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Touchpoint Design As Interface: Cloud Technology and the Omnichannel Business Model of a Culinary Micro-Enterprise

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Abstract

Research into digital transformation among micro, small, and medium enterprises (MSMEs) has developed along three distinct lines of inquiry: the factors influencing cloud adoption, the performance benefits of data and digital capabilities, and brand and service design. As a result, the literature better explains why micro enterprises adopt technology than how that adoption translates into captured value, and it seldom treats design as an integral part of the process. This study aims to fill this gap through an embedded single-case study on an MSME, combined with a mixed-method approach. Three data sources were used: a financial report of daily transaction records, a product list, and an observation report on adoption of five cloud technology pillars. The transaction data were processed through aggregation, trend and product analysis, and a profit-and-loss reconstruction based on documented cost assumptions. The analysis shows consistent month-on-month sales growth and a two-tier revenue structure in which high-value products capture most revenue. At the same time, low-priced items sustain visit frequency, creating a division of labor between value creation and value capture. The study analyzes seven documented touchpoints for visual identity, information architecture, catalog design, and interaction flow, showing how each mediates between an adopted pillar and a business function and positioning design as an interface construct rather than an adjacent discipline. The study proposes a design, technology, and business integration framework and advances it as an analytical generalization stated for replication rather than as a statistically generalizable finding.

Keywords: cloud technology adoption, decent work, economic growth, MSME digital transformation, omnichannel business model, touchpoint design

INTRODUCTION

Cloud computing has lowered the resource threshold at which small firms can restructure their operations, since capacity is rented rather than owned and improves performance only where it is matched to daily work (Mell & Grance, 2011; Attaran & Woods, 2019). In the Indonesian setting, where MSME absorb a large share of the workforce while contending with limited capital, fragmented information infrastructure, and uneven digital capability, this shift matters precisely because it lowers the threshold at which a micro enterprise can restructure how it markets products, serves customers, and records business data. What remains unsettled is not whether such firms can reach the technology, but how that reach is

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converted into performance that can be observed rather than reported.

Digital transformation goes beyond the installation of software; it is a process which alters the way value is created and ends up involving a change of business model not just the acquisition of tools (Vial, 2019; Verhoef et al., 2021; Kraus et al., 2021). It is only when the logic underlying value creation changes that transformation is said to have taken place, and in the case of small enterprises this change is seen in sales moving from a reliance on a physical store to an omnichannel setup (Merín-Rodrigáñez, Dasí, & Alegre, 2024). Research into capabilities also shows that those owners who build up their digital capabilities are the ones who turn technology into new ways of carrying on business (Li, Su, Zhang, & Mao, 2018; Eller, Alford, Kallmünzer, & Peters, 2020). Although both bodies of literature identify the explanatory action as taking place after adoption, neither of them specifies the mechanism by which this conversion occurs.

In Indonesia, this question is largely channel-centered. Studies of MSMEs report that social media marketing affects business performance by widening reach and strengthening customer relationships and the pandemic period reinforced the finding when social media sustained trading under mobility restrictions (Tatik & Setiawan, 2025; Patma, Wardana, Wibowo, Narmaditya, & Akbarina, 2021). A bibliometric review concludes that this body of work is still developing and leaves considerable room for research (Pellegrino & Abe, 2023). The limitation of the stream is analytical rather than empirical. Performance is attributed to the presence and intensity of channel use, while the designed quality of the encounter that takes place on those channels is left unmodeled.

Across these streams, technology adoption is repeatedly treated as the terminal variable to be explained. Determinant models by Low, Chen, and Wu (2011); Oliveira, Thomas, and Espadanal (2014) identify drivers and barriers with considerable precision. Still, the analysis is closed at the adoption decision and is rarely connected to transactional financial evidence. Meanwhile, research into brand and touchpoint design has progressed along a separate path from research into cloud-based business models, which means that the customer-facing aspect of the technology is discussed in one area of the literature and the technology itself in another. Therefore, there is no existing body of work that explains how the cloud capacity that has been adopted is turned into captured value at the micro-enterprise level, and no existing research treats design as an integral part of that process.

The case selected to address that question is Lapis Angso Duo, a culinary enterprise founded in 2018 in Jambi City that sells layered cake as a regional souvenir. The selection is theoretical. The case satisfies three conditions that the question requires simultaneously, namely full adoption of the five cloud technology pillars, a deliberately maintained visual identity carried consistently across digital channels, and, unusually for a micro enterprise, daily transaction records at the level of the individual sale. The third condition is what makes the case analytically valuable, because claims about the consequences of technology can be traced to recorded sales rather than resting on informant perception, which is the evidentiary basis on which most of the adoption literature stands.

This study aims to explain how digital touchpoint design converts adopted cloud technology into value captured through the omni-

channel business model of a culinary micro-enterprise, using transaction-level rather than perceptual evidence. First, what performance profile does the enterprise exhibit when it is reconstructed from transaction-level records? Second, how does adoption of the five cloud technology pillars stand in relation to digital touchpoint design and to the business model of the firm? Third, how can the relationship between design and business be theorized so that the two are specified as mutually constitutive rather than adjacent?

The analytical contribution of this study is to move the evidentiary base of micro-enterprise cloud research from perceptual report to transaction-level record. Its theoretical contribution is to reposition design from an adjacent discipline to an interface construct that mediates between technological capacity and value capture. Its conceptual contribution is the design, technology, and business integration framework developed from that repositioning. In keeping with the principles of case study research, the framework is presented as an analytical generalisation aimed at theory rather than as a statistical generalisation aimed at a population, a point which is dealt with explicitly in the methods section. The originality of the study is in bringing together three separate bodies of literature within a single case where the evidence can be checked, and in treating design as an interface construct that is part of the business model rather than as a separate discipline.

Cloud Computing and Its Adoption by Small Enterprises

Information technology resources are provided by cloud computing as services which can be accessed via a network and whose costs vary according to usage (Mell & Grance, 2011). For small enterprises, the key advantage of the technology is cost savings, scalability, and the ability to focus on their main business activities rather than on managing infrastructure (Low, Chen, & Wu, 2011; Marston, Bandyopadhyay, Zhang, & Ghalsasi, 2011). According to Gupta, Seetharaman, and Raj (2013), when adopting cloud services small businesses consider ease of use, ease of sharing, and cost savings, although security concerns remain a constant obstacle. Oliveira, Thomas, and Espadanal (2014) support this view by demonstrating that technology readiness, support from top management, and the relative advantage influence adoption decisions in both the manufacturing and services sectors.

The research into cloud adoption is mainly based on Rogers' (2003) technology, organization, and environment framework and on the diffusion of innovations theory. Both theories deal with acceptance very well and are designed so that they end with intention or adoption. Yet it results in a systematic lack of attention to the value after adoption, since for a small business this post-adoption value is the only reason for making the investment (Attaran & Woods, 2019). This omission has important implications for a culinary micro-enterprise, because the key issue in such a business is not whether the technology has been accepted but whether that acceptance can be linked to sales.

