

Assisting a Muslim Fashion MSME in Handling Trust Issues Through a Corrective Action Approach

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Abstract

Micro, Small, and Medium Enterprises (MSMEs) in the Muslim fashion sector face challenges in keeping customer trust. One major issue is design piracy, which hurts brand image and reputation. Gallery Maliqa, a Muslim fashion MSME from Bandung, faced this problem when others copied its printed hijab designs. This issue lowered customer trust in the authenticity and quality of their products. This community service project aimed to help Gallery Maliqa rebuild customer trust using a Corrective Action strategy based on Image Restoration Theory. The methods included training, implementation support, monitoring, evaluation, and interviews with key partners. The Corrective Action strategy was carried out by improving supervision, updating quality control procedures, adding barcodes and serial numbers to products, using special packaging, increasing independent production, registering intellectual property, and setting up a product return policy. The results showed better production oversight, more consistent quality control, easier identification of original products, and stronger brand protection. The return policy also proved that the business takes responsibility for its customers. Overall, the Corrective Action strategy successfully reduced negative views caused by design piracy and strengthened customer trust. These findings show that Corrective Action is a useful approach to rebuild brand image through real actions and continuous improvement for Muslim fashion MSMEs.

Keywords: MSMEs, Muslim Fashion, Trust Issue, Image Restoration, Corrective Action

1 INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play an important role in Indonesia's economic growth, including in the Muslim fashion sector. The growth of modest fashion is supported by a growing Muslim market, product innovation, and digital marketing. This potential is shown by Indonesia's modest fashion exports, which reached US\$632.76 million from January to July 2024, up 3.38% from the previous year [1]. Globally, Indonesia ranked first in the modest fashion sector in the SGIE 2024/2025 report and third overall in the Global Islamic Economy Indicator [2]. This situation opens big market opportunities, but it also means Muslim fashion MSMEs must protect their product quality, authenticity, brand identity, and reputation.

The rise of digital marketing makes this issue even more important. Marketplaces, social media, and e-commerce help sell fashion products widely, but they also make it easier for customers to find alternative products. Customer behavior in fashion e-commerce is

influenced by product quality, price, promotions, new technology, and social media information [3]. On the other hand, using a digital marketing mix helps fashion MSMEs introduce their products and reach more customers [4].

This issue can be seen in Gallery Maliqa, a Muslim fashion MSME from Bandung that sells products to Muslim women. One of its main products is Maliqa Scarf, a printed square scarf with custom designs made by their internal team. Based on initial interviews with internal and external parties, Gallery Maliqa faced customer trust issues caused by design piracy. Other sellers copied and sold Maliqa's designs, making it hard for customers to tell real products from fake ones. Initial checks showed that fake products were sold both offline and online, including on Shopee.

Price differences made this problem even worse. Fake products were sold for around Rp20,000 to Rp60,000, while original Maliqa products cost about Rp200,000. This price gap created market pressure and made customers confused, especially when they could



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not verify if a product was real. Besides design piracy, early checks showed weak supervision in production and distribution. Before the assistance program, some products failed quality standards, and errors in production and shipping led to customer complaints. Therefore, Gallery Maliqa's problem was not just design piracy, but a mix of fake products, weak authentication, poor quality control, and a lack of accountability to customers.

This situation shows that fixing a brand's image takes more than just talking to customers. The company must fix the root problems inside its business and set up ways to stop the same issues from happening again. This approach fits Benoit's Image Restoration Theory, especially the Corrective Action strategy. This strategy focuses on fixing damaged conditions (restoration) and making changes to prevent future problems (prevention) [5], [6], [7]. This strategy suits Gallery Maliqa well because the threat to its image comes from design piracy as well as quality and shipping issues. These problems need real operational changes, not just persuasive words.

The research gap here is that most studies on Image Restoration Theory focus on how organizations talk or respond to reputation threats. Few studies look at how Muslim fashion MSMEs use Corrective Action as real operational changes when dealing with design piracy, quality flaws, and delivery issues. Also, research on fake products in Indonesia mainly looks at customer behavior and intention toward counterfeit fashion, rather than turning image recovery strategies into real changes in an MSME's daily operations. Therefore, we need an approach that connects image recovery with better business processes and product protection.

