION

The creative industry in Indonesia is showing significant growth, particularly in the digital printing services subsector. The growing demand among the public and businesses for fast, high-quality, and varied visual promotional media is driving the growth of digital printing businesses, particularly among micro, small, and medium enterprises (MSMEs). Digital printing is a relevant solution to meet the need for flexible and efficient visual communication in the digital era.

Ella Digital Printing is a digital printing service provider in Kendari City that serves various customer segments, from students, MSMEs, to government agencies. The diverse range of services offered, such as banners, stickers, invitations, posters, and business cards, along with its strategic location, provides opportunities for this business to continue growing and strengthen its competitiveness in the local market. An ideal digital printing service provider is required to have an efficient work system oriented towards customer satisfaction. The service process, from ordering and design consultations to production and delivery of printed products, must take place in a structured and documented flow. Speed of service, punctuality, print quality, and staff professionalism are key indicators of service quality. A well-organized work system enables the company to maintain service consistency, increase productivity, and build sustainable customer loyalty.

Ella Digital Printing's operational conditions demonstrate a gap between ideal service standards and on-the-

ground practices, characterized by unstructured, undocumented service processes, and a lack of clear front-stage and back-stage role divisions. Employees often juggle multiple tasks without systematic coordination, order recording is still done manually, and there is no prioritization or job tracking system in place, resulting in overlapping work, service delays, and an increased risk of production errors, especially during surges in demand. The absence of SOPs, weak internal coordination, minimal use of technology, and the lack of a customer feedback mechanism result in reactive operations that are unable to support sustainable service efficiency. This condition has a direct impact on customer dissatisfaction, which has the potential to reduce trust, damage the business's reputation, and hinder long-term growth amidst increasingly competitive business conditions.

Efforts to address operational issues in digital printing businesses can be achieved through systematic service process redesign based on an analysis of actual conditions. One relevant approach is the implementation of a Service Blueprint, a service visualization method that maps customer interactions with service providers, as well as internal activities and supporting elements within the overall service flow (Bitner et al., 2008).

Various studies have shown that improving operational efficiency and customer satisfaction are key factors in the success of digital printing businesses. Implementing a Service Blueprint is a strategic solution for improving operational efficiency in the digital printing industry (Marcell et al., 2024).

In line with the development of MSME-based service businesses, strengthening efficient and structured service systems is a crucial factor in increasing business competitiveness. Rakib (2024) emphasized that the use of business innovation and systematic work process management contribute significantly to increasing operational efficiency and sustainability of small businesses. Therefore, implementing a Service Blueprint in digital printing businesses is seen as a strategic approach to improving service flow, minimizing process inefficiencies, and sustainably increasing customer satisfaction.

LITERATURE REVIEW

Entrepreneurship

Entrepreneurship is a crucial pillar of innovation- and efficiency-based economic development, particularly in the micro, small, and medium enterprise (MSME) sector. The role of entrepreneurship encompasses not only business establishment but also sustainable business management and development. Digital business literacy and self-efficacy are crucial factors in shaping entrepreneurs who are adaptive to technological developments. Asrib et al. (2023) emphasized that digital business literacy and self-efficacy significantly influence entrepreneurial intentions, demonstrating that business success is determined not only by capital but also by individual abilities and technological mastery.

The use of technology in business management is becoming increasingly important as customer demands for fast and standardized service increase. Service digitalization plays a strategic role in improving operational efficiency, while digital literacy and business innovation are key to creating competitive advantage for MSMEs, particularly in service industries such as digital printing (Rakib, Azis, Azis, et al., 2023).

An entrepreneurial orientation based on competitive advantage plays a role in driving the success of small businesses (Rakib et al., 2022). In the context of Ella Digital Printing, this advantage can be built through fast and precise service by improving operational processes using a Service Blueprint approach, thereby minimizing service barriers and increasing customer satisfaction.