Big Data, Analytics, and Decision Making

A second aspect of the uptake of cloud computing relates to the use of data in making decisions. Wamba et al. (2017) indicate that a firm's performance is influenced by its big data analytics capability via the dynamic capabilities that go with it. Mikalef, Boura, Lekakos, and Krogstie (2020) develop this idea by seeing

dynamic capabilities as the connection between data analytics and innovation, at the same time pointing out the moderating effect of the environment. George, Osinga, Lavie, and Scott (2022) include a methodological observation that data and data science methods offer more research opportunities in the field of management. For firms of a small and medium scale, the use of data does not have to take the form of sophisticated analytics systems; daily sales figures, the statistics of social media visits, and customer reviews are already sufficient to enable decisions regarding stock, pricing, and promotion.

Digital Business Models and Omnichannel Strategy

A business model sets out the way in which an enterprise generates, provides, and captures value (Teece, 2010). Osterwalder and Pigneur (2010) presented this logic in the form of the business model canvas, a tool which displays the various customer segments, value propositions, channels, and revenue streams in a single diagram. With the number of digital channels increasing, companies are moving from a multichannel strategy to an omnichannel one in which the customer is at the centre and all interactions are seen as part of a single, continuous journey (Verhoef et al., 2015). The rise of digital platforms has made this kind of transition possible even for small and medium-sized enterprises that have limited resources (Cenamor et al., 2019).

Merín-Rodrigáñez, Dasí, and Alegre (2024) demonstrate that digital transformation influences the performance of SMEs via business model innovation, not just because of the presence of technology, and evidence from small firms supports this view since transformation brings about customer value when it alters the way the firm interacts with its buyers (Matarazzo, Penco, Profumo, & Quaglia, 2021). It has also been found that marketing innovation and product innovation have an impact on the market performance of small enterprises (Aksoy, 2017). Therefore, a good business model must be backed by a product offering that is constantly being updated.

Design Theory and Digital Touchpoint Design

Design theory provides a perspective that is frequently overlooked by adoption studies. According to Buchanan (1992), design should be seen as a mode of thinking for dealing with complex and ill-structured problems rather than as an activity involving the decoration of products. This perspective extends the concept of design from physical objects to include processes and services. Norman (2013) emphasizes that good design should be user-centered; he addresses the gap between what the user intends and what the system is capable of, a principle that is directly applicable to a company's messaging interfaces, online storefronts, and web pages. Stickdorn and Schneider (2011) developed service design as a method for creating experiences at all touchpoints so that they appear consistent and meaningful, and Lemon and Verhoef (2016) place these touchpoints within the customer journey, where each interaction contributes to the overall experience that customers assess. In the area of branding, Kotler and Keller (2016) state that a consistent brand identity helps to build memory and trust, which then affect purchase decisions. The visual identity components such as the logo, colours, and the style of product photography become assets that link customer perception to the firm's value promise.

Critical Synthesis, Research Gap, and Theoretical Positioning

If you look across the literature, it breaks down into three distinct streams which have developed separately. The first one identifies the factors that influence the decision to adopt cloud computing and ends with the actual adoption decision (Low, Chen, & Wu, 2011; Oliveira, Thomas, & Espadanal, 2014; Gupta, Seetharaman, & Raj, 2013). The second stream examines the performance benefits of data and digital transformation, although it mainly focuses on medium and large companies and mostly relies on perceptual survey methods (Wamba et al., 2017; Vial, 2019; Verhoef et al., 2021). The third stream regards brand design and service design as disciplines that have their own subjects and criteria (Buchanan, 1992; Norman, 2013; Stickdorn & Schneider, 2011). A scientometric analysis of digital transformation in small enterprises shows that the area is fragmented and particularly points out that the technological aspect is seldom linked to the design aspect (Parra-Sanchez & Talero-Sarmiento, 2024). The fact that the streams are isolated is not just a bibliographic observation, since it involves an analytical cost.

There are three gaps. First, cloud adoption is seldom connected to transactional financial evidence in micro enterprises, so impact claims rest on perception and cannot be audited. Second, digital touchpoint design is rarely modeled as a construct internal to a cloud-based business model, even though design is the only form in which infrastructure ever presents itself to a customer. Third, regional culinary MSMEs in Indonesia, where local cultural identity and digital channels are combined, have seldom been analyzed through traceable data. The novelty of this study is therefore not the observation of a

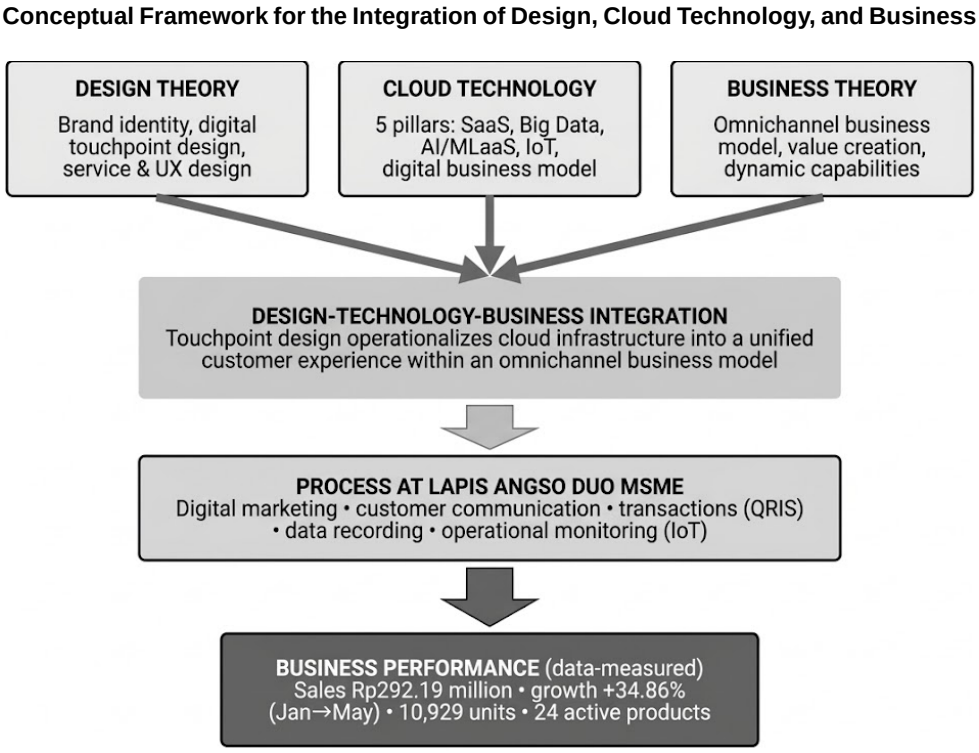


Figure 1 The Design, Technology, and Business Integration Framework

digitalized micro enterprise, which is by now common, but the joining of the three streams within a single case whose evidentiary base is auditable. Design is treated as the mechanism that converts the five cloud technology pillars into an experience a customer can act on; that conversion is tied to recorded sales, and the relationship is specified as a design, technology, and business integration framework, presented in Figure 1.

