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Enhancing sales at twenty-one autos through consumer-centric design thinking

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ABSTRACT

This research aims to increase sales at Twenty-One Autos by using a Design Thinking approach, chosen for its ability to deeply understand consumer needs and expectations. This approach is relevant for creating solutions that are more responsive to the challenges faced by consumers, with a focus on improving their satisfaction and experience, which directly impacts sales growth and the company's competitiveness. The study employs a qualitative approach with the Design Thinking method, involving data collection through in-depth interviews and direct observations of consumers at Twenty-One Autos. The Design Thinking process is carried out through the Empathize, Define, Ideate, Prototype, and Testing phases. Through the Empathy stage, this research identifies various issues faced by consumers when purchasing used cars, including limited unit variations, complex credit processes, and suboptimal online shopping experiences. By analyzing the insights gained, the study formulates solutions to address these problems, such as adding unit variations, simplifying the credit process, and enhancing promotions and online sales to reach a wider audience. In the Ideate and Prototype stages, this research develops a digital platform that integrates various features to meet consumer needs, including unit variations, a simpler credit system, and more efficient online sales. Testing of this prototype shows that the implemented solutions are effective in improving sales conversions and customer satisfaction. The findings provide valuable insights into how consumer-based strategies can improve business operations, expand market share, and enhance the company's competitiveness in the automotive industry.



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Introduction

In recent years, the used car trading industry has seen an increase in Indonesia. Various factors contribute to this trend, including rising household incomes, government policy changes affecting the purchase of used cars, and technological advancements facilitating access to information about used cars. According to Vina as cited in Andi's media (2023), between January and April 2023, national car sales reached 339,962 units. Compared to the same period the previous year, there was a 5.2% increase, with sales amounting to 320,120 units. This aligns with the year-over-year increase in used car sales experienced by Twenty-One Autos as a used car dealer.

However, this growth presents challenges for the sustainability of Twenty-One Autos business. Some direct challenges faced by Twenty-One Autos include understanding consumer profiles, political situations, product

availability in the market, and competition in terms of product and pricing. In the process of buying and selling used cars, especially for consumers opting for credit purchases, sellers need to profile their customers. Twenty-One Autos mentioned the difficulty in finding customers without credit issues (problematic BI Checking), often leading to canceled credit transactions. This poses a challenge when the customer profile does not meet Twenty-One Autos criteria, particularly being free from BI Checking. From 2020 to 2023, the number of canceled units due to BI Checking reasons significantly increased. In 2023, Twenty-One Autos lost approximately 33 customers with a transaction value of Rp3.431.000.000. Furthermore, the political climate in 2023 made it challenging for Twenty-One Autos to find buyers, as many consumers held onto their money for political purposes. This affected several market segments that are usually targeted by the company.

Another challenge faced by Twenty-One Autos is the availability of products in the market. When there is demand, the requested products are sometimes hard to find at good quality and price. This unpredictable situation requires careful attention to maintain showroom stock. Looking at the number of units that failed to enter the stock, there was a significant increase from 2022 to 2023. In 2022, there were 51 units that failed to enter the stock, and by 2023, this number increased to 81 units. This could be due to various reasons, such as unfavorable market conditions or product quality not meeting Twenty-One Autos standards.

These challenges highlight the need for Twenty-One Autos to further develop its business. This business development model should be complemented with methods appropriate to the current situation and characteristics. In this context, the researcher chose to apply the design thinking approach to delve into development designs for Twenty-One Autos. According to (Brown & Wyatt, 2010), there is a need to translate the challenges faced by Twenty-One Autos, as they are not clearly defined in a complex situation. This method is relevant to solving the problems faced by Twenty-One Autos due to its human-centred approach, which is essential to better understand consumers, including their preferences, financial constraints, and buying patterns.

Design thinking is an innovative approach that emerged in the last two decades. It emphasizes enhanced collaboration across disciplines, integrating elements from engineering, economics, and social sciences (Brenner et al., 2016). Design thinking focuses on human-centered problem-solving, emphasizing the creation of innovative solutions considering feasibility, desirability, and the sustainability of products or services (Brown & Wyatt, 2010). This research focuses on exploring consumer needs using the design thinking method to boost Twenty-One Autos sales.

Previous studies offer insights contributing to understanding and implementing marketing strategies. For instance, research by (Cai et al., 2023) highlights the importance of omni-channel marketing strategies in the digital marketing era, while (Malshe et al., 2023) indicate that the personal interests of sales and marketing staff can influence marketing strategy execution. Other studies, such as those by (Kilay et al., 2022), explore the impact of e-payment and e-commerce services on SMEs in Indonesia, (Castillo & Hernandez, 2023) find that organizational learning, intellectual capital, and knowledge management impact innovation capability. Previous research focusing on operational improvements, like studies by (Aziz et al., 2021); (Setyawan et al., 2022), offer insights inspiring the design thinking solutions for Twenty-One Autos. These studies provide both conceptual and practical foundations for exploring consumer needs at Twenty-One Autos through the Design Thinking approach. Therefore, this research aims to explore consumer needs at Twenty-One Autos using the design thinking approach to address the business challenges directly experienced by the company.

Previous research on various studies on the implementation of design thinking in improving customer experience and sales performance. The study by (Rajan, 2024) shows that design thinking can help businesses deeply understand consumer needs and design innovative solutions that increase customer loyalty. Another study by (Grieger & Ludwig, 2019) that value creation in automotive services occurs through a shared mobility network involving interdependent stakeholders with the customer as an important element in the entire service cycle. Customers are not only service users but also actively contribute to the value creation process, such as providing feedback or participating in collaboration. In the automotive context, research by (Börjesson, 2021) revealed that consumer-driven approaches, such as service personalization and behavioral data analysis, can improve purchase decisions and accelerate the sales cycle. These studies provide a foundation that design thinking is not only relevant but also strategic for Twenty-One Autos to apply in facing market challenges, improving customer experience, and optimizing sales. As the researcher navigate the terrain of business development, questions arises: 1) RQ1: What issues do consumers face when purchasing used cars at Twenty-One Autos?; 2) RQ2: How can sales at Twenty-One Autos be enhanced with consumer needs-based solutions?; 3) RQ3: What solutions can be offered to Twenty-One Autos to increase sales based on consumer needs?

These questions underscore the importance of understanding business development by recognizing consumer needs through the design thinking approach. This research was conducted with the primary aim of understanding the challenges faced by consumers in the process of purchasing used cars at Twenty-One Autos.

Additionally, the study also aims to identify sales opportunities that can be enhanced at Twenty-One Autos through solutions based on consumer needs. Using a design thinking approach, this research intends to design innovative solutions that align with consumer needs, ultimately hoping to boost Twenty-One Autos sales. Thus, the study not only focuses on understanding consumer needs but also on how solutions designed based on those needs can be implemented to enhance the business performance of Twenty-One Autos.

Company performance research describes how a company achieves its objectives and targets, reflected in its financial condition and work performance. Performance evaluation is based on both financial and non-financial information, as well as customer satisfaction with the company's services. Performance also reflects the company's success in meeting strategic objectives and utilizing resources efficiently (Suyanto, 2021). The focus of company performance is to achieve maximum profit through effective and efficient activities, considering both financial and non-financial aspects (Hapsari et al., 2021). The importance of factors such as product quality, customer service, car condition, price, and accessories in enhancing the sales of used cars is also acknowledged. In the context of sales, research describes sales as the process of exchanging goods and services to achieve the necessary revenue and optimal profit for the company (Aprizal, 2018); (Kamaluddin & Patta Rapanna, 2017); (Sumartini & Tias, 2019). Those, sales are a key aspect that supports the overall performance of the company.