Entrepreneurial appeal is a crucial aspect of business development, with service factors, aesthetic value, and modern business management significantly influencing customer experience (Rakib, 2024). Furthermore, successful business development is also determined by the entrepreneur's personal leadership and self-confidence, as self-leadership and self-efficacy have been shown to foster the entrepreneurial creativity needed to create service innovations responsive to market changes (Rakib, et al., 2023). In the context of Ella Digital Printing, the application of a Service Blueprint approach is a relevant strategy for designing a more structured, efficient, and customer-experience-oriented service system.

Rakib et al. (2022) stated that the success of small businesses is determined not only by entrepreneurial orientation and the competence of the entrepreneur, but also by the ability to build efficient and standardized work systems. In the context of digital printing services, a structured service system through the implementation of a Service Blueprint is a form of implementing an entrepreneurial orientation based on competitive advantage. Improved workflows and clarity of service processes enable businesses to simultaneously increase productivity, service consistency, and customer satisfaction.

Development

Research and Development (R&D) is a research method aimed at producing new products or improving existing ones, as well as testing their effectiveness in use. Research and Development (R&D) is a systematic research approach aimed at producing practical and validated products through iterative development and evaluation stages. The study reinforces that R&D is not merely a procedural checklist, but a methodical process requiring iterative refinement to ensure the product's validity and utility. Such a structured process is particularly beneficial in contexts where the goal is to improve service delivery or product outcomes based on empirical evidence. This method focuses not only on the product creation process but also on testing the product's usefulness in real-world contexts. Therefore, research and development serves as a bridge between theory and practice, allowing the resulting theoretical knowledge to be directly applied in developing applicable solutions. The basic concept of research and development emphasizes systematic and structured implementation through the stages of product planning, development, and evaluation. This approach aims to bridge the gap between theory and real-world application by translating scientific findings into practical solutions that are relevant and beneficial to users. With its dynamic and iterative process, research and development plays a crucial role in driving innovation and increasing efficiency in various fields, including education, industry, and technology.

Service Blueprint

Service Blueprints were first introduced by G. Lynn Shostack through the Harvard Business Review in 1984 as a tool for visually mapping service processes to design, document, and improve service quality. A Service Blueprint is a diagram that comprehensively depicts the relationships between all service components, from customers to the internal activities of service providers. As a managerial tool, Service Blueprints are used to analyze and manage service processes to make them more effective and oriented towards improving customer experience (Bitner et al., 2008). In the context of the digital printing industry, the application of Service Blueprints helps companies identify each stage of service, from order receipt to product delivery, while clarifying the points of interaction between customers and service providers, which play a crucial role in shaping customer perceptions of overall service quality.

A Service Blueprint consists of five interconnected main components that form the basic structure of a service process map. These five components play a crucial role in describing the overall customer experience, interactions with service providers, and the internal processes that support service continuity.

According to Bitner et al. (2016), service design acts as a strategic innovation approach by shifting organizations from a product-centric model to a human-centric model and the creation of shared value. It facilitates innovation in technology startups and conventional companies by leveraging tools such as user journey mapping to align service systems with user needs, create new value propositions, and enhance competitive differentiation.

Operational Efficiency

Operational efficiency is an organization's ability to optimally utilize resources to produce maximum output with minimal use of costs, time, and energy. Operational efficiency in service organizations is closely associated with process optimization, resource utilization, and service consistency. Wang et al. (2012) argue that effective operational management enhances service performance by minimizing process variability and improving coordination across functional units. In service-based businesses, efficiency is not limited to cost reduction but extends to reducing service delays, eliminating redundant procedures, and improving responsiveness. Consequently, operational efficiency becomes a strategic capability that directly influences organizational performance and customer perception. Research by Amissah et al. (2024) shows that implementing good quality

control in digital printing businesses can increase production efficiency and reduce waste, thereby supporting the achievement of more effective operational performance.