METHOD

Research Design

This study uses an embedded single-case study design with a mixed-methods approach. The design follows the logic that a case study is appropriate when the research questions are how questions directed at a contemporary phenomenon whose boundaries with its context are not sharply drawn (Yin, 2018). The mixed approach combines quantitative processing of transaction records with qualitative interpretation of technology adoption, in line with the principle that quantitative and qualitative data are combined to reach a fuller understanding (Sugiyono, 2019). The unit of analysis is the Lapis Angso Duo enterprise, while the embedded units within it cover sales transactions, products, and digital touchpoints. The embedded structure is what carries the analysis, because the firm-level claim about integration is supportable only if it holds simultaneously across the transaction record, the product portfolio, and the touchpoint inventory.

Analytical Generalization and the Scope of Inference

This study does not regard Lapis Angso Duo as a sample from which the characteristics of Indonesian culinary MSMEs could be estimated. The type of logic employed here is analytical generalisation, that is, a case is used to develop, extend or challenge theoretical propositions rather than to list out a population (Yin, 2018). The relevant criterion is therefore not whether the case is representative but whether the observed configuration corresponds to the theoretical propositions it is used to refine. When this criterion is applied, the fact that the study is limited to one enterprise in Jambi City constitutes a boundary condition for the empirical claims and not for the conceptual contribution. The design, technology, and business integration framework is advanced as a proposition available for replication logic in further cases, and the conditions under which it was derived, namely full adoption of the five pillars, deliberate identity design, and auditable transaction records, are stated so that confirming and disconfirming cases can be selected deliberately.

Data Sources

The study rests on three data sources. The first source is a financial report file containing six monthly transaction sheets from January to 16 June 2026, one product list sheet, and summary, profit and loss, and balance sheet worksheets. The second source is a product list containing twenty-four products and their unit prices. The third source is an observation report on the adoption of the five cloud technology pillars, compiled through a field visit and an interview with the business owner on 16 June 2026.

Data Processing Techniques

Data processing was conducted in five replicable stages (Figure 2). The first stage was extracting all transaction rows from the six-

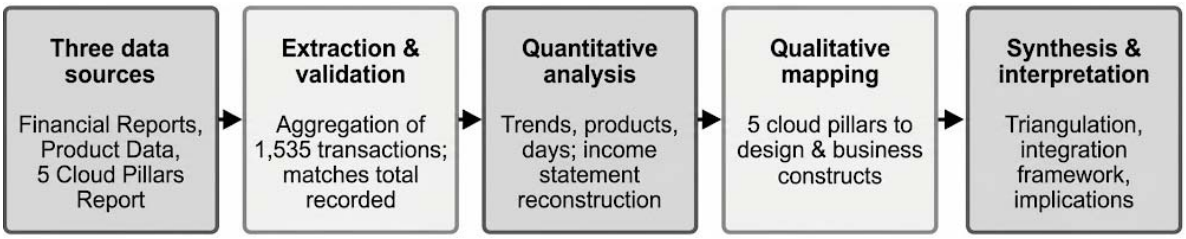


Figure 2 Research Methodology Flow

monthly sheets using a spreadsheet-processing library. The second stage was validation, in which the extracted totals and quantities were re-summed and compared with the recorded total rows on each sheet. On all six sheets the totals derived from the re-summing were identical to the recorded totals, which proved that the extraction was accurate. The third stage involved quantitative analysis, this comprising the aggregation of sales by month, by product and by day, the calculation of growth, and the reconstruction of the profit and loss account. The fourth stage was qualitative mapping, and this linked the five cloud technology pillars to the design constructs and to the business constructs. The fifth stage consisted of synthesis and interpretation by triangulating the three data sources.

In the financial file, the summary, profit and loss, and balance sheet worksheets show zero sales since the formulas which refer to the transaction sheets do not work in the version of the file available. The transaction sheets, on the other hand, do contain the real sales data. In order to assess profitability, the study used the cost structure that had already been recorded in the file itself, namely a cost of goods sold equal to 55 per cent of sales, operating expenses at 20 per cent of sales, an interest expense of IDR 500,000 per month, and an MSME tax at 0.5 per cent of turnover in line with Government Regulation Number 55 of 2022. The profit figures obtained are a reconstruction based on the assumptions already documented and are not audited actual costs.

Table 1 Coding Scheme Applied to the Qualitative Mapping Stage

Coding Criterion	Evidence Admitted	Analytical Purpose
Pillar adoption	Observation report and owner interview, 16 June 2026	Establish which of the five cloud capacities are present in the enterprise (adoption)
Designed touchpoint	Documented profile, storefront, and catalogue displays (Appendix 1-2)	Identify the designed form in which each pillar is encountered by a customer (integration)
Cross-channel consistency	Recurrence of identity elements, catalogue, and messaging interface across channels	Assess whether touchpoints operate as one journey rather than as parallel channels (orchestration)
Business function	Product list and transaction rows by product, date, and day	Link each pillar to the function through which it is monetized (value capture)
Traceability marker	Match between a coded statement and a transaction row or an observation statement	Ensure every reported claim can be re-executed from the source file

Coding Scheme

The fourth stage was governed by an explicit coding scheme so that the qualitative mapping is reproducible from the same three sources. Table 1 states the coding criteria, the evidence admitted under each, and the analytical purpose each criterion serves in the sequence of adoption, integration, orchestration, and value capture.

Validity and Processing Limitations

The construct validity was confirmed by comparing different sources and checking the figures against the sheet totals. Internal validity extends only to matching the patterns between adoption and performance, with no causal inferences being made. Reliability is achieved by being able to trace each figure back to the individual transaction rows and the observation entries. Where data was unavailable—such as for sales channels, unreconciled balance sheets, and marketing metrics—it was clearly stated without any estimation or smoothing to keep the audit trail intact. Validation consisted of verifying the monthly totals across all six sheets and cross-checking the coded statements against at least two sources according to the criteria set out in Table 1.

RESULTS

The findings are set out in the order determined by the framework shown in Figure 1; the adoption reports indicate which cloud capacities are available, the integration reports show the form in which those capacities are made available to customers, the orchestration reports explain how the portfolio and the channels are coordinated across purchase occasions, and the value capture reports the revenue that the configuration generates in the transaction record.

Adoption: The Five Cloud Pillars and Their Links to Design and Business

The observation report indicates that all five cloud technology pillars have been adopted. From an analytical perspective, the consistency of the adoption pattern is more significant than the number of pillars. None of the pillars is delivered to customers in its original technical form; rather, each is presented as a designed artifact and associated with a specific business function. Table 2 shows for each pillar the evidence of its adoption, the design dimension through which it becomes accessible, and the business dimension through which it is monetized. When comparing Table 2 with Figure 1, the table becomes the empirical realization of the framework rather than merely a separate list: the column containing the adoption evidence fills in the technology layer of Figure 1, the column relating to the design dimension fills in the design layer, and the column relating to the business dimension fills in the business layer, so that each row follows a single pillar through all three layers.