The design thinking defined as human-centered design, places the human subject as the central focus in the design process. Design thinking emphasizes cross-disciplinary collaboration, ensuring that the resulting solutions benefit various parties equally. (Brown & Wyatt, 2010) explain that design thinking is an innovation method involving iteration, capable of addressing complex problems, and oriented towards users or customers. The design thinking approach also helps break down and analyze intricate problems, making the concepts more easily understandable, and creative solutions can be found. The fundamental principles of design thinking, as outlined by (Kurni & Madhavi, 2020) involve a human-centered approach, opening space for ambiguity, redesigning existing solutions, and demanding design outcomes that can be felt or visibly seen in the prototyping stage.

The design thinking stages, according to Doorley et al. (2018), consist of five main steps. (1) Empathize. Focus on empathy as the foundation of human-centered design, involving interviews, observations, and other methods to understand user needs. (2) Define. After mapping empathy, identify user problems and explicitly formulate the problem by categorizing data into specific categories. (3) Ideate. Use brainstorming techniques and creativity to generate various creative solution ideas from the identified problems. (4) Prototype. Transform solution ideas into tangible or perceptible forms by creating prototypes, using tools such as exploration maps, service blueprints, and MVP. (5) Test. In addition to gathering feedback from the prototype, this stage reconnects with the understand and observe stages, using tools such as testing sheets, feedback capture grids, and structured usability testing. This stage not only focuses on validating solutions but also opens opportunities to gain new perspectives.

Micro, Small, and Medium Enterprises (MSMEs) are individual or micro-scale businesses limited in terms of workforce, sales, profits, and assets. Sales in MSMEs generally involve non-modern and simple methods (Permana et al., 2021). (Tricahyono, 2020) emphasize that MSMEs make a significant contribution to a nation's economy, comprising 97% of the total workforce in Indonesia. Law No. 20 of 2008 distinguishes MSMEs into Micro, Small, and Medium Enterprises based on criteria such as wealth, annual sales, and net profit. Empowering MSMEs is aimed at achieving a balanced economic structure, fair growth, and an active role in regional development as well as national economic improvement (Permana et al., 2021). The Ministry of Finance of the Republic of Indonesia (2023) notes that the number of MSMEs in Indonesia reaches 56.5 million units, contributing as much as 57% to the country's Gross Domestic Product (GDP).

Conceptual Framework

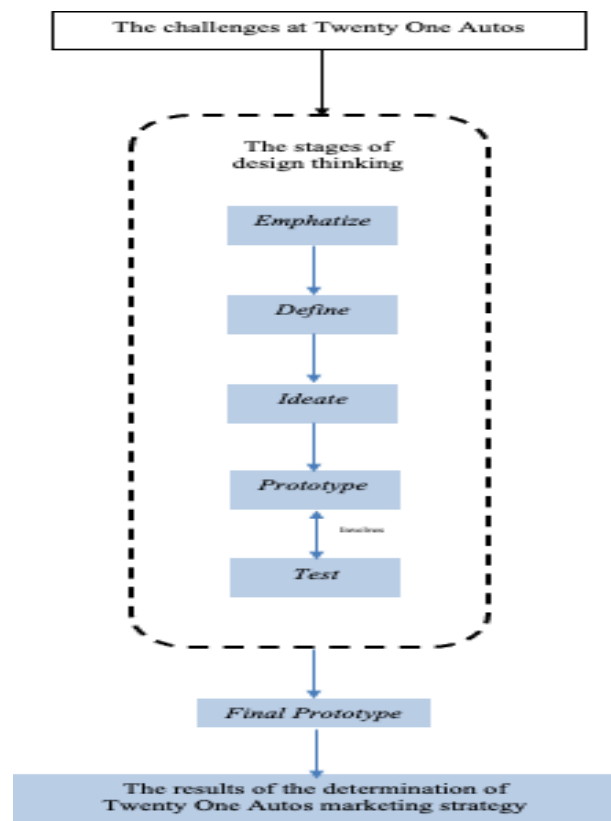


Figure1. Thinking Framework

Method

This research employs a qualitative method with an exploratory purpose, individual units of analysis, and a cross-sectional timeframe. The study adopts a design thinking approach. According to (Sugiyono, 2019), qualitative research is a method that attempts to explore and interpret the meaning of human interactions and behaviors in specific situations from the researcher's perspective. Based on the purpose, exploratory research, as stated by (Mudjiyanto, 2018), is a research approach that seeks to describe or explore information related to who is involved, when and where events occur, and other characteristics related to a phenomenon or social problem. The stages in design thinking include empathise, define, ideate, prototype, and test. In the empathise stage, this research collects data on customer needs, preferences, and constraints through interviews, surveys, and direct observation of the purchasing process at Twenty-One Autos. It aims to understand the consumer experience, especially regarding credit cancellation issues, product accessibility, and factors that influence purchasing decisions.

The define stage in this research was used to formulate the main problems based on the data that had been collected, with a focus on identifying urgent needs and opportunities for improvement. Some of the problems identified included the limited variety of vehicles available, which could reduce the showroom's appeal to potential customers. In addition, the complex and time-consuming credit process is a significant barrier, especially for consumers who require a quick and easy purchasing experience. The research also revealed the need to improve promotional strategies to more effectively reach various market segments, both through traditional and digital media. In addition, optimising online sales platforms is a priority, given the changing behaviour of consumers who increasingly rely on digital channels to seek information and conduct transactions. These issues were formulated as top priorities that would be directed towards innovative solutions in the later stages of the design thinking process. Next, at the ideate stage, the research developed creative solution ideas, such as a technology-based system to predict customer creditworthiness or the development of a digital platform to connect showrooms with quality vehicle suppliers. These ideas are then realised into simple prototypes at the prototype stage, such as a sketch of a digital interface or a simulation of a credit purchase system.

At the prototype stage, this research focuses on developing an initial solution that can be tested and evaluated. One form of prototype designed was a sketch of a digital interface for an online vehicle purchasing platform,

which was designed to be intuitive and easy to use by consumers. This interface includes features such as a real-time updated vehicle catalogue, price simulation, and a transparent credit financing calculator. In addition, the research also created a simulated credit purchase system that aims to simplify the credit application and approval process. The system is designed to allow consumers to digitally upload required documents, receive an automated creditworthiness assessment, and get live application status information. The prototype not only helps visualise the solution, but also gives Twenty-One Autos the opportunity to test functionality and consumer response before full implementation. The prototype will be refined based on feedback from potential users and internal teams to ensure the relevance and efficiency of the resulting solution. The developed prototype will be tested in the test phase involving customers and employees of Twenty-One Autos. This trial aims to evaluate the effectiveness and usability of the solution, as well as obtain feedback for further improvement. In addition, this research uses a case study approach to analyse the impact of the solution on increasing sales. The combination of design thinking and case studies enabled this research to produce specific and relevant strategic recommendations for Twenty-One Autos to implement to increase their sales.

This research employs both primary and secondary data collection methods. In line with (Sugiyono, 2019), primary data refers to information obtained directly from the research object. The primary data in this study is gathered through semi-structured interviews and direct observations. The semi-structured interviews are conducted with a purposive sample of 10 key respondents, including company management, sales staff, and selected customers, chosen based on their relevance and expertise in the issues being studied. The interviews are carried out over a two-week period at the company's office to ensure a comprehensive understanding of the challenges and processes involved. Observations are conducted at the showroom to document sales interactions, customer behavior, and inventory management practices. Secondary data, on the other hand, refers to information obtained indirectly by the researcher, typically from references. In this study, the author utilizes company documents such as sales reports, the number of consumers who failed the BI Checking process, and the number of units that failed to enter the inventory as secondary data.