To address this gap, this community service program helped Gallery Maliqa use a Corrective Action strategy to rebuild its image after its Maliqa Scarf designs were copied. The program included seven main actions: (1) tightening production supervision, (2) improving Quality Control SOPs, (3) using barcodes and serial numbers as product IDs, (4) using special packaging for limited edition items, (5) making production more independent by buying new tools, (6) strengthening intellectual property protection, and (7) creating a clear product return policy. These seven actions aimed to improve product quality and customer experience, strengthen product authentication, lower the risk of piracy, and build better accountability.

Table 1. Output Table.

No.	Outcomes	Target Achievements	Target KPI
1	Corrective Action strategy for image recovery	Successfully implemented: 1. Tighter supervision. 2. Improved Quality Control procedures. 3. Product identity using barcodes and	a. Increased knowledge and skills of Gallery Maliqa. b. Improved product quality

		serial numbers. 4. Special packaging for limited-edition items. 5. Upgraded production equipment. 6. Intellectual property registration. 7. Clear product return policy.	and production volume. c. Successful inter-island sales and international exports. d. Increased sales turnover and business revenue. e. Improved workforce management skills alongside an increasing number of employees.
2	Strategy implementation support	Successfully used persuasive strategies to reassure the public, combined with corrective actions to rebuild brand image.	—
3	Evaluation of applied strategy	Successfully monitored and evaluated both the implementation process and final results of the applied strategy.	—

The goal of this community service program is to support Gallery Maliqa in handling customer trust issues caused by hijab design piracy using a Corrective Action strategy based on Image Restoration Theory. This program does not measure customer trust using statistical tools. Instead, it focuses on making real changes to internal operations that support image recovery. These changes cover supervision, quality control, product identity and differentiation, independent production, intellectual property protection, and return policies. This approach gives Gallery Maliqa a stronger foundation to maintain quality, separate real products from fake ones, and lower the risk of future reputation problems.

1 METHODS

This community service project was carried out at Gallery Maliqa, a Muslim fashion MSME from Bandung. They produce various Muslim fashion items, such as prayer clothes (*mukena*) and printed scarves. Gallery Maliqa was chosen as a partner because initial checks showed several problems. These included printed hijab design piracy, fake products sold offline and online, difficulty telling real products from fake ones, and internal issues like weak production supervision, poor quality control, and shipping errors. Early interviews also showed strong concerns about falling brand image and losing customer trust.

The program used a descriptive-evaluative approach and participatory support through six stages: problem identification, corrective action planning, preparation, implementation, monitoring, and evaluation. Problem identification was done using interviews, observations, and document reviews to gather information on production conditions, product quality, product identity, intellectual property protection, and customer complaints. Based on these findings, seven Corrective Actions were created: strengthening supervision, improving Quality Control, using barcodes and serial numbers, adding special packaging, purchasing production tools, protecting intellectual property, and creating a product return policy. Next, the team provided direct training and support, monitored the actions, and evaluated operational changes.

The connection between theory and practice is based on Benoit's Image Restoration Theory, specifically the Corrective Action strategy [5], [6]. This strategy focuses on fixing past damage and preventing future problems. In this program, the restoration goal was applied by improving supervision, quality control, product identity, special packaging, and return policies. Meanwhile, the prevention goal was applied by purchasing production equipment, setting up product identification systems, and protecting intellectual property. The theory was not only used to explain the results, but also served as the foundation for choosing project actions and evaluation criteria. The overall implementation strategy is shown in Figure 1.

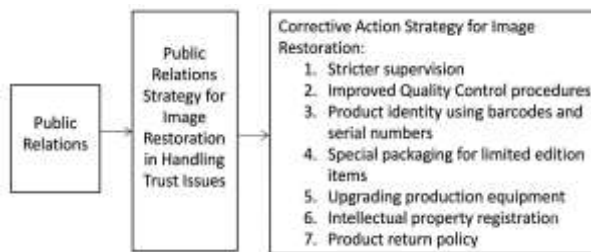


Figure 1. Public Relations Strategy for Handling Trust Issues.

Data was collected through interviews, observations, documentation, and implementation evaluation. Interviews were used to get information about problems, partner experiences, challenges in implementation, and changes felt by the partner. Observations were used to directly check the application of supervision, quality control, product identity, packaging, production tool usage, and return procedures. Documentation served as proof of program activities, while an implementation checklist was used to rate the completion of each action.