Integration: The Designed Touchpoint Inventory

The observation report also gives the platform metrics as individual snapshots recorded at the time of the observation rather than as a sequence (Table 3). Only a single item has any analytical significance. The food delivery platform lists its own net sales separately from the enterprise transaction file, meaning that the two figures are based on different bases and therefore it is impossible to calculate the share of total revenue from them. All the snapshot

Table 2 Mapping of the Five Cloud Technology Pillars onto Design and Business Dimensions

Pillar	Adoption Evidence	Design Dimension	Business Dimension
Cloud-Native/ SaaS	WhatsApp Business, Google Business Profile, Google Sites, Google Drive, Google Spreadsheet, GrabFood, Instagram, Facebook, TikTok, QRIS	Design of the online storefront, catalogue, and touchpoint interfaces	Channel expansion and operational efficiency
Big Data & Analytics	Use of visit statistics, best-selling products, and reviews for decisions	Content design based on audience response	Decisions on stock, pricing, and promotion
AI/MLaaS	AI-based chatbot on WhatsApp and advertising targeting by the platforms	Design of conversation and service flows	Faster response and marketing effectiveness
IoT & Edge	Internet-based CCTV connected to a monitoring application	Design of the visual monitoring system	Security and operational supervision
Digital Business Model	Integration of offline and online sales through multiple channels plus QRIS and mobile banking payments	Design of the customer journey across channels	Omnichannel model and market expansion

shows is that the channel exists, not that it contributes.

Appendix 1 to 2 document the touchpoint inventory referenced in Tables 2 and 3. They are included as evidence of the designed state of each channel rather than as illustrations, because the argument developed below turns on the claim that customers encounter the technical pillars only in designed form. The documentation covers profile displays across the digital platforms and the condition of the physical store, which constitute the interface layer through which the five cloud technology pillars reach the market. They are therefore read analytically in the subsection that follows, where each touchpoint is examined for the design elements it deploys and for the mediating work it performs between an adopted pillar and a business function, which is the integration stage of the sequence in Figure 1.

Integration: Design Analysis of the Documented Touchpoints

The documentation is analyzed rather than described. For each touchpoint the analysis identifies the design elements that are observable in

Table 3 Digital Platform Metrics Recorded in the Observation (Snapshot)

Platform	Recorded Metrics
Google Business Profile	5,066 profile views; 1,097 searches; 5.0 rating from 10 reviews
GrabFood	Net sales of IDR 1,319,300; 14 orders; 4.9 rating from 79 reviews
Instagram	29,795 impressions; 4,143 followers; 991 posts
TikTok	4,697 post views; 366 followers; 1,704 likes
Facebook	Around 5,100 followers; 379 posts
QRIS	QRIS Mandiri with NMID ID1023304718803

its documented state, namely visual identity, interface design, information architecture, catalogue design, interaction flow, and service design, and then states the mediating work the touchpoint performs: which adopted pillar it renders accessible, where it sits in the customer journey, and through which business function that access is monetized. This is the second stage of the sequence in Figure 1, and it is the stage at which adoption reported in Table 2 becomes an encounter a customer can act on. Table 4 states the analysis in full.

Two patterns run across the seven touchpoints, and neither is visible in any one of them taken alone. The first is a division of labor between creation and capture. The social channels and the business profile are designed to make the offer legible and credible, while the messaging catalogue, the delivery platform, and the physical counter are designed to close. The routing that joins the two groups is itself a design decision, since the social profiles and the storefront signage each carry outbound handles pointing at the closing touchpoints. The second pattern is identity continuity as an operating requirement rather than an aesthetic preference, since the same swan mark, purple field, and packaging photography recur on every surface, including those whose frames cannot be customised, so that a customer arriving from any entry point resolves several surfaces into one enterprise. The two patterns convert a set of separately adopted platforms into the single orchestrated journey and they specify the mediating work that Figure 1 assigns to the design layer.

Table 4 Design Analysis of the Documented Touchpoints

Touchpoint (Figure)	Design Elements Observed in the Documented State	Mediating Function: From Cloud Pillar to Business Value
Physical store (Appendix 1)	**Visual identity**: purple field, white swan mark, and script wordmark across the frontage signboard, carrying the positioning line Pusat Oleh-Oleh Jambi. **Information architecture**: address, telephone number, and the Instagram and Facebook handles are printed on the same board. **Service design**: open frontage, shelved packaged goods, and a glazed counter display, with order and payment completed at a single point.	Renders the payment pillar usable at the point of sale, and runs the routing in reverse by converting passing traffic into digital followers as well as buyers. Value is captured as the visitation-weighted revenue Figure 3.
Google Business Profile (Appendix 2)	Interface design is supplied by the platform template, so the design work observable here is the completion and curation of its fields. **Information architecture**: business category, opening status and closing time, mapped address, photograph and video set, and a menu entry. **Interaction flow**: a single action row for calling, routing, sharing, and saving converts a search result into a visit.	Renders the cloud-native and analytics pillars as a discovery surface for customers with no prior contact. It occupies the entry position in the journey for unaided local search and captures value indirectly, by producing store visits rather than transactions.

GrabFood (Appendix 2)	**Catalogue design dominates**: every item is a fixed template of photograph, name, and price, with a best-seller badge marking the leading item. Visual identity survives only inside the product photography, since the platform frame is not customizable. Interaction flow is closed and transactional, running from selection to payment and delivery without conversation.	Renders the cloud-native and payment pillars as a self-contained purchase loop for customers who will not travel. It captures value directly, although its recorded net sales place it as a supplementary rather than a principal capture channel.
Instagram (Appendix 2)	**Visual identity at its fullest expression**: consistent palette, swan avatar, and a repeated product photography style across the post grid and story highlights. Information architecture is concentrated in the profile header, which carries the category descriptors, the certification claims, a landmark locator, and outbound links to the messaging catalogue, the web storefront, and the delivery platform.	Renders the analytics and artificial intelligence pillars as content and targeting decisions. Its journey function is to establish legibility and credibility and then route the customer onward, so it creates value that it does not itself capture.
TikTok (Appendix 2)	Identity is carried through motion and narrative rather than a fixed grid, under a storytelling positioning line. Catalogue design is absent. Interaction flow is short, moving from view to profile to an outbound link to the web storefront.	Renders the analytics pillar as reach at the awareness end of the journey. Its follower and view counts are the lowest of the digital set, which is consistent with an acquisition touchpoint that has not been developed into a capture one.
Facebook (Appendix 2)	Repeats the Instagram identity, using the same avatar, palette, and photography, in a longer-form post format with page fields for location and category. The architecture is deliberately duplicative rather than differentiated.	Renders the cloud-native pillar as segment coverage, extending the same designed offer to a distinct audience. Its analytical value lies in redundancy, which is the operational form that cross-channel consistency takes.
WhatsApp Business (Appendix 2)	Catalogue design is native: a product grid of photographed items sits inside the messaging application. Interaction flow is designed as a closing sequence, with an action row placing enquiry, catalogue inspection, and ordering one step apart. Conversation design supplies the service layer.	Renders the artificial intelligence and payment pillars as a conversational point of sale. It is the convergence point to which the other digital touchpoints route, and therefore the principal capture interface of the configuration, although the absence of channel markers in the transaction file means its revenue share cannot be quantified.