The sampling method in this research involves the use of a purposive sampling technique. According to (Sugiyono, 2019), in the context of qualitative research, purposive sampling is an approach to selecting samples that consider specific criteria. In this study, respondents are chosen based on their relevance to the research objectives. Key criteria include direct involvement in the sales process, familiarity with the challenges faced by Twenty-One Autos, and decision-making authority in key areas such as inventory management and credit approval. The sample consists of company management, sales personnel, and selected customers who have experienced challenges related to the BI Checking process or product availability.

To ensure the validity and reliability of the data in this study, several strategic steps were taken. First, triangulation techniques were applied by collecting data from various sources, such as interviews, observations, and company documents, to ensure consistency of findings. Secondly, member-checking was conducted by giving respondents the opportunity to review the interview results or the interpretation of the data generated, to ensure that the data collected was in line with their perceptions and experiences. Third, an audit trail was prepared by recording the entire research process, including methodological decisions and analyses, to provide transparency and facilitate retracing by others. Fourth, inter-coder reliability testing was conducted if the data was analysed by more than one researcher, to ensure consistency in the coding and interpretation process.

This research adopts the deductive data analysis technique, following the recommendation of (Pahleviannur & Hafida, 2022), which involves a systematic process consisting of initial coding and focused coding stages. In the initial coding stage, the researcher meticulously examines raw data, such as interview transcripts and observation notes, to record ideas and identify keywords or phrases that reflect recurring patterns or issues. In the focused coding stage, these initial codes are organized and grouped into broader conceptual themes using inclusion and exclusion criteria to ensure that only data relevant to the research focus are retained. The process involves constant comparison and refinement of codes to establish clear categories aligned with the research objectives. Finally, the analysis results, including quotations, terms, categories, and theoretical concepts, are summarized, presented in tables, and discussed based on the existing literature.

Results and Discussions

Emphasize

The first stage involves formulating empathy maps, where the researcher conducts interviews with consumers who have made purchases to understand their needs from Twenty-One Autos. Once obtained, Twenty-One Autos can formulate strategies using these empathy maps, which include "think and feel," "see," "say and do," "hear," "pain," and "gain."

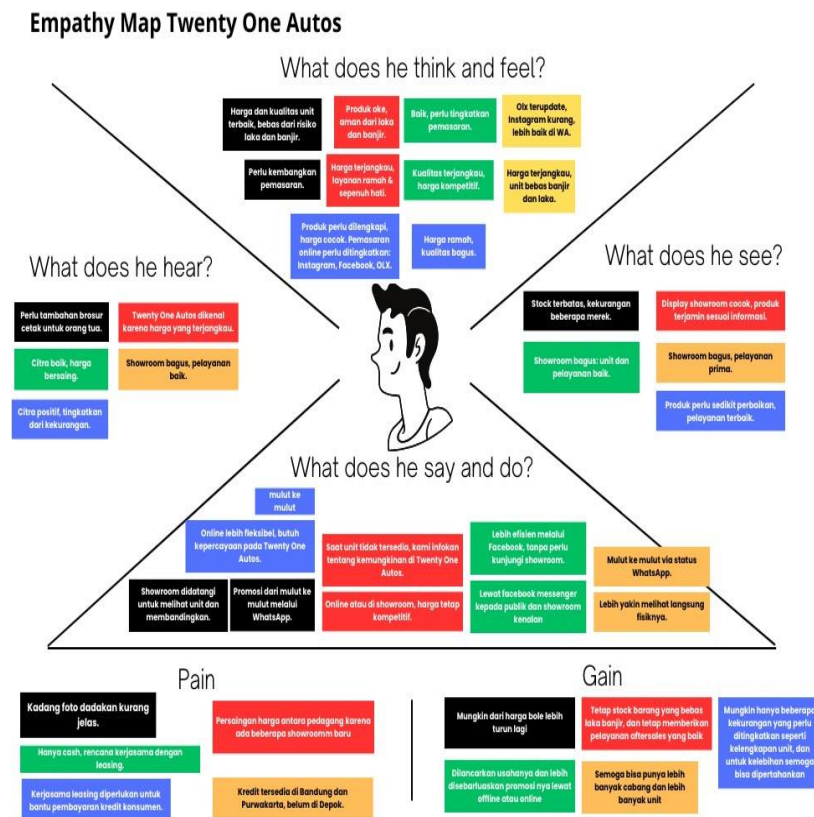


Figure 2. Emphaty Map

Based on Figure 2, there are several findings that can be used as a basis for identifying consumer needs to formulate the marketing strategy for Twenty-One Autos. In terms of "see," the showroom offers reliable service with accurately advertised units, despite limited stock and minor product deficiencies, maintaining excellent customer service. In terms of "hear" Twenty One Autos is known for its affordable prices and has a positive image with good service, but it needs additional printed brochures to reach older customers, In terms of "think and feel" Twenty One Autos offers affordable prices and good quality units, but needs to improve online marketing on Instagram, Facebook, and OLX, In terms of "say and do" purchase decisions can be influenced by word of mouth recommendations, online convenience with trust in Twenty One Autos, and preference for seeing units firsthand at the showroom," In terms of "pain" Cash-only transactions currently in place with plans for leasing collaborations, amidst emerging price competition among new showrooms, and credit availability limited to Bandung and Purwakarta, not Depok, In terms of "gain" prices could be lowered further, promotions need to be expanded, stock of items must be safe, good after-sales service, hope for expansion, a few shortcomings need to be improved, and advantages must be maintained.

At the empathize stage, the interviews and observations show that consumers face several key issues when buying used cars at Twenty-One Autos. Firstly, there are constraints related to the limited choice of payment methods, where many consumers feel limited to cash transactions and limited financing options, which causes them to look for alternatives elsewhere. In addition, older consumers expressed difficulty in accessing information online and favoured promotional materials in the form of physical brochures. Another issue is the lack of stock of desired vehicles and limited units available in showrooms, which affects purchasing decisions. On the marketing side, consumers also felt less connected to existing digital marketing efforts, especially on platforms such as Instagram, Facebook and OLX. To increase sales, the results at this stage point to consumer needs-based solutions, such as providing more flexible payment options, increasing offline and online promotions, and expanding the availability of more varied vehicle stock. In addition, improving the showroom experience with convenient facilities and utilizing word-of-mouth recommendations are also considered to strengthen customer relationships and attract new buyers.

Previous research revealed that consumer satisfaction in buying a used car is strongly influenced by factors such as ease of payment process (Neger & Uddin, 2020), product variety (Iskamto, 2021), and quality of service provided (Khadka & Maharjan, 2017). In addition, research by De Mooij (2019) shows the importance of effective communication with consumers, especially through channels that match their preferences, such as physical brochures for older consumers or digital marketing for younger audiences. These findings support the

results from the empathize stage, which shows that consumers at Twenty-One Autos need more flexible payment options, more outreaching promotions, and a better showroom experience to increase satisfaction and purchase decisions.

Define

The next step involves analyzing and summarizing the data and information gathered during the empathize stage to identify the main problems that need to be addressed. In the process of determining these problems, user need statements and "how-might-we" (HMW) questions are utilized to assist in formulating the problems clearly and defining opportunities for potential solutions. To further understand this, you can refer to Table 1 below.