The evaluation tools were designed based on the seven Corrective Actions. The indicators include: (1)

availability and execution of production supervision; (2) availability and use of Quality Control SOPs; (3) use of barcodes and serial numbers; (4) use of special packaging; (5) availability and use of production equipment; (6) presence of an intellectual property protection process; and (7) availability of a clear return policy. Additional indicators include better partner skills, product quality control, and improved control of production and shipping processes.

The interview, observation, and documentation results were then used to explain the measurements and verify the changes that occurred. The program was marked as successful if the planned Corrective Actions were implemented with clear evidence, alongside improvements in supervision, quality control, product identity, production processes, brand protection, and customer service systems. The division of tasks for the implementation team is shown in Table 2 to explain each member's responsibilities during the project.

Table 2. Job Description.

No.	Name	Institution	Team Role	Job Description
1	Siti Sarah	Universitas Indonesia Membangun	Team Leader	1. Designing the strategy. 2. Empowering the team. 3. Managing the activity schedule. 4. Communicating with Gallery Maliqa internal management. 5. Implementing program activities. 6. Supervising monitoring and evaluation processes. 7. Conducting training sessions.
2	Palupi Permata Rahmi	Universitas Indonesia Membangun	Team Member	1. Assisting the Team Leader in carrying out community service activities. 2. Conducting mentoring and training activities. 3. Preparing the community service report.
3	Widyastuti Nurmalia	Universitas Indonesia Membangun	Team Member	1. Assisting the Team Leader in carrying out community service activities. 2. Preparing the

				budget. 3. Collecting supporting materials for activities. 4. Conducting mentoring and training activities.
4	Asti Nur Aryanti	Universitas Indonesia Membangun	Team Member	1. Assisting the Team Leader in carrying out community service activities. 2. Managing documentation. 3. Conducting mentoring and training activities.

The implementation method directly connects the partner's problems to Corrective Action theory, project actions, evaluation indicators, and success measures. This approach allows evaluation based on real implementation proof rather than just the partner's opinions. It also stays consistent with the actual methods used in the project. The use of Corrective Action as a recovery strategy is also supported by Benoit, who places it as a main strategy in image repair.

2 RESULTS AND DISCUSSION

2.1 Results

The results show that all seven planned Corrective Actions were fully implemented at Gallery Maliqa. Based on the program indicators, 7 out of 7 actions, or 100% of the main actions, were carried out. These seven actions include strengthening supervision, improving Quality Control, using barcodes and serial numbers, adding special packaging, purchasing production tools, protecting intellectual property, and setting up a product return policy. These results show that the project actions covered supervision, quality, product identity, production, brand protection, and customer service.

Table 3. Progress in Implementing the Corrective Action Strategy.

No.	Corrective Action	Implementation Results	Status
1	Strengthening supervision	Added a supervisor to oversee raw materials, production processes, and final packaging	Implemented
2	Quality Control improvement	Created and applied SOPs for checking raw materials, finished products, completeness, and order accuracy	Implemented

3	Product identity	Used barcodes and serial numbers to help identify and track products	Implemented
4	Special packaging	Used special packaging and packaging differentiation, especially for limited-edition items	Implemented
5	Production equipment	Bought production machinery/equipment to gain more control over the production process	Implemented
6	Intellectual Property protection	Registered brand name and logo with the Intellectual Property Database (PDKI)	Implemented
7	Return policy	Set up a return policy for defective or incorrect products	Implemented

Supervision was strengthened by adding a supervisor to oversee the production process, from inspecting raw materials to final packaging. Before this change, weak supervision allowed sub-standard products to reach customers. After adding the supervisor, production control became more structured.

Quality Control was improved by creating and using standard operating procedures (SOPs) to inspect raw materials, finished products, packaging completeness, and order accuracy. The results showed that these procedures helped reduce production and shipping errors, leading to fewer customer complaints about incorrect orders.

For product identity, Gallery Maliqa added barcodes and serial numbers to its products. These tools help customers recognize authentic items and allow the company to track products internally. Product differentiation was also achieved by using distinct packaging across product lines and special packaging for limited-edition items.

Regarding production, Gallery Maliqa bought its own machinery. Using this equipment reduced reliance on third-party manufacturers. It also gave the company greater control over the production process, product quality, and design secrecy.