Research conducted by Rafiki & Pratama (2024) shows that service efficiency has a significant influence on customer satisfaction levels. The study explains that timeliness of service, speed of processing, and effective work coordination are the main factors shaping positive customer perceptions of service quality. The results of this study confirm that operational efficiency is not only related to internal resource savings but also contributes directly to increased customer satisfaction. Therefore, implementing a structured service system, such as through the use of a Service Blueprint, is a relevant strategy for improving operational performance while strengthening the customer experience.

In line with these findings, operational efficiency refers to a company's ability to optimally utilize resources through the application of appropriate technology, effective time management, and strict quality control. Operational efficiency not only increases internal productivity but also has a direct impact on customer satisfaction, thus becoming the main focus of this study.

Customer Satisfaction

Customer satisfaction is a measure of the extent to which a product or service meets or exceeds customer expectations. In the digital printing industry, customer satisfaction is heavily influenced by product quality, speed of service, and interaction with staff. Service quality dimensions such as reliability, responsiveness, assurance, empathy, and tangibles significantly influence customer satisfaction levels in digital printing services (Setiono & Hidayat, 2022). This finding aligns with the conceptual framework in this study, which argues that improving service quality will impact customer perceptions of the overall service experience.

Supporting this perspective, Fida et al. (2020)(Setiawan et al., 2025) empirically confirmed that service quality and work efficiency have a direct and significant effect on customer satisfaction, which acts as a mediating variable in increasing customer loyalty. The findings emphasize that efficiency in service delivery—such as faster processing time, accuracy of service execution, and systematic work coordination—enhances customers' overall satisfaction levels. In the context of digital printing services, this relationship becomes particularly relevant because customers highly value timeliness and precision in print results. Thus, operational improvements through a structured Service Blueprint approach are theoretically and empirically justified.

Based on a literature review, implementing a Service Blueprint plays a crucial role in improving operational efficiency by comprehensively mapping service processes, both visible and invisible to customers. This visualization helps companies identify service bottlenecks and inefficiencies, allowing for more structured and targeted improvements.

METHODS

This research uses the Research and Development (R&D) method which aims to produce products in the form of Service Blueprints and standard operating procedures (SOPs) for services to improve the quality of service at the Ella Digital Printing business.

This study used a mixed method approach that combines qualitative and quantitative data with an exploratory sequential design. This design begins with the collection and analysis of qualitative data, followed by quantitative data collection to strengthen and test the initial findings

A qualitative approach was used in the initial stages, particularly in the Analysis and Development stage, where researchers conducted observations, interviews, and needs analysis to identify service issues, then obtained input from validators or experts. The data obtained at this stage was descriptive in nature, consisting of narratives, field notes, and expert comments. A quantitative approach was used in the Evaluation stage, which involved testing the product with customers through a questionnaire. The collected quantitative data were analyzed using descriptive statistics, such as Likert scales, average calculations, and percentages, to determine the effectiveness of the Service Blueprint implementation in improving operational efficiency and customer satisfaction.

This study used a mixed methods design without hypothesis formulation because it focused on developing and evaluating product effectiveness in the form of Service Blueprints and standard operating procedures (SOPs), not on testing relationships between variables. Quantitative data was used descriptively as a measure of operational efficiency and customer satisfaction, not for hypothesis testing.

Development Procedure

This study uses a research and development (R&D) procedure with the ADDIE (Analysis, Design, Development, Implementation, and Evaluation) model. The ADDIE model was chosen because it is systematic, simple, and relevant for producing a Service Blueprint and Standard Operating Procedures (SOPs) for the Ella Digital Printing business.