Table 1. Point of View Define

Users	Twenty-One Autos
Needs Insights	Adding unit variations, simplifying the credit process, increasing promotions, optimizing online sales.
How Might We	Enhanced Customer Satisfaction and Loyalty, Competitive Advantage, Maximized Market Reach and Increased Conversion Rates
	How can we enhance the appeal of added unit variations for diverse customer preferences?
	How can we simplify the credit process to make it more accessible and customer- friendly?
	How can we create compelling promotions that effectively attract and retain customers?

This table at the define stage summarises the identified customer needs and insights and links them to potential solutions and strategic opportunities that twenty-one autos can take. In the first column, strategies such as adding unit variety, simplifying the credit process, increasing promotions, and optimising online sales are designed to address key customer needs. The second column describes the benefits that can be achieved, such as increased customer satisfaction and loyalty, competitive advantage, wider market reach, and improved sales conversion rates. Next, the table formulates strategic questions (how might we) that help guide solution design, such as how to increase the appeal of unit assortment, simplify the credit process to make it more customer-friendly, create effective promotions, and optimise the online platform for a better user experience.

In interviews with some of Twenty-One Autos' customers, it was found that the variety of units available often did not fulfil their needs, especially for customers looking for vehicles with specific specifications. One respondent revealed,

'I have been to the showroom several times, but the selection of cars is limited and not always in line with what I need.'

In addition, another respondent highlighted the difficulty in the credit application process, stating that the procedure was too complicated and time-consuming. On the other hand, some consumers felt that the company's promotions lacked attention, especially compared to other showrooms that are more aggressively utilising digital platforms.

"I know about Twenty-One Autos from a friend, but the promotions are not very visible on social media," said one customer.

The interviews also highlighted consumers' desire for an easier and more efficient shopping experience, including access to more comprehensive online unit information and a simpler transaction process. The results at the define stage are closely related to the theory of consumer needs and customer experience proposed by Kotler and Keller. According to them, understanding consumer needs and preferences is a fundamental step in creating an effective marketing strategy (Aliekperov, 2020). Another study by Parasuraman, Zeithaml, and Berry on Service Quality (SERVQUAL) also confirmed the importance of aspects such as reliability, convenience, and responsiveness in meeting consumer expectations (Singh, 2023). These results are relevant to the need to add unit variety, simplify the credit process, strengthen promotions, and optimise online platforms all aimed at creating a competitive advantage and expanding Twenty-One Autos' market reach.

Ideate

The Ideate phase follows the Define phase in the research process. During Ideate, researchers engage in a brainstorming process to generate relevant ideas. The outcomes of the brainstorming session are then illustrated in the form of a mind map. From the mind map, four crucial needs are identified and serve as a basis for designing

marketing strategies in this study. These needs encompass adding unit variations, simplifying the credit process, increasing promotions, optimizing online sales. Afterwards, the process of selecting and prioritizing ideas is carried out using the "How Now Wow Matrix" method. The ideas generated during brainstorming are divided into three quadrants namely "How", "Now", and "Wow". To view the idea selection matrix, refer to Figure 3 below.

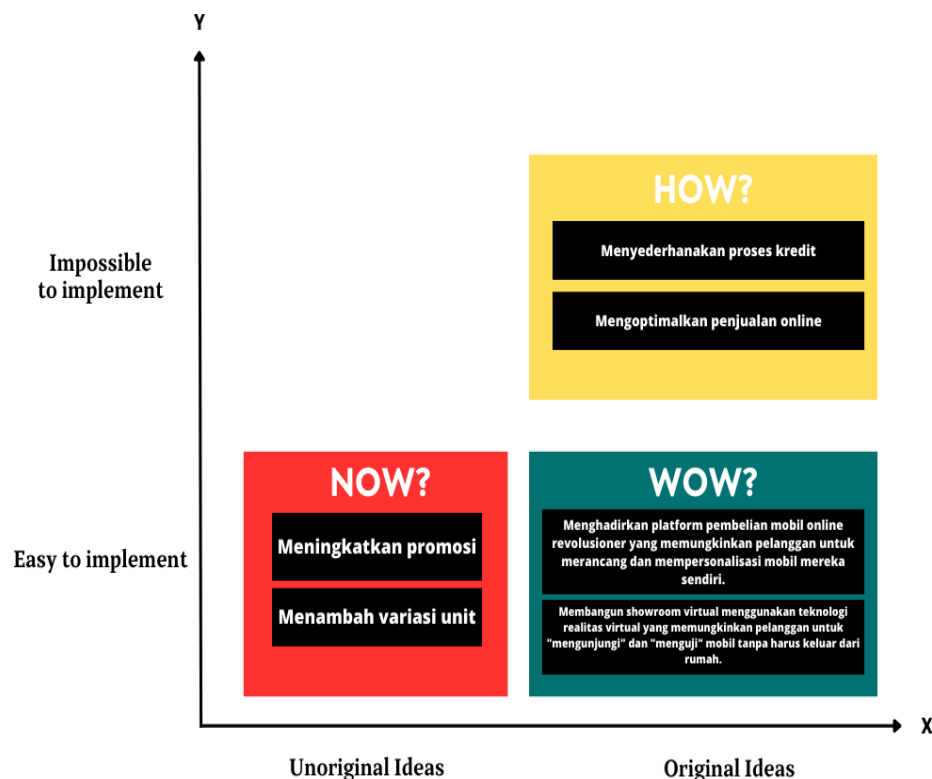


Figure 3. How Now Wow Matrix

As seen in Figure 3, there are several solutions identified for the issues within Twenty-One Autos, but the one proceeding to the prototype stage is the idea selected from the "now" and "how" matrix. In the ideate stage, the brainstorming and solution exploration process resulted in the identification of strategic steps that focus on fulfilling customer needs and improving Twenty-One Autos' operations. The four main measures that will proceed to the prototype stage include increasing unit variety, improving promotions, simplifying the credit process, and optimizing online sales. Increasing the variety of units aims to attract more customer segments with diverse preferences, while increasing promotions is aimed at expanding market reach and enhancing brand appeal. Simplification of the credit process is expected to ease purchase access for consumers, especially those who require flexible payment schemes. Finally, online sales optimization aims to leverage digital platforms to increase visibility and facilitate easier purchases for consumers, in line with modern shopping trends. These measures reflect the results of integration between consumer insights and strategic analyses, ensuring the solutions developed are relevant and effective.

Previous research on marketing strategy development in the automotive industry shows that product diversification, promotion enhancement, transaction process simplification, and digital platform optimization can significantly increase customer satisfaction and sales. For example, according to research by (Essardi et al., 2022), increasing product variety can fulfil diverse consumer needs and expand market share. Another study by (Kim, 2019) revealed that focused promotions, whether in the form of discounts or special offers, are effective in attracting consumers and increasing their loyalty. In addition, according to a study by (Boden et al., 2020), convenience in the purchasing process, especially in terms of credit and payment helps facilitate consumer purchasing decisions, while online sales optimization is proven to increase visibility and ease of transactions, which is highly relevant in today's digital era.

Prototype

Website

To optimize the credit process, online sales, and add unit variety, a website is created to combine these three needs into one platform. This website reflects Twenty-One Autos brand image, incorporating their black and white tone, logo, and tagline. The user interface design for the Twenty-One Autos website can be seen in the following image.