For brand protection, Gallery Maliqa registered its brand name and logo with the Intellectual Property Database (PDKI). This step helps safeguard company assets and prevent future design piracy. In addition, the company introduced a return policy for defective or incorrect products to handle customer issues.

Overall, the results show that the project created changes beyond just communication. It improved Gallery Maliqa's internal operations, specifically supervision, quality control, product identity, product differentiation, independent production, intellectual property protection, and customer service.

However, the results cannot statistically prove an increase in customer trust because the project did not conduct a quantitative survey. Therefore, the direct

achievement of this program is the implementation of corrective actions and internal operational improvements, while rebuilding brand trust remains an expected long-term outcome.

2.2 Discussion

The results show that Corrective Action at Gallery Maliqa did not stop at sending messages to customers. Instead, it was turned into real changes in business processes. This finding matches Benoit's Image Restoration Theory [6], which states that organizations can respond to reputation threats using strategies designed to lower negative impacts and rebuild public trust.

In Gallery Maliqa's case, strengthening supervision and Quality Control shows that image recovery can start from internal improvements. Adding a supervisor and implementing inspection SOPs provided a clearer way to control product quality and reduce production and delivery errors. These steps served not only as operational fixes, but also proved that the business responds to issues through real action.

This finding aligns with the principle of Corrective Action, which focuses not only on handling the impact of a problem, but also on fixing its causes and preventing it from happening again. Benoit explains corrective action as an image repair strategy used when an organization works to fix bad conditions and prevent repeat issues [6].

The results of using barcodes and serial numbers show that image recovery can also be done by strengthening product identity and authentication. For Gallery Maliqa, the main problem was not just product quality, but also the difficulty of telling original products apart from fake ones. Thus, product identity gives a concrete way to separate official items from unauthorized ones.

The same applies to special packaging. Packaging is not just for looks; it also acts as part of product differentiation. By having distinct visual features, original products gain an extra way to stand out from copies. From an image repair view, this differentiation helps strengthen brand identity and gives customers an extra sign to recognize official products.

Buying production equipment directly shows a stronger prevention side. Before the project, relying on third parties increased risks for quality control and design secrecy. By owning its production tools, Gallery Maliqa gained more control over the production process and reduced reliance on outside vendors. This result shows that corrective actions do not just fix past problems, but also change systems to reduce future risks.

Intellectual property protection also highlights the prevention side. Registering the brand name and logo provides a legal tool to strengthen company identity

protection. Regarding piracy, this step is key because image recovery will not last if the company only changes customer views without protecting its brand assets.

Meanwhile, the return policy shows a clearer restoration side because it gives a direct solution when customers receive defective or incorrect items. This policy shows company accountability and gives a clear system to fix service failures. Customers do not just get a product, but also get a guarantee that the business takes responsibility if problems happen.

When these seven actions are mapped into Image Restoration Theory, the program shows two complementary directions:

Table 4. Mapping

Orientation	Actions at Gallery Maliqa	Function
Restoration	Supervision, Quality Control, product identity, special packaging, and return policy	Fixing damaged conditions
Prevention	Purchasing production tools, product identity, and intellectual property protection	Reducing the risk of the same problem happening again
Restoration + Prevention	Product identity and Quality Control	Fixing current conditions while building control for the future

This mapping shows a direct connection between theory and project results. Corrective Action was used to decide what needed fixing, while restoration and prevention guided the changes. The results showed that all planned actions could be successfully carried out with the partner.

These findings are supported by a meta-analysis by Cheng and Shen, who reviewed 110 articles from 51 journals on apologia, image repair, and crisis communication [8]. Their study found that Corrective Action was the most successful strategy among those analyzed and was commonly used. This supports the results at Gallery Maliqa, proving that problem-solving actions have strong empirical backing in image repair research.

The main contribution of this project is not just showing that Gallery Maliqa made improvements. It also shows how image recovery strategies can be turned into real operational steps for MSMEs. This is important because the threat to Gallery Maliqa's image came from both external issues (piracy) and internal issues (supervision, quality control, production, and distribution).

However, interpreting these results must stay within the limits of the available data. Since no quantitative customer survey was done, we cannot claim that customer trust increased in a statistically significant way. What can be proven is that internal mechanisms

supporting image recovery were strengthened and all seven corrective actions were applied.