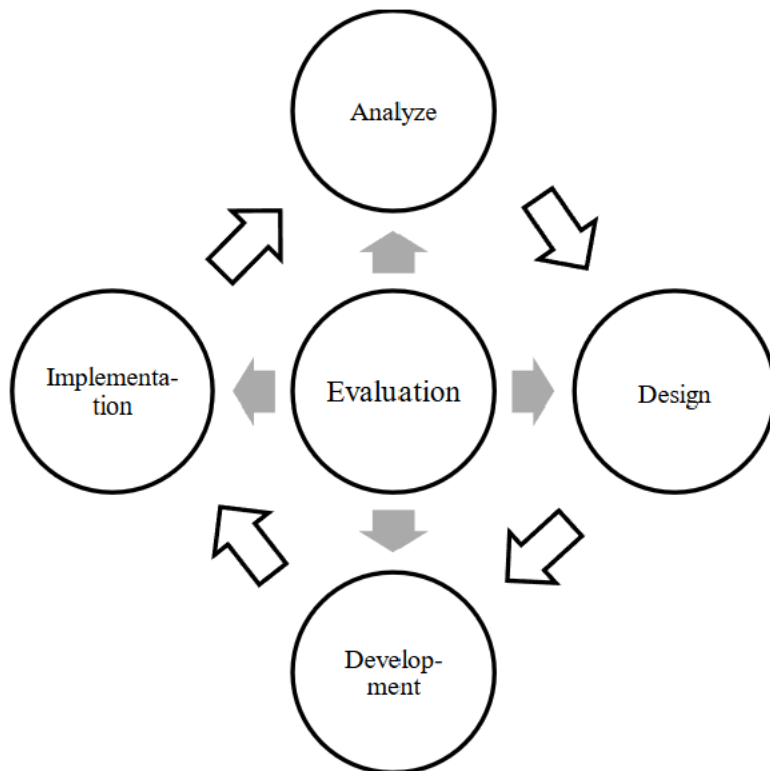


Figure 1 Addie Model Chart

1. Analyze (Needs Analysis)

At this stage, problems were identified through observations of the service process, interviews with the owner and employees, and distribution of initial questionnaires to customers. The analysis revealed service weaknesses, such as the lack of SOPs, unstructured workflows, and customer dissatisfaction, which served as the basis for product design.

2. Design (Product Design)

The design stage involved developing a Service Blueprint that mapped out customer interaction flows, frontstage and backstage activities, and internal system support. A draft service SOP was also developed at this stage as the initial standard operating procedure.

3. Development (Product Development)

The designed Service Blueprint and SOP were then validated by experts and practitioners in the fields of service management and digital printing. Input from the validators was used to refine the product to ensure it was feasible and ready for testing.

4. Implementation (Product Implementation)

The implementation stage was conducted through a limited trial by implementing the Service Blueprint and SOP at Ella Digital Printing. The trial aimed to assess the feasibility of the service flow, employee readiness, and customer response to service changes.

Subjects and Objects of Research

The subjects of this study include the owners, employees, and customers of Ella Digital Printing who are directly involved in the service process. The owners and employees were chosen as subjects because they play a role in implementing operations and providing information related to workflows and service constraints, while customers act as service recipients who assess service quality and satisfaction. The object of this study is a development product in the form of a Service Blueprint and standard operating procedures (SOP) designed to map the service flow comprehensively, including customer activities, frontstage, backstage, supporting processes, and physical evidence as a guideline for service standards at Ella Digital Printing.

Test Subjects

The trial subjects of this research aimed to ensure that the Service Blueprint and SOP products were theoretically valid, operationally feasible, and effective in improving service quality. The trial subjects included experts and practitioners as validators to assess product feasibility, the owners and employees of Ella Digital Printing as limited trial subjects in operational implementation, and customers as field trial subjects who assessed the product's effectiveness through a satisfaction questionnaire. The involvement of these three groups enabled the acquisition of comprehensive data from academic, operational, and customer experience aspects.