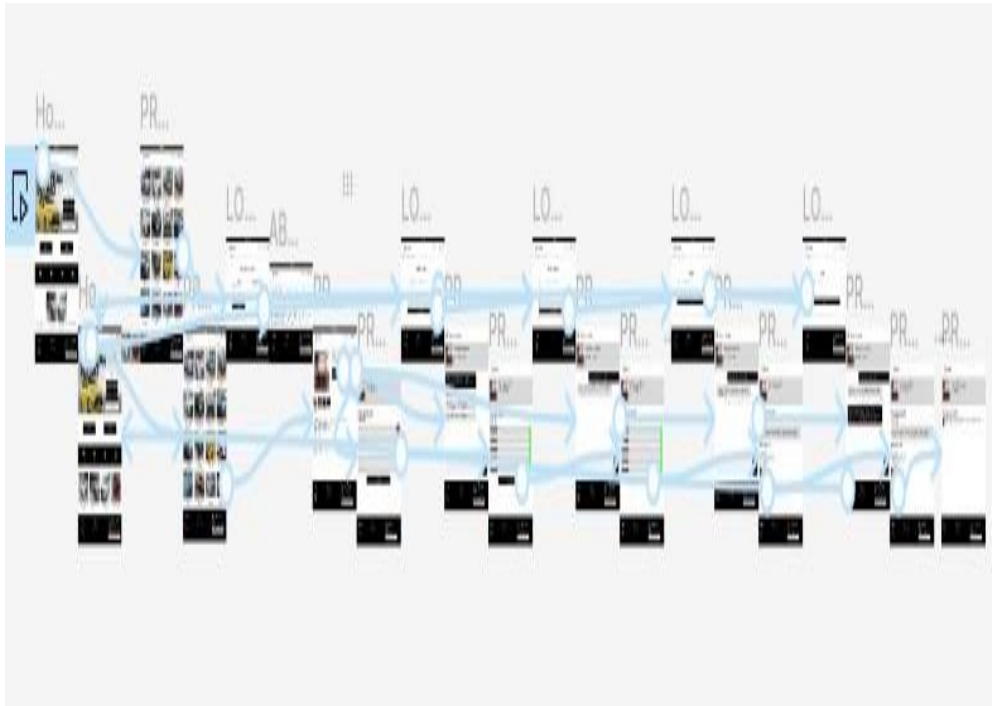


Figure 4. User Interface Website Twenty-One Autos

The screenshot displays the login and account creation interface of the Twenty-One Autos website. At the top, there's a navigation bar with a hamburger menu, the '21 autos' logo, and a search bar. Below this, the main heading reads 'SIGN IN/ CREATE AN ACCOUNT'. The page is divided into two primary sections: 'SIGN IN' on the left and 'CREATE AN ACCOUNT' on the right. The 'SIGN IN' section includes fields for 'Email Address' and 'Passwords', followed by a 'SIGN IN' button. The 'CREATE AN ACCOUNT' section includes a 'CREATE AN ACCOUNT' button. A note specifies that only orders placed after account creation will be reflected in the user's history. The footer contains a 'MENU' with links to Home, Search, Shop Now, and About Us; a 'FIND US' section with social media icons; and a 'GET SPECIAL OFFER NOW' section with a promotional message and an email subscription field.

Figure 5. User Interface (Log in/Sign in)

[LOGIN/ CREATE AN ACCOUNT](#)
[CLAIM THE OFFER!](#)

Search

[HOME](#)
[PRODUCTS](#)
[ABOUT US](#)

CREATE AN ACCOUNT

Sign in for a faster checkout experience and to enjoy membership privileges.

E-mail Address

Address

Create Passwords

Confirm Passwords

[CREATE ACCOUNT](#)

MENU

- Home
- Search
- Shop Now
- About Us

FIND US

GET SPECIAL OFFER NOW

Promotions, new products and sales. Directly to your inbox.

Your e-mail here.
 [>](#)

[LOGIN/ CREATE AN ACCOUNT](#)
[CLAIM THE OFFER!](#)

Search

[HOME](#)
[PRODUCTS](#)
[ABOUT US](#)

SIGN IN

Sign in for a faster checkout experience and to enjoy membership privileges.

Email Address

Passwords

[SIGN IN](#)

MENU

- Home
- Search
- Shop Now
- About Us

FIND US

GET SPECIAL OFFER NOW

Promotions, new products and sales. Directly to your inbox.

Your e-mail here.
 [>](#)

Figure 6. User Interface (Create Account)

Figure 7. User Interface (Sign In)

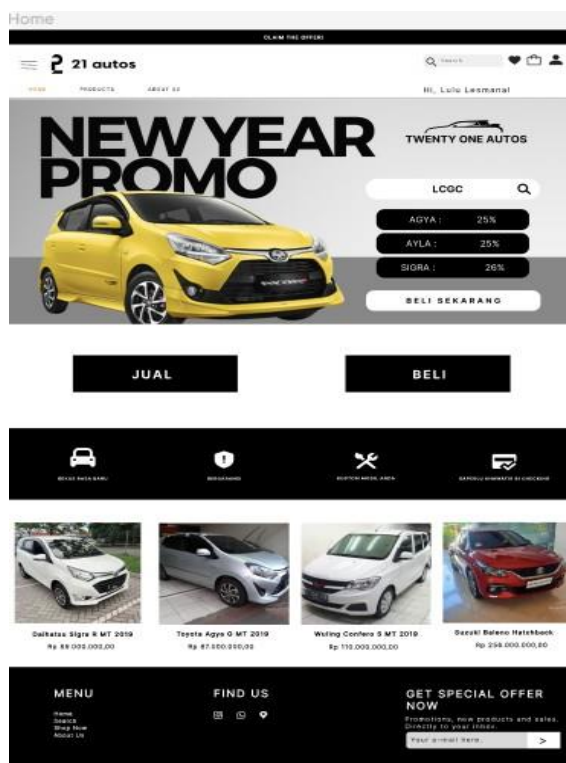


Figure 8. User Interface (Home)

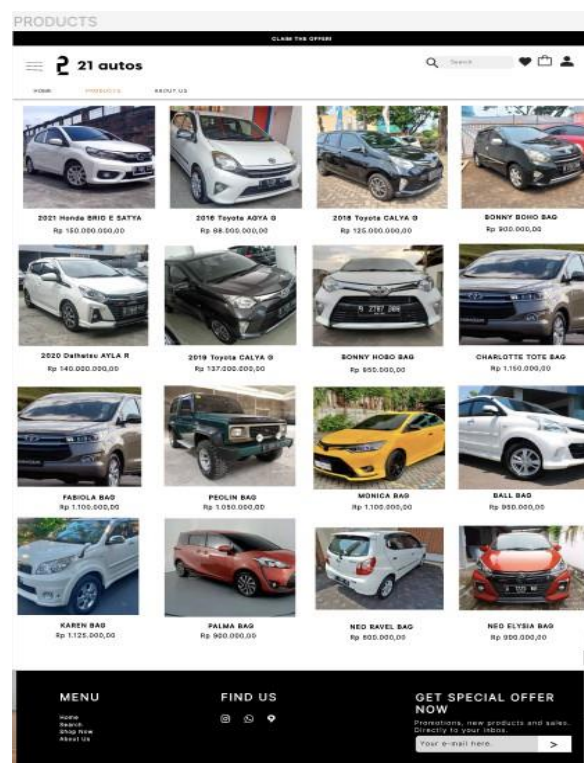


Figure 9. User Interface (Products)