Orchestration: Case Boundary Conditions and Portfolio Structure

The enterprise profile is reported here as a set of boundary conditions rather than as a description of the firm. Appendix 3 records the attributes that bear on case selection and the framework's transferability: sector, scale, and the sequence in which the physical and digital channels were established. The portfolio comprises twenty-four products spanning a price range from IDR 5,000 for the young-coconut pudding (Puding Dogan) to IDR 200,000 for a

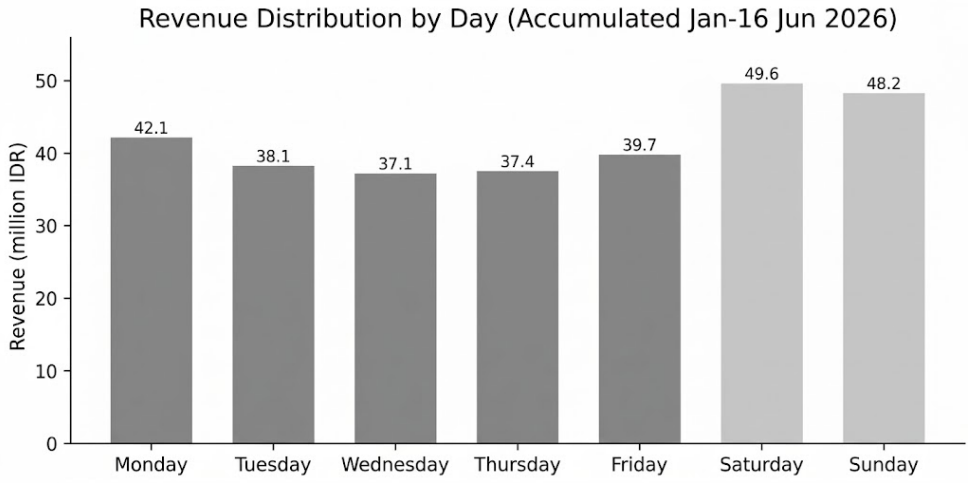


Figure 3 Revenue Distribution by Day, Accumulated January to 16 June 2026

made-to-order birthday cake. The spread is itself analytically relevant, since a fortyfold price range within a single micro-enterprise portfolio is a precondition for the two-tier revenue structure examined below. Appendix 4 presents all products and their unit prices.

Orchestration: Sales Pattern by Day

Revenue distributed by day of the week is consistent with a souvenir rather than a staple purchase profile. Saturday generates IDR 49,588,000 and Sunday IDR 48,206,000, placing the weekend above all weekdays, although Monday remains high at IDR 42,069,000. The reading matters for the business model interpretation developed below, because a demand profile keyed to visitation implies that revenue is exposed to mobility and traffic rather than to routine repeat consumption (Figure 3).

Aggregating 1,535 transaction rows yields cumulative sales of IDR 292,190,000 and 10,929 units sold between January and 16 June 2026, an average of approximately IDR 190,352 and 7.1 units per transaction. Table 5 presents the monthly sales recapitulation alongside the number of units and transactions. The five full months exhibit monotonic growth, from IDR 45,967,000 in January to IDR 61,991,000 in May, an increase of 34.86 percent. The more informative property is the second-order pattern, since monthly growth itself accelerates from 3.50 percent at the start of the period to 11.57 percent approaching May. A firm whose growth rate is rising is not simply selling more

Table 5 Monthly Sales Recapitulation, January to 16 June 2026

Month	Sales (IDR)	Units	Transactions	Growth
January	45,967,000	1,839	281	-
February	47,575,000	2,004	247	+3.50%
March	50,116,000	1,793	291	+5.34%
April	55,562,000	1,852	289	+10.87%
May	61,991,000	2,222	284	+11.57%
June (to the 16th)	30,979,000	1,219	143	partial
Total	**292,190,000**	**10,929**	**1,535**	

of the same thing to the same base, and the pattern is consistent with an expanding rather than a merely active channel structure. However, the transaction file alone cannot adjudicate between that reading and seasonal or reputational alternatives. The June figures cover only the first half of the month and are therefore excluded from month-on-month comparison (Figure 4).

The full-month sales average of IDR 52,242,200 diverges substantially from the average turnover of IDR 20,000,000 per month stated by the business owner in the observation report. The divergence is retained rather than reconciled because its source cannot be determined from the available data, whether due to a difference in calculation method, reference period, or channel coverage. The divergence is itself methodologically informative. It is a direct demonstration of the distance between perceptual and transactional evidence that motivates this study, and it is the reason the transaction data are treated as the primary reference throughout.

Value Capture: Revenue Structure Across Products

Product-level analysis reveals a two-tier structure rather than a ranking (Table 6, Figure 5). High-value products, principally the layered cake and bolu ranges, capture the largest revenue, while low-priced products such as bread and pudding generate the highest unit volume but contribute little revenue. Bolu Tape Slice is the largest revenue contributor, followed by Lapis Angso Duo Pandan and Varian Coklat Topping. In terms of volume, the revenue contribution from Individual Buns, Banana-Chocolate Buns, and Vanilla Cream Buns was constrained by their low unit prices. Roti.Na is in the mid-range category since its price is high enough to turn sales volume into revenue; this shows that the two price levels correspond to the extremes of the distribution, and not simply to a binary division. The made-to-order birthday cake inverts the relation, producing IDR 14,800,000 from only 74 units. These are not three independent observations but three positions within one structure, in which different