Data Type

The data types in this study consist of primary and secondary data. Primary data were obtained directly through service process observations, interviews with owners and employees, expert validation of Service Blueprints and SOPs, and customer questionnaires to assess service satisfaction and effectiveness after product implementation. Meanwhile, secondary data were sourced from Ella Digital Printing's internal documents, such as order records, operational data, and customer complaints, as well as literature in the form of books, journals, and relevant previous research to strengthen the theoretical foundation and validate field findings.

Data Collection Technique

The data collection techniques in this study were adapted to the ADDIE stages and aimed to analyze needs, validate the Service Blueprint product and SOP, and evaluate the product's effectiveness on operational efficiency and customer satisfaction. Data were collected through non-participatory observation at the analysis and implementation stage to identify service flows and operational constraints, semi-structured interviews with owners and employees at the analysis and development stage to explore service problems and needs, and expert validation sheets at the development stage to assess product feasibility using a Likert scale. Product evaluation was conducted through customer questionnaires at the evaluation stage to assess operational efficiency and customer satisfaction, and implementation observation sheets during the trial to monitor the implementation of the Service Blueprint in operational practice.

Data Analysis Techniques

The data analysis in this study aims to assess the feasibility and effectiveness of the implementation of Service Blueprints on operational efficiency and customer satisfaction using the ADDIE Research and Development (R&D) model approach. The analysis was conducted through qualitative and quantitative analysis. Qualitative data obtained from observations, interviews, and documents were analyzed through the stages of data reduction, data presentation, and drawing conclusions as a basis for product design at the analysis and design stage. Expert validation data was analyzed descriptively quantitatively by calculating the average score and feasibility percentage to determine the level of product feasibility. Furthermore, customer questionnaire data was analyzed

using descriptive statistics through the calculation of Respondent Achievement Rate (TCR) to describe the achievement of operational efficiency and customer satisfaction after the implementation of the Service Blueprint.

RESEARCH RESULT

The results of the study indicate that the service conditions at Ella Digital Printing before the development were not yet structured and consistent. Based on observations and interviews with the owner, employees, and customers, it was found that the service flow did not have standard guidelines, the division of tasks was unbalanced, and there was no SOP and a clear order recording system. These conditions resulted in delays in order completion, errors in print specifications, difficulties in tracking orders, and relatively long customer waiting times, especially when order volumes increased. Customers also expected a simpler ordering process, certainty of processing times, and more responsive communication. These findings indicate that despite having potential for growth, Ella Digital Printing requires improvements in service flow management and task division to increase operational efficiency and customer satisfaction. Therefore, this study applies the ADDIE development model as a systematic approach in designing, developing, and evaluating Service Blueprints and service SOPs to improve service quality in a gradual and measurable manner.

At the design stage, researchers compile a Service Blueprint that maps the overall service flow, including customer actions, frontstage activities, backstage activities, supporting processes, and physical evidence.