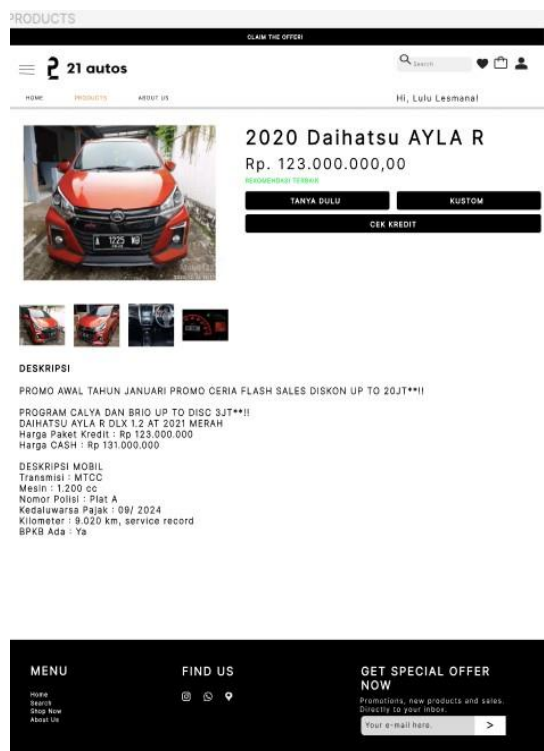


Figure 10. User Interface (Product Detail)

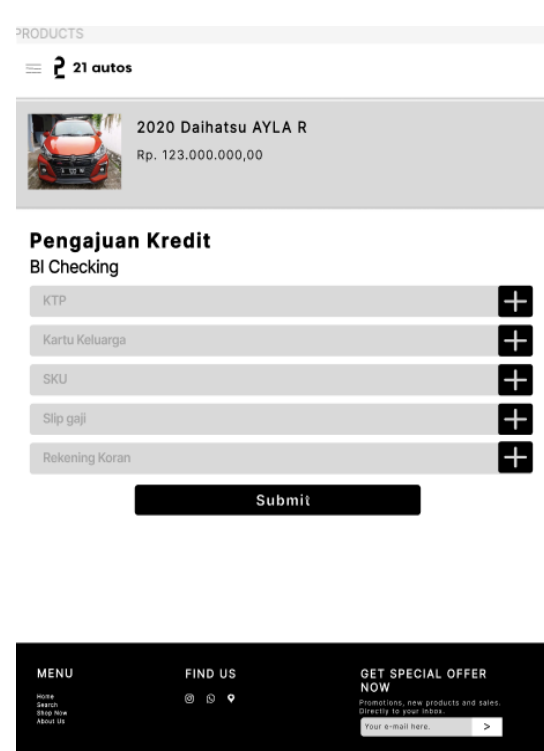


Figure 11. User Interface (Credit)

PRODUCTS

21 autos

2020 Daihatsu AYLAR
Rp. 123.000.000,00

Pengajuan Kredit

BI Checking

KTP.pdf	✓
KK.pdf	✓
SKL.pdf	✓
Slip Gaji.pdf	✓
Rekening Koran.pdf	✓

Submit

MENU
Home
Search
Shop Now
About Us

FIND US
@ @ @

GET SPECIAL OFFER NOW
Promotions, new products and sales. Directly to your inbox.
Your e-mail here. >

Figure 12. User Interface (credit)

PRODUCTS

21 autos

2020 Daihatsu AYLAR
Rp. 123.000.000,00

Pengajuan Kredit

BI Checking

KTP.pdf	✓
KK.pdf	✓
SKL.pdf	✓
Slip Gaji.pdf	✓
Rekening Koran.pdf	✓

Berhasil Submit

MENU
Home
Search
Shop Now
About Us

FIND US
@ @ @

GET SPECIAL OFFER NOW
Promotions, new products and sales. Directly to your inbox.
Your e-mail here. >

Figure 13. User Interface (credit)

PRODUCTS

21 autos

2020 Daihatsu AYLAR
Rp. 123.000.000,00

Pengajuan Kredit

BI Checking

Mohon maaf anda tidak lolos score BI Checking. Namun anda tetap bisa melanjutkan pengajuan kredit mobil di Twenty One Autos dengan minimal downpayment yang telah kami tentukan!

Pilih Jumlah Kredit

Down Payment

Rp.

Jml min. anda adalah Rp65.000.000

Durasi (Tahun)

- 1 +

Leasing

Pilih leasing anda

Submit

MENU
Home
Search
Shop Now
About Us

FIND US
@ @ @

GET SPECIAL OFFER NOW
Promotions, new products and sales. Directly to your inbox.
Your e-mail here. >

Figure 14. User Interface (credit)

PRODUCTS

21 autos

2020 Daihatsu AYLAR
Rp. 123.000.000,00

Pengajuan Kredit

Pengajuan kredit anda sedang diproses dalam 24 jam. Mohon cek berkala untuk memeriksa verifikasi pengajuan kredit anda!

MENU
Home
Search
Shop Now
About Us

FIND US
@ @ @

GET SPECIAL OFFER NOW
Promotions, new products and sales. Directly to your inbox.
Your e-mail here. >

Figure 15. User Interface (credit)

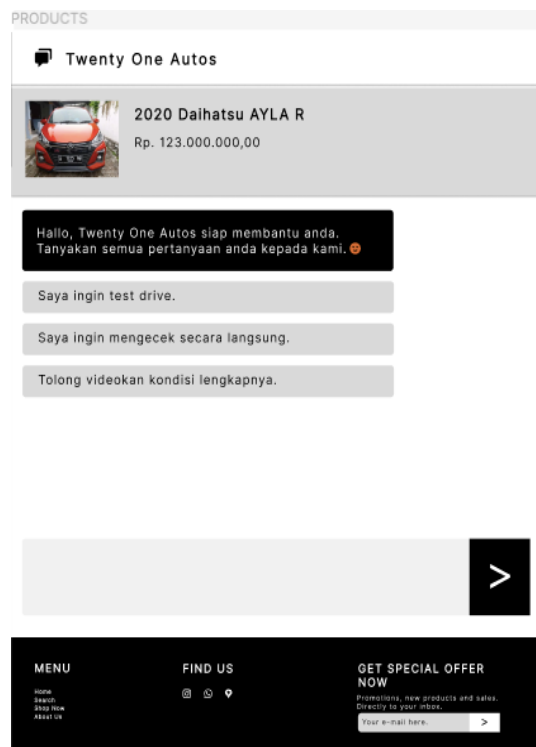


Figure 16. User Interface (Asking First)

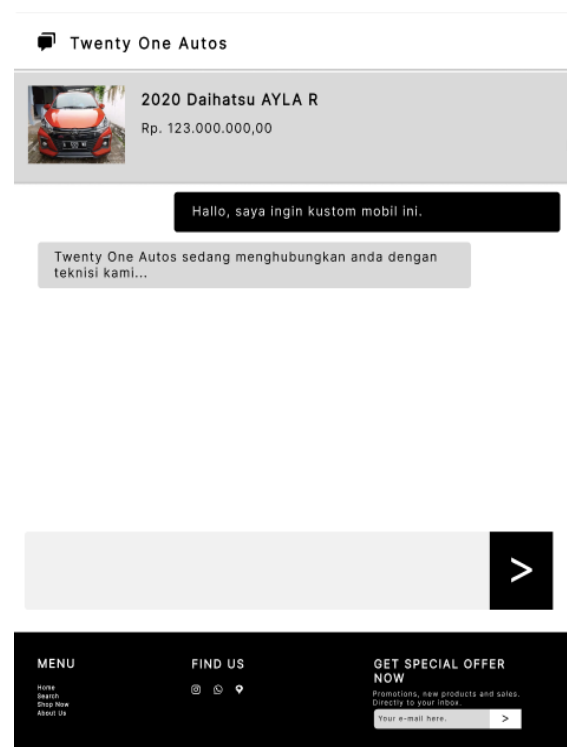


Figure 17. User Interface (Custom)