Corrective Action in this project is best understood as an action-based image recovery strategy, not just a communication tool. Changes in supervision, Quality Control, product identity, differentiation, production, intellectual property protection, and return policies give Gallery Maliqa an operational foundation to rebuild brand credibility over time.

2.3 Discussion

The results show that using Corrective Action at Gallery Maliqa focused on fixing the main sources of product piracy and losing customer trust. This finding matches Kollitz et al. [9], who showed that Image Repair Theory strategies can handle reputation threats, and that the success of recovery strategies depends on how the public assigns responsibility to an organization. For Gallery Maliqa, corrective actions were not just about talking to customers. Instead, they led to real changes in production processes, quality control, product identity, and customer relations. This approach is useful because the partner's main issues involved customer views on product authenticity and quality.

Strengthening supervision and quality control shows that image recovery starts from internal improvements. Adding a supervisor and using SOPs to inspect raw materials, finished products, packaging completeness, and order accuracy provided concrete ways to reduce production and shipping errors. This finding fits the idea of Corrective Action as an effort to solve current problems and stop them from happening again. Schneider [10] highlights that corrective action aims to identify and fix organizational factors that cause crisis impacts, helping companies lower the chance of future crises. Improving supervision at Gallery Maliqa served not only an operational role but also worked to rebuild brand reputation.

Using barcodes, serial numbers, special packaging, and intellectual property protection shows the link between product differentiation and brand trust recovery. At Gallery Maliqa, product IDs gave a clear sign to distinguish original products from fake ones, while special packaging strengthened the brand's visual identity. This finding aligns with research on brand trust showing that negative publicity can damage trust and that recovery efforts are needed to fix the link between brand image and customer confidence. Consumer research also shows that company actions after negative publicity affect how brand trust is rebuilt.

From an Image Restoration Theory view, Gallery Maliqa's actions can be divided into two directions. First, restoration, which fixes damaged conditions by improving quality, product identity, differentiation, and return policies. Second, prevention, which builds

systems to stop repeat issues through independent production tools, product ID systems, and intellectual property protection. Recent studies on Image Repair Theory also confirm that Corrective Action focuses on solving problems and preventing recurrence. For example, research on crisis communication in the Malaysian government found that corrective action was a key strategy in crisis response and linked to positive public feedback.

The findings also show that image recovery cannot be separated from real actions by the organization. Benoit's research [11] on Image Repair Theory emphasizes that audience perception plays a key role in image recovery because an image is shaped by how the public views an organization and judges its response to reputation threats. At Gallery Maliqa, corrective actions gave concrete proof that the company changed to fix internal weaknesses and offer stronger guarantees to customers. This strengthens the argument that image recovery strategies are more meaningful when backed by clear organizational changes rather than just persuasive statements.

Overall, the project results strengthen the relevance of Image Restoration Theory, especially Corrective Action, for MSMEs facing product piracy. Improvements in supervision, quality control, product identity, differentiation, independent production, intellectual property protection, and return policies show that image recovery works through a combination of restoration and prevention. These findings align with Kollitz et al. [9], who frame Image Repair Theory as a way to understand organizational responses to reputation threats. However, because this project did not use a quantitative customer survey, increased customer trust cannot be proven statistically. Thus, the main contribution of this project is strengthening internal mechanisms that support image recovery and creating better conditions to rebuild customer trust over time.

3 CONCLUSION

The community service program at Gallery Maliqa shows that the Corrective Action strategy can be used to rebuild brand image through real improvements in MSME internal operations. All seven planned actions—strengthening supervision, improving Quality Control, adding product identity, using special packaging, upgrading production tools, protecting intellectual property, and setting up a return policy—were applied. This means 7 out of 7 actions, or 100% of the program, were successfully done. This achievement shows that the Corrective Action strategy can be turned into real daily operations to handle design piracy, product quality, and customer relations.

In theory, these findings support the use of Image Restoration Theory, especially Corrective Action. This

theory focuses on fixing damaged conditions and preventing similar problems from happening again. For Gallery Maliqa, this strategy was not just about talking to customers. It was done through real changes in supervision systems, quality control, product identity, production processes, brand protection, and customer service. Rebuilding a brand's image in MSMEs is stronger when it