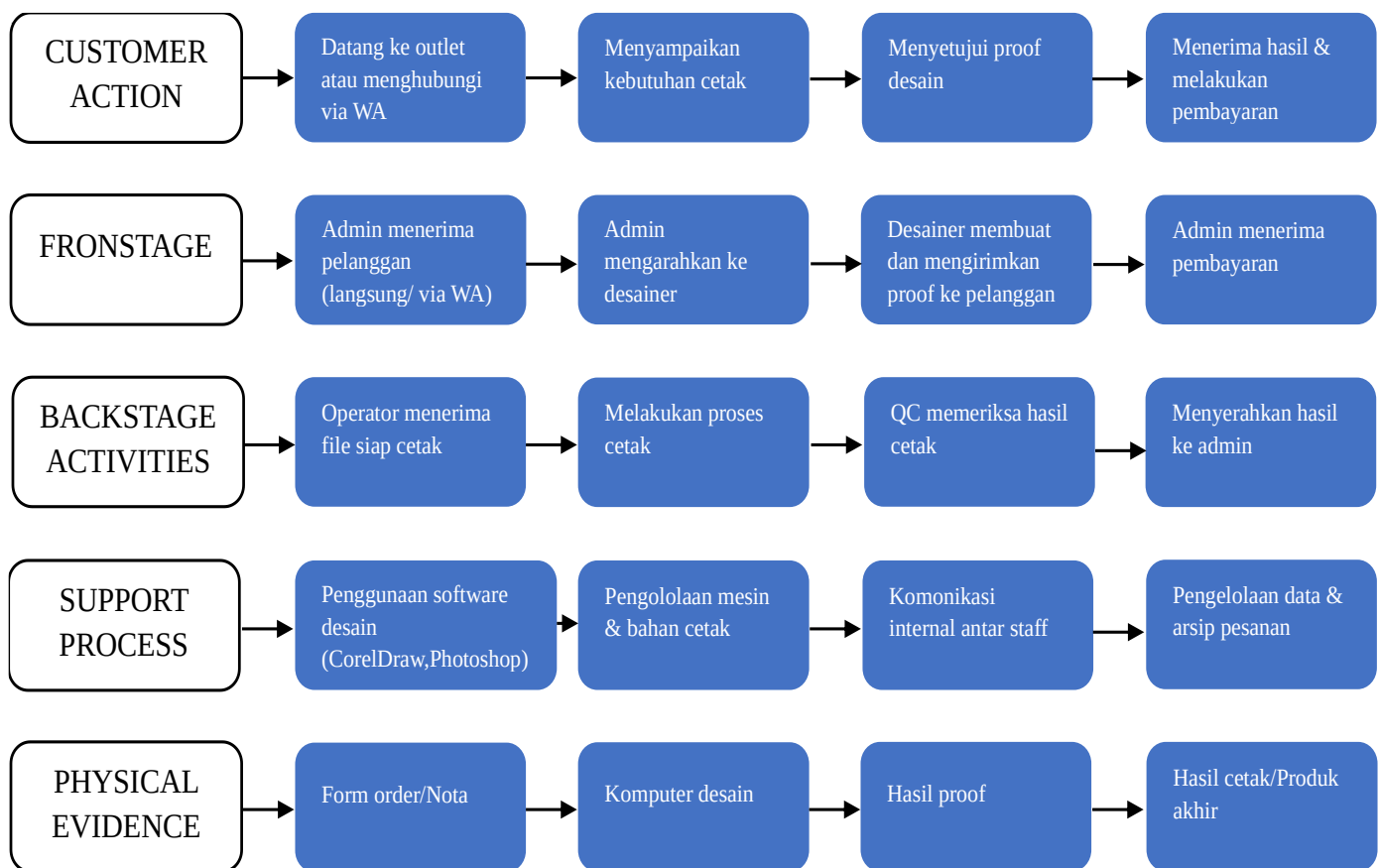


Figure 2 Visual Service Blueprint

(Source: Processed by Researchers)

The design focused on restructuring the service flow, clarifying the division of tasks between administrators, designers, and machine operators, and integrating the order recording and quality control systems. This blueprint was then translated into a service Standard Operating Procedure (SOP), which outlines nine key service stages, from customer reception to complaint follow-up.

At the development stage, the Service Blueprint and SOP were validated by three expert validators consisting of a work system design expert, a management expert and a digital printing practitioner.

Table 1 Summary of expert validation

No	Expert Validator	Number of Items	Maximum Score	Score Earned	Presentation	Category
1	Ahli Work System Design	25	125	111	88,8%	Very Feasible
2	Management Expert	20	100	97	97%	Very Feasible
3	Printing Practitioner	25	125	111	88,8%	Very Feasible
	Total	70	350	319	91.14%	Very Feasible

Source: Primary data processing results, 2025.

The validation results showed an average feasibility level of 91.14%, categorized as "very feasible." The validator's input was minor and was used to refine the blueprint visualization, clarify task allocation, and explain the quality control and design confirmation processes. The revisions resulted in a final blueprint that was more comprehensive, applicable, and ready for implementation.