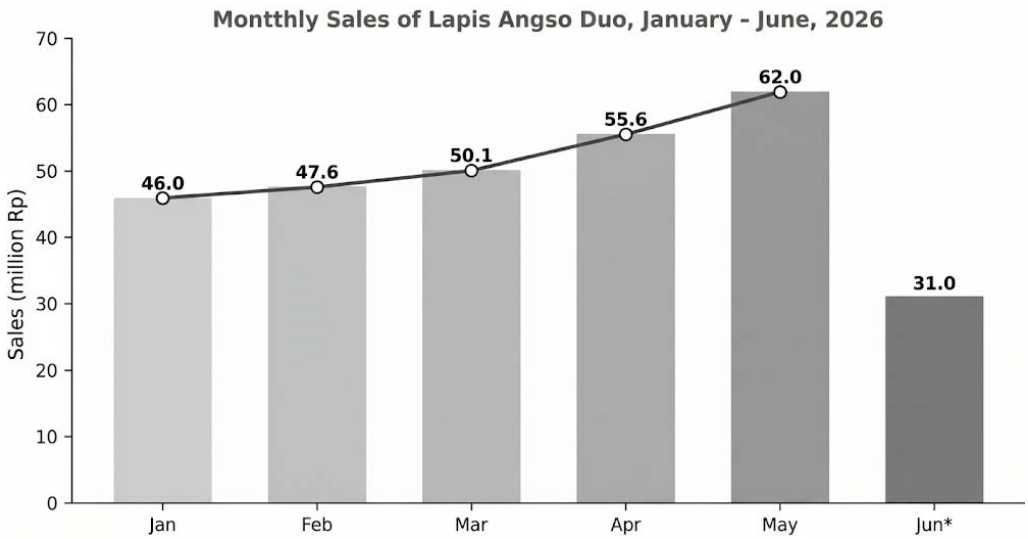


Figure 4 Monthly Sales of Lapis Angso Duo, January to 16 June 2026

Table 6 Ten Products with the Highest Revenue

Product	Revenue (IDR)	Units	Transactions
Bolu Tape Slice	25,380,000	540	79
Lapis Angso Duo Pandan	21,330,000	474	74
Varian Coklat Topping	20,150,000	403	78
Lapis Angso Duo Cookies	19,195,000	349	59
Roti.Na	18,792,000	696	69
Lapis Angso Duo Kopi	17,100,000	342	66
Bolu Gulung Nanas	15,504,000	408	60
Bday Cake (by order)	14,800,000	74	71
Lapis Angso Duo Cinnamon	14,500,000	290	56
Gift Hampers	13,860,000	252	75

parts of the portfolio carry volume and value. summarize the ten products with the highest revenue.

Value Capture: Profit and Loss Reconstruction

When the cost structure shown in the financial file is applied, the net profit margin remains steady at between 23 and 24 per cent. Since the cost of goods ratio is assumed to be fixed, gross profit varies in proportion to sales, and the only factor causing changes in margin is the fixed interest expense of IDR 500,000 per month, which causes the margin to be very slightly higher in months when sales are larger. Consequently, the reconstruction provides no independent insight into cost behaviour and must be regarded as an estimate of only the order of magnitude. It is presented in Table 7 as an assumption-based estimate rather than as audited actual costs.

The financial file does not include a reconciled balance sheet; the balance sheet worksheet shows retained earnings at minus IDR 3,000,000 and a discrepancy between total assets and the sum of total liabilities and equity amounting to minus IDR 31,500,000, this showing that the cash and retained earnings figures had not been adjusted to match actual sales. Since the finan-

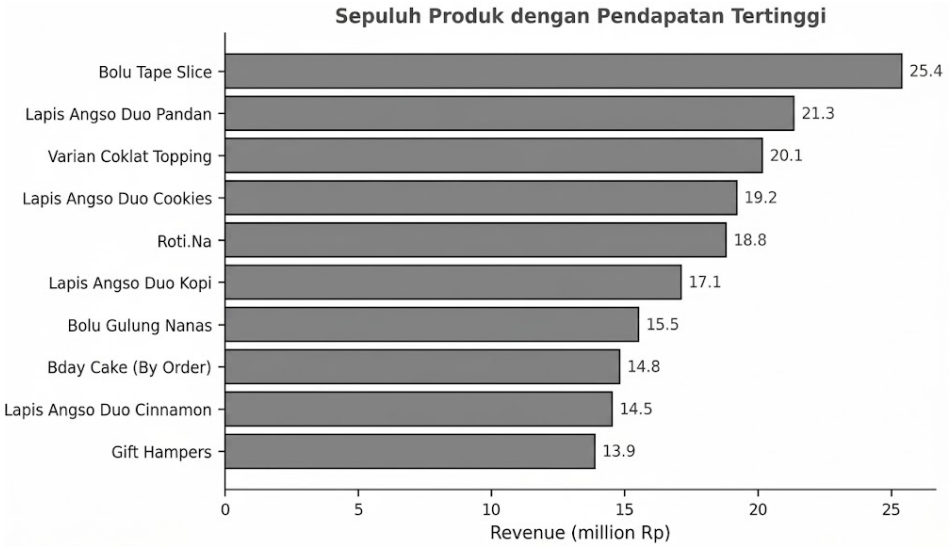


Figure 5 Ten Products with the Highest Revenue

Table 7 Monthly Profit and Loss Reconstruction Based on Documented Cost Assumptions

Month	Sales (IDR)	COGS 55% (IDR)	Gross Profit (IDR)	Net Profit (IDR)	Margin
January	45,967,000	25,281,850	20,685,150	10,761,915	23.4%
February	47,575,000	26,166,250	21,408,750	11,155,875	23.4%
March	50,116,000	27,563,800	22,552,200	11,778,420	23.5%
April	55,562,000	30,559,100	25,002,900	13,112,690	23.6%
May	61,991,000	34,095,050	27,895,950	14,687,795	23.7%
June (to the 16th)	30,979,000	17,038,450	13,940,550	7,089,855	22.9%
Total	**292,190,000**	**160,704,500**	**131,485,500**	**68,586,550**	**23.5%**

NB: Authors' reconstruction based on the assumptions of COGS at 55%, operating expenses at 20%, interest of IDR 500,000 per month, and tax at 0.5% of turnover documented in the Lapis Angso Duo Financial Report, 2026

cial position analysis based on the balance sheet is therefore considered unavailable, it was not reconstructed to prevent the issuance of misleading figures.

DISCUSSION

At Lapis Angso Duo, cloud adoption coincides with recorded performance rather than self-reported figures. Based on transaction-level cash inflows, full-month sales increased 34.86% from January (IDR 45,967,000) to May (IDR 61,991,000). This nuance refines standard cloud adoption models (Low et al., 2011; Oliveira et al., 2014), which identify adoption drivers but omit the ultimate outcomes that justify investment (Attaran & Woods, 2019). Extending these models to track recorded sales offers both evidential and substantive value, showing that existing firm-level financial data can evaluate post-adoption impact.

This pattern supports claims that digital transformation fundamentally alters value creation (Vial, 2019) and that the digital journey culminates in business model change rather than the mere acquisition of tools (Verhoef et al., 2021). At Lapis Angso Duo the change can be seen in the way sales are redistributed among different channels, thereby eliminating the dependence on a single point of customer access – a trend which is in line with the findings concerning the accumulation of incremental capabilities and customer value creation in small firms (Li, Su, Zhang, & Mao, 2018; Matarazzo, Penco, Profumo, & Quaglia, 2021). Just as much precision must be given to the limitations of the evidence. The design only allows for a pattern-matching inference and not for a causal one. Growth occurs at the same time as technology is used, but so do seasonality, accumulated reputation, and product quality, and there is no instrument in the transaction file to distinguish between them. All that the case shows is that the association can be traced and specified, which is a necessary condition for causal analysis rather than a replacement for it.