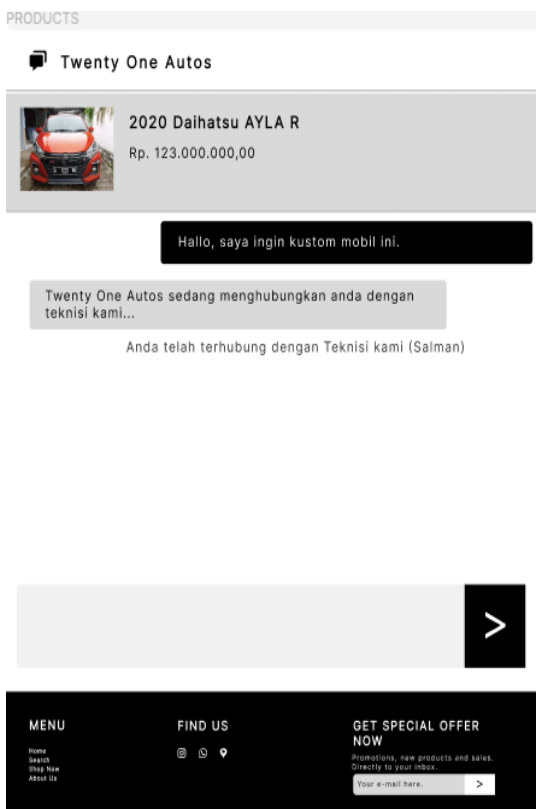


Figure 18. User Interface (Custom)

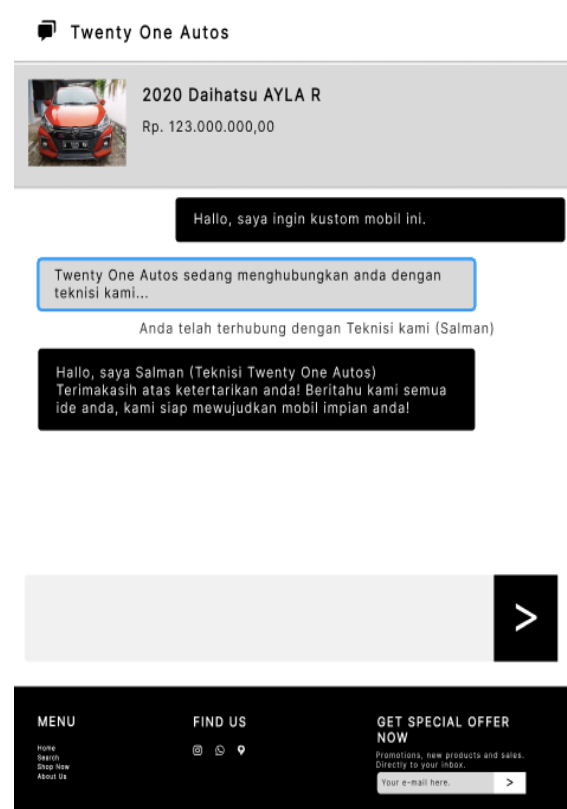


Figure 19. User Interface (Custom)

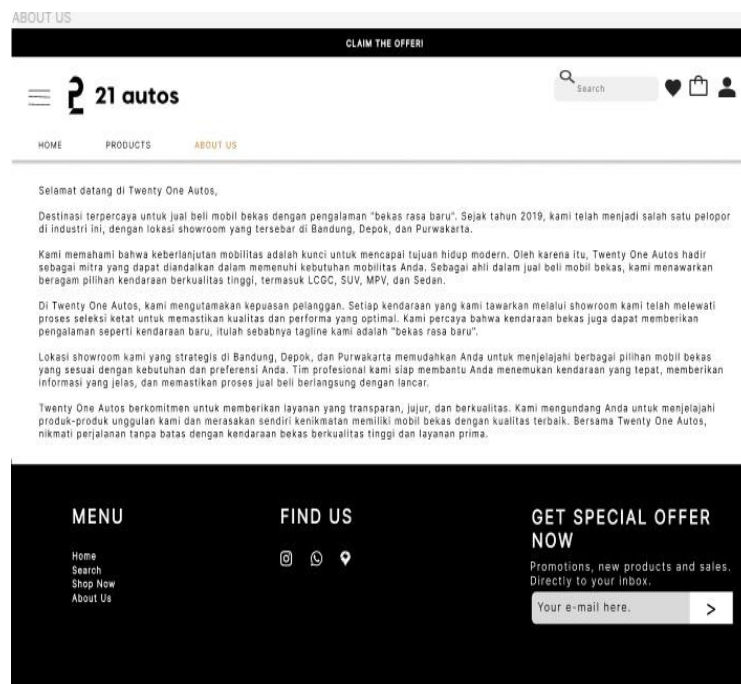


Figure 20. User Interface (About Us)

Promotion Strategy

To enhance promotions, several options are created both online and offline. There are two promotional strategies recommended for Twenty-One Autos, namely:

Banner

Utilizing banners in strategic locations such as main roads or shopping center areas to attract the attention of potential customers. Banners can contain information about special offers, new products, or other promotions.

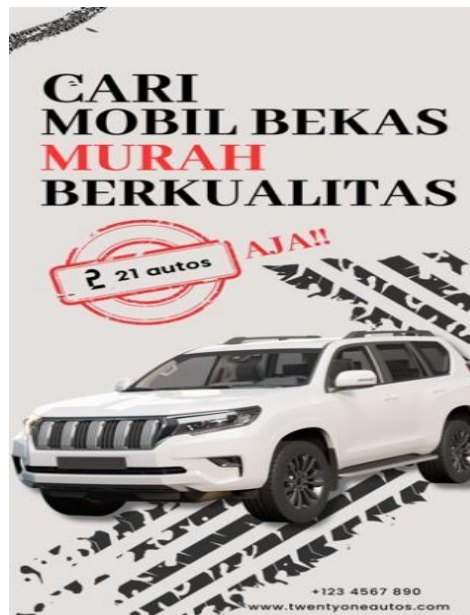


Figure 21. Banner

Brochure

Distributing brochures that contain comprehensive information about Twenty-One Autos products, services, and promotional offers. Brochures can be placed in offices, stores, or promotional events, as well as distributed directly to potential customers.

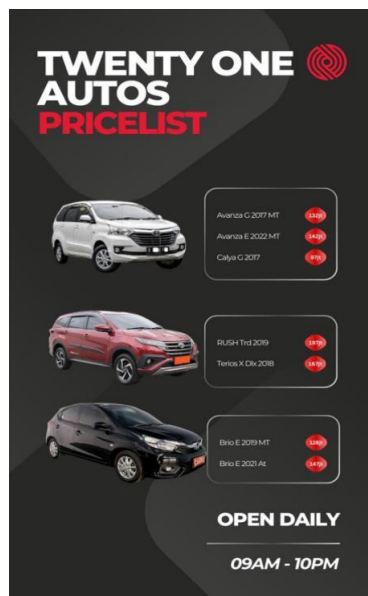


Figure 22. Brochure

Content Calendar (social media)

To enhance engagement on Twenty-One Autos social media accounts, consistent content activation is required so that consumers can become aware of and interested in the products and services provided by Twenty One Autos. Here's a content plan that can be recommended for Twenty-One Autos.