The implementation phase was conducted through a limited trial at Ella Digital Printing. Implementation observations indicated that the new service flow was well-implemented. The processes of receiving customers, recording orders using order forms, design and proof confirmation, production, quality control, and delivery of printed products were more orderly and coordinated. Employee task allocation became clearer, and overlapping work was minimized, although employees were still adapting to the initial implementation phase.

Evaluation of service effectiveness was conducted through a questionnaire to 30 customers.

Table 2 Customer Satisfaction Analysis After Implementation

Indicator	Maximum Score	Mean Score	Percentage	Category
Overall Service Quality	150	138.56	92.37	Very good

Source: Primary data processing results, 2025.

The questionnaire data were analyzed using descriptive statistical analysis to determine the level of customer satisfaction after the implementation of the Service Blueprint and SOP. The analysis focused on calculating the mean score, percentage achievement, and Total Cumulative Rating (TCR).

The results show that the average score obtained from 30 respondents was 138.56 out of a maximum score of 150. This indicates a percentage achievement of 92.37%, which falls into the "Very Good" category. The findings demonstrate that customers perceived significant improvements in service clarity, speed of process, order recording accuracy, and overall print quality after the implementation of the Service Blueprint.

Overall, the research results indicate that the implementation of the Service Blueprint and SOP has had a positive impact on operational efficiency and customer satisfaction at Ella Digital Printing. The developed product was deemed effective, feasible, and can be used as a permanent operational guideline to support more professional, consistent, and customer-oriented service.

The findings of this study align with those of Kraus et al. (2022) which showed that systems-based business management and the use of digital approaches can improve the performance and success of MSMEs. The implementation of a Service Blueprint at Ella Digital Printing contributed to improved service flow, clarity in

task allocation, and increased speed and accuracy of service. These improvements directly impacted operational efficiency and customer satisfaction, thus strengthening the business's position in the competitive digital printing service market.

DISCUSSION

Service Blueprint Design to Improve Operational Efficiency and Customer Satisfaction

The Service Blueprint design in this study was developed based on observations, interviews, and a customer needs questionnaire, combined with service design principles. The Service Blueprint design results identified several critical service points at the order acceptance stage, employee coordination, and production time management.

Prior to the blueprint implementation, the service flow was unstructured, leading to overlapping work and delays. Visual service mapping helped uncover inefficiencies and provide a basis for work process improvements, in line with the findings of Hidayat et al. (2023).

The Service Blueprint design contributed to increased operational efficiency through clear division of tasks and employee workflows. The separation of front-stage and back-stage activities helped create a more orderly service process, reduced customer waiting time, and minimized production errors. These findings align with Dewi et al. (2022), who stated that Service Blueprints can improve service efficiency by streamlining workflows and reducing non-value-added activities.

These findings are consistent with Berlianto, Berlianto et al. (2024), who found that operational efficiency and service quality significantly influence competitiveness through customer satisfaction as a mediating variable. Their study indicates that improvements in internal operational processes not only strengthen service quality but also enhance customer-centered performance outcomes.

This reinforces the present study's argument that structured service systems contribute to both efficiency and satisfaction improvement. In this study, the Service Blueprint served as the basis for developing service SOPs tailored to business operational conditions. Blueprint-based SOPs enable more consistent service delivery by all employees and minimize procedural deviations, aligning with Hidayat et al. (2023) argument that Service Blueprints play a crucial role in SOP development and service quality control.

The Service Blueprint design in this study serves a similar function to the study by Hidayat et al. (2023) as a tool for improving service flow and increasing operational efficiency. The present findings resonate with broader developments in service design literature indicating the transformative role of service design practices in enhancing user experience and organizational quality. Palazzo et al. (2024) conducted a systemic review on service design applications and found that structured service design interventions—grounded in co-design and holistic stakeholder engagement—can improve the overall quality of user experiences and organizational performance.