Table 2 shows that each of the pillars encounters a design dimension before it interacts with a customer, and this is true in all five cases. The Google business profile, the online storefronts, the product catalog, and the conversational interface within the messaging application are design features, not technical channels that just happen to be visible. This is the way in which Buchanan (1992) views design as a method of reasoning about ill-structured prob-

lems rather than as the final stage in the creation of objects, and it is also the sense in which Norman (2013) maintains that human-centered design bridges the gap between user intention and system capability. The theoretical implication is that design is not separate from technology; rather, it is the form technology takes when presented to the customer and thus the stage at which the infrastructure can carry out a transaction. The journey logic outlined by Lemon and Verhoef (2016) provides the terminology for this view, and the present case extends it by identifying the mechanism as being located at the interface itself.

Three characteristics of the touchpoints observed here define what the design work entails. The first is the legibility of the offer: the catalogue, the price list, and the product photography make the portfolio visible before any contact is established, which is why a decision about purchasing a souvenir can be made at a distance. The second is the continuity of identity, because the same logo, colour scheme, and product presentation are used in the business profile, the storefronts, the social media channels, and the physical store, so that a customer coming in from any of these points meets one company rather than several. The third is conversational availability, since the messaging interface turns an inspection into an order without requiring the customer to switch to a different channel from the one in which the offer was first encountered. These three characteristics are not simply aesthetic enhancements of the technology since they are in fact essential requirements which make the technology usable, that is the reason why the conversion occurs at the interface and not within the infrastructure.

Brand identity operates on the same interface. The swan logo and the recurring purple palette are carried across channels with sufficient consistency to function as recognition cues, which is the mechanism by which Kotler and Keller (2016) link identity to memory, trust, and purchase decision. Stickdorn and Schneider (2011) name the shaping of experience across touchpoints as the substance of service design, and the case shows the practice operating at a scale rarely examined. High platform ratings, including 5.0 on the Google profile and 4.9 on the food delivery channel, are consistent with a favorably received touchpoint experience. Still, they are snapshots and are treated here as corroborating rather than as evidence. The cumulative implication is that design behaves as a construct internal to the cloud- based business model rather than as the separate discipline the literature has largely made of it (Parra-Sanchez & Talero-Sarmiento, 2024).

The two-tier product structure is where the business model logic becomes explicit. High-value layered cake and bolu ranges capture most of the revenue, while the lowest-priced bread and pudding lines generate volume and visit frequency. Interpreted through the business model canvas of Osterwalder and Pigneur (2010), the two tiers occupy different cells rather than different positions in a ranking. The lower level focuses on the channel and customer relationship aspects by creating opportunities for contact, whereas the higher level deals with the revenue stream. This difference reflects the division between value creation and value capture which is at the heart of business model theory (Teece, 2010), and the example here illustrates these two functions being carried out by different products within the same portfolio. The way in which sales are distributed by day supports this interpretation, since a demand pattern showing a peak during week-

end visits is exactly what a traffic-dependent entry tier would expect.

The idea of renewing a portfolio is in agreement with Aksoy (2017), who found that both marketing innovation and product innovation have an impact on the market performance of small enterprises, the twenty-four-product range spreading the risk across different price points and purchase occasions so that the model is not dependent on a single flagship product. Merín-Rodrigáñez, Dasí, and Alegre (2024) demonstrate that digital transformation affects SME performance via business model innovation rather than because of the presence of technology. The configuration identified explains what this kind of innovation entails in a culinary microenterprise, namely a two-tier portfolio combined with an omnichannel channel structure and made possible by digital platform capability (Cenamor, Parida, & Wincent, 2019). The case goes beyond simply illustrating the proposition by also providing additional content to it.

The findings converge on the integration framework, which has two aspects that must be distinguished (Figure 1). Structurally it specifies three layers; as a process it specifies the sequence of adoption, integration, orchestration, and value capture that organizes the Results. The layers are the standing architecture, and the stages are its operation, and the terms are used in that sense throughout. Structurally, the framework specifies three layers. The technology layer comprises the five cloud pillars, supplying storage capacity, analytics, artificial intelligence services, monitoring, and payment infrastructure. The design layer converts that capacity into touchpoints that are accessible and credible to customers through brand identity, online storefronts, and cross-channel experience design.

The business layer captures value through the omnichannel model, the two-tier product structure, and the revenue streams recorded in the transaction data. The relation among the layers is neither sequential nor hierarchical but constitutive, in the specific sense that each layer sets the conditions under which the others can operate. Technological capacity that is not designed is not reachable, and design that is not attached to a value capture mechanism produces experience without revenue. Orchestration is the stage at which this reciprocity becomes observable, since the routing between the acquisition touchpoints and the closing touchpoints identified in Table 4 is what converts separately adopted platforms into a single journey, and it is that journey rather than any individual channel that the value capture stage records.

The contribution of the framework is to specify a junction among three literatures that have each been internally coherent. Wamba et al. (2017); Mikalef, Boura, Lekakos, and Krogstie (2020) establish that data capability raises performance in large firms through dynamic capabilities, where the mechanism is internal to the firm and is measured through capability constructs. This study adds the construct that becomes indispensable at micro scale, where the firm has no analytical apparatus to speak of, and the entire conversion from capacity to revenue takes place at the customer-facing surface. Design constitutes this point of interaction. Positioning it as an interface construct rather than an adjacent discipline is the theoretical move the case supports and stating it as a framework rather than as a finding is what makes it available for the replication logic on which case-based theory building depends.

Implications and Limitations

The study advances research into cloud adoption by linking technology decisions to actual financial transactions and by integrating design into business models; it demonstrates that micro-enterprises entrust transformation to the interfaces that they present to their customers rather than relying on their own analytical skills, which means that the quality of the interface—rather than their internal capabilities—should be the main point of focus, particularly in the case of discretionary products which are evaluated according to their appearance.

For MSME practitioners, technology adoption only proves its value when it is paired with well-designed touchpoints, consistent branding, and digital storefronts; moreover, low-margin products can be used as a strategy to attract visitors who will then go on to make higher-value purchases. As regards policymakers and facilitators, the results indicate that technology training must be combined with training in design and data governance if it is to be effective. As a single case study on Lapis Angso Duo, the findings offer analytical rather than statistical generalization. Data limitations include unrecorded sales channels, an unreconciled balance sheet, reconstructed profit figures, static snapshot digital metrics, and an unresolved gap between the owner's reported monthly turnover (~IDR 20M) and transaction records (~IDR 52M).

The framework could be extended in future research by carrying out replicate studies with other culinary MSMEs, using transaction records that include information about the sales channel, and by making use of audited cost data. In bigger quantitative or longitudinal studies, combining transaction data with measures of customer behaviour and perceptions would enable statistical tests to be carried out on the relationships between design, technology, and performance while taking account of seasonality and reputation.