2024 MONTHLY CONTENT CALENDAR						
TWENTY ONE AUTOS						
JANUARY 2024						
SENIN	SELASA	RABU	KAMIS	JUM'AT	SABTU	MINGGU
1	2	3	4	5	6	7
Posting foto dan spesifikasi mobil bekas terbaru.	Ajak audiens mengirimkan pertanyaan terkait mobil bekas atau	Bahas tren terbaru di industri otomotif.	Bagikan tips pemeliharaan mobil.	Posting ulasan dan testimonial pelanggan.	Umumkan promo atau penawaran khusus.	Posting foto dari proses inspeksi dan pemeliharaan mobil.
8	9	10	11	12	13	14
Posting foto dari proses inspeksi dan pemeliharaan mobil.	Posting foto dan spesifikasi mobil bekas terbaru.	Ajak audiens mengirimkan pertanyaan terkait mobil bekas atau proses pembelian.	Umumkan promo atau penawaran khusus.	Posting ulasan dan testimonial pelanggan.	Buat posting mengajak audiens merencanakan resolusi otomotif.	Posting foto dan spesifikasi mobil bekas terbaru.
15	16	17	18	19	20	21
Posting foto dari proses inspeksi dan pemeliharaan mobil.	Bahas tren terbaru di industri otomotif.	Buat posting mengajak audiens merencanakan resolusi otomotif.	Umumkan promo atau penawaran khusus.	Ajak audiens mengirimkan pertanyaan terkait mobil bekas atau proses pembelian.	Bagikan tips pemeliharaan mobil.	Posting foto dari proses inspeksi dan pemeliharaan mobil.
22	23	24	25	26	27	28
Posting foto dari proses inspeksi dan pemeliharaan mobil.	Bagikan tips pemeliharaan mobil.	Bahas tren terbaru di industri otomotif.	Umumkan promo atau penawaran khusus.	Posting foto dari proses inspeksi dan pemeliharaan mobil.	Buat posting mengajak audiens merencanakan resolusi otomotif.	Ajak audiens mengirimkan pertanyaan terkait mobil bekas atau proses pembelian.
29	30	31				
Bahas tren terbaru di industri otomotif.	Buat posting mengajak audiens merencanakan resolusi otomotif.	Umumkan promo atau penawaran khusus.	Bagikan tips pemeliharaan mobil.	Ajak audiens mengirimkan pertanyaan terkait mobil bekas atau proses pembelian.	Bahas tren terbaru di industri otomotif.	Buat posting mengajak audiens merencanakan resolusi otomotif.

Figure 23. Content Calendar

In the prototype stage, to optimize the credit process, online sales, and increase the variety of units, a website was developed that integrates these three needs into one unified platform. The website was designed to make it easy for consumers to find information about the various vehicles available, with a wider selection of variants, as well as providing clear information about credit options that can be accessed easily. The credit process is optimized by providing a simple application form that is directly linked to financing partners, allowing prospective buyers to conduct installment simulations and get approval faster. In addition, the platform is also equipped with features to facilitate online transactions, such as in-person purchases or unit reservations, as well as attractive promotions that can be viewed by site visitors. With this website, Twenty-One Autos is able to improve user experience and expand market reach significantly, while simplifying the buying and credit process for consumers.

Previous research shows that the integration of various functions in one digital platform can significantly improve consumer experience and company operational efficiency. For example, according to (Ifadhila et al., 2024) revealed the use of digital platforms that combine e-commerce and customer service features can speed up the transaction process and provide a more convenient shopping experience, which ultimately increases customer satisfaction and loyalty. In addition, research by (Gomber et al., 2018) shows that simplifying the credit process through digital platforms can increase sales conversions, especially if the credit application and approval process is fast and transparent. Another study by (Purnomo, 2023) also revealed that optimizing online sales by integrating various communication channels and transactions in one website can expand market reach and increase sales potential. Therefore, website development that combines unit variations, simpler credit processes, and online sales is the right step to improve efficiency and strengthen business competitiveness in the digital era. also revealed that optimizing online sales by integrating various communication channels and transactions in one website can expand market reach and increase sales potential. Therefore, website development that combines unit variations, simpler credit processes, and online sales is the right step to improve efficiency and strengthen business competitiveness in the digital era.

Testing

In design thinking, the final stage is testing. Testing is done using the user testing method with an interview approach related to the results of the prototype that has been created, namely the website, promotion strategy, and content calendar. From the overall interview results on the website, positive responses were obtained, which are considered to streamline the credit process. However, for the variation process, which involves customization via chat, additional graphic features such as games are needed to provide a clearer picture to consumers. Then, it is necessary to consider how to introduce this website to potential consumers in the future. For the promotion strategy and content calendar, positive responses were also obtained.

At the testing stage, the results showed that the integration of various features on the designed digital platform had significant results in improving user experience and operational efficiency. Trials of the website that incorporates unit variety, simplified credit process, and online sales showed an increase in sales conversion and customer satisfaction. Users reported that the credit application process became easier and faster thanks to the site's well-structured navigation. However, for the variation process, which involves customization through chat, additional graphical features such as games are needed to give consumers a clearer picture. In addition, online sales optimization through this website also contributes to increased customer interaction, with more visits and transactions occurring through the platform. The results of this testing show that a platform that combines all these elements can increase customer attraction, reduce barriers in the buying process, and provide a more satisfying experience for consumers, which in turn can increase loyalty and sales volume. Overall, the testing phase showed that the technological innovation and ease of access provided by the website can address consumer needs that have been an obstacle, such as the complicated credit process and limited variety of units, and provide a competitive advantage for Twenty-One Autos in reaching more customers through more efficient online sales.

Previous research on the implementation of digital platforms in the automotive business shows that the incorporation of various features such as product variety, simplified credit processes, and online sales can have a positive impact on customer satisfaction and sales efficiency. For example, a study by (Foohey, 2020) revealed that the use of digital technology in the vehicle purchase process, especially those involving online lending systems and financing arrangements, can reduce barriers for consumers who previously struggled with the credit process. In addition, a study by (Sarkar & Das, 2017) found that increased accessibility through digital platforms that offer a wider variety of products can increase purchasing decisions, as consumers feel more satisfied with the freedom of choice. Another study by (Bastos, 2023) highlighted the importance of positive user experience in e-commerce platforms, where user-friendly and easy-to-navigate websites can increase sales conversion rates and encourage customer loyalty. Thus, these theories support the importance of integrating various elements in an effective digital platform to increase sales and customer satisfaction at businesses such as Twenty-One Autos.

Conclusions

This study demonstrates that applying the Design Thinking approach, focusing on consumer needs, can significantly boost sales at Twenty-One Autos. The first phase, *Empathize*, provided valuable insights into the main issues faced by consumers, such as limited unit variety, complicated credit processes, and suboptimal online shopping experiences. By thoroughly analyzing consumer needs and preferences, the study identified actionable steps to enhance customer experiences, including introducing a wider variety of units, streamlining the credit process, and improving online sales and promotions.

In the Define phase, these findings formed the basis for developing solutions tailored to meet these needs, thereby increasing customer satisfaction and brand loyalty. During the *Ideate* and *Prototype* phases, the study successfully created more concrete solutions, such as developing a digital platform integrating key elements: expanded unit variety, a simplified credit system, and a more efficient online sales process. Testing these solutions revealed that these enhancements not only improved customer satisfaction but also drove higher sales conversion rates. The study's main conclusion is that redesigning the sales process through a consumer-centric approach and leveraging digital technology enables Twenty-One Autos to improve operational efficiency, expand market share, and enhance competitiveness in the automotive industry.

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