This supports the idea that improving service processes through intentional design frameworks, such as service blueprinting integrated with ADDIE, has the potential to yield positive outcomes in both operational and experiential domains. The differences lie in the integration of the blueprint with the SOP and the testing of its effectiveness through direct field implementation, resulting in a more applicable and contextual product.

Effectiveness of Service Blueprint Implementation on Operational Efficiency and Customer Satisfaction

The Service Blueprint design in this study was compiled based on the results of observations, interviews, and customer needs questionnaires combined with service design principles. The blueprint maps the complete service flow from customer arrival to product delivery, covering frontstage activities, backstage activities, and supporting processes in a structured manner. The clarity of the division of roles and responsibilities in the blueprint reduces overlapping work, strengthens work coordination, and places proofing and quality control stages as error prevention mechanisms. In addition, the integration of the order recording and tracking system

through order forms and service SOPs improves operational efficiency, service consistency, and process transparency, thus positively impacting service quality and customer satisfaction.

Quantitatively, the respondent achievement level (TCR) score in the very good category indicates a significant improvement in service quality, particularly in processing speed, accuracy of results, and ease of ordering process. This improvement is influenced by the implementation of a Service Blueprint that clarifies the division of roles between frontstage and backstage activities, resulting in a more balanced employee workload and a more efficient production flow.

This finding aligns with Hidayat et al. (2023) who stated that Service Blueprint is effective in identifying process bottlenecks and improving operational smoothness in digital printing businesses. Furthermore, Johnston & Kong (2011) emphasize that improving customer experience requires systematic redesign of service processes rather than isolated service enhancements.

Their framework highlights the importance of aligning operational activities with customer expectations to create a seamless service journey. The results of this study demonstrate that implementing a structured Service Blueprint contributes to this alignment, thereby improving both operational efficiency and perceived service quality. Thus, the changes occurring at Ella Digital Printing reflect structural improvements that have a positive impact on operational efficiency and overall service quality.

Research by Amissah et al. (2024) confirms that quality control and work process organization play a crucial role in improving production efficiency. This finding aligns with the findings of this study, where developing a Service Blueprint-based SOP helps employees work in a more structured manner, reduces service errors, and accelerates order completion. Clarity of work standards and points of interaction between processes in the blueprint minimizes improvisation and optimizes the verification process, thereby consistently improving operational efficiency and the quality of digital printing services.

The results of this study also align with the broader service science framework proposed by Ostrom et al. (2010), who emphasize the importance of systematic service design in improving organizational and customer outcomes. They argue that structured service innovation approaches are essential for creating sustainable improvements in service systems. By developing and validating a Service Blueprint using the ADDIE framework, this study contributes to the service science literature by demonstrating how systematic service design can enhance both operational efficiency and customer satisfaction within small business contexts.

CONCLUSION

Based on all stages of research including analysis, design, development, implementation, and evaluation, it can be concluded that the implementation of the Service Blueprint equipped with SOPs has successfully improved the service process at Ella Digital Printing.

The Blueprint is able to map the service flow comprehensively, clarify the division of frontstage and backstage tasks, and overcome the problems of irregular workflow and the absence of service standards. The results of expert validation show that the Blueprint and SOP are in the very feasible category, while the results of implementation and customer evaluation prove an increase in operational efficiency, service speed, process consistency, and customer satisfaction with service quality and interaction with staff.

In line with these findings, Ella Digital Printing is advised to consistently implement a Service Blueprint and conduct regular updates according to business and technological developments, accompanied by regular training for employees to maintain service standards.

Further research is recommended to expand the study variables, use more diverse analysis methods, involve a wider range of respondents, and develop a digital-based Service Blueprint to improve service effectiveness and sustainability. Furthermore, the faculty is expected to provide official guidelines for development research so that the process of compiling scientific papers becomes more focused, uniform, and of high quality.

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