CONCLUSION

This study examined the integration of digital touchpoint design, the adoption of five cloud technology pillars, and the business model of the Lapis Angso Duo MSME using transaction-level evidence. Three conclusions follow. First, performance grew consistently across the observation period, and revenue was distributed in a two-tier structure in which high-value products capture revenue while low-priced products sustain visit frequency, with demand concentrated on weekend visitation. Second, the five cloud technology pillars do not act on performance directly, since each reaches the customer through a designed touchpoint and is orchestrated with the others into one journey, which establishes brand identity and cross-channel experience design as the point at which technological capacity becomes commercially operative. Third, the relation among the three domains is specifiable as a three-layer integration framework in which technology, design, and business are mutually constitutive. The framework, rather than the performance figures, is the principal contribution of the study. It is advanced as an analytical generalization, that is, a proposition derived from one case, stated at a level of abstraction that permits replication, and open to disconfirmation in cases where the conditions under which it was derived do not hold. For management, the case indicates that the return on cloud investment in a micro enterprise is conditional on a designed

and consistently branded interface layer, so that spending on visual identity, an accessible messaging interface, and a complete online storefront belongs inside the technology decision rather than beside it, and that low-margin items may be retained deliberately as instruments of visit frequency. For research, the framework invites replication in cases selected for the presence or absence of that interface layer, and in designs whose transaction records carry channel markers, which would allow the propositions advanced here to be estimated rather than only traced.

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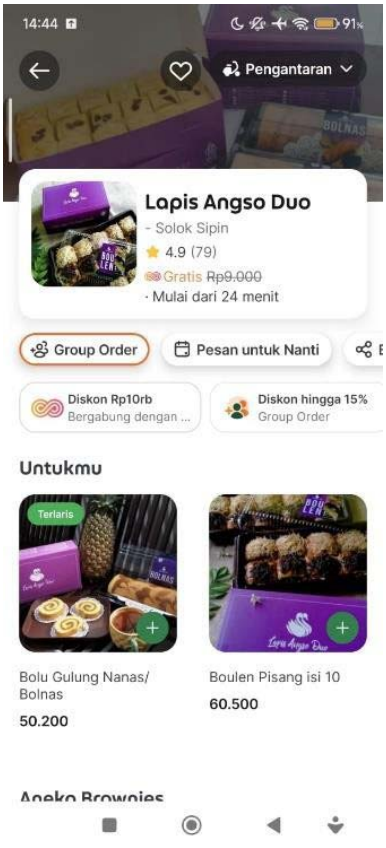
APPENDIX

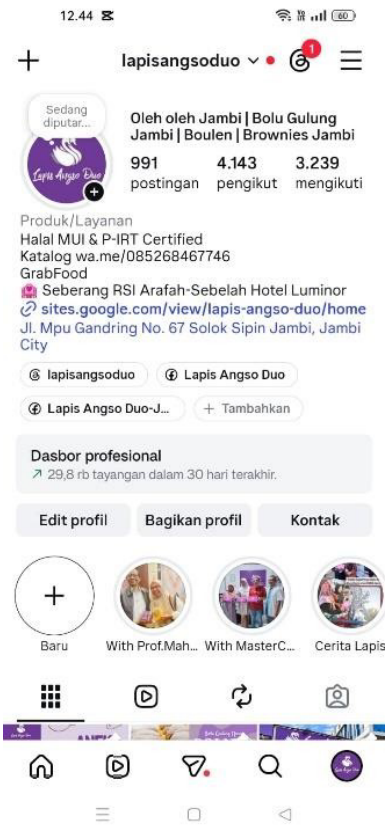
Appendix 1 Physical Store Facade of Lapis Angso Duo, a Jambi Souvenir Center



Appendix 2 Screenshot of the Lapis Angso Duo on (a) Google Business Profile, (b) GrabFood, (c) Instagram, (d) TikTok, (e) Facebook, (f) WhatsApp Business






lapisangsoduo
Oleh oleh Jambi | Bolu Gulung Jambi | Boulen | Brownies Jambi
991 postingan
4.143 pengikut
3.239 mengikuti
Produk/Layanan
Halal MUI & P-IRT Certified
Katalog wa.me/085268467746
GrabFood
Seberang RSI Arafah-Sebelah Hotel Luminor
sites.google.com/view/lapis-angso-duo/home
Jl. Mpu Gandring No. 67 Solok Sipin Jambi, Jambi City
Dasbor profesional
29,8 rb tayangan dalam 30 hari terakhir.
Edit profil
Bagikan profil
Kontak
Baru
Cerita Lapis


Lapis Angso Duo
@lapisangsoduo
248 Mengikuti
366 Pengikut
1.704 Suka
Bercerita Tentang Rasa Lewat Kue & Roti Sipin - Jambi
https://sites.google.com/view/lapis-angs...
Alamat email
Alamat
Telepon
TikTok Studio
Pesanan Anda
Buat Sorotan Story untuk profil Anda
Dapatkan lebih banyak tayangan dengan daftar putar
Disematkan
Beranda
Toko
Kotak Masuk
Profil


Bagikan catatan...
Lapis Angso Duo
5,1 rb pengikut · 116 mengikuti · 379 postingan
Profil · Pengusaha
Oleh-oleh Cita Rasa Jambi
Pengusaha · Jambi · WIRAUSAHA & BISNIS · Sman 1 Ma Bungo · Universitas Bengkulu
Teman yang memiliki kesamaan
Dasbor profesional
Tambahkan ke cerita
Buat Iklan
Semua
Reels
Foto
Acara
Detail pribadi
Kota Jambi
Kota Jambi


Lapis Angso Duo
+62 852-6846-7746
Kirim pesan
Telepon
Katalog
Bagikan
Tambah ke daftar
Tambah catatan
Produk
LIHAT SEMUA

Appendix 3 Brief Profile of the Lapis Angso Duo MSME

Aspect	Description
Business name	Lapis Angso Duo MSME
Sector	Culinary, production and sale of the signature Jambi layered cake
Location	Jalan Mpu Gandring No. 67, Solok Sipin, Danau Sipin, Jambi City
Established	2018; the physical store opened in 2021
Scale	Micro enterprise with six workers
Informant	Mrs. Fitri Lidia, business owner

Appendix 4 Product List and Unit Prices of the Lapis Angso Duo MSME

No.	Product Name	Price (IDR)	No.	Product Name	Price (IDR)
1	Lapis Angso Duo Green	48,000	13	Bolu Gulung Coklat (by order)	55,000
2	Puding Dogan	5,000	14	Lapis Angso Duo Pandan	45,000
3	Lapis Angso Duo Cinnamon	50,000	15	Bolu Gulung Nanas	38,000
4	Gift Hampers	55,000	16	Lapis Angso Duo Kopi	50,000
5	Lapis Angso Duo Cookies	55,000	17	Roti.Na	27,000
6	Roti Satuan	6,000	18	Bolu Pisang (by order)	68,000
7	Roti Vanilla Cream	6,000	19	Brownies Panggang (by order)	70,000
8	Roti Pisang Coklat	6,000	20	Boulen Pisang Coklat Keju	48,000
9	Bday Cake (by order)	200,000	21	Bun Garlic Cheese Cream	18,000
10	Bolu Tape Slice	47,000	22	Lapis Nanas (by order)	80,000
11	Varian Coklat Topping	50,000	23	Bolu Lapis Nanas (by order)	40,000
12	Bolu Gulung Red Velvet	55,000	24	Snack Box	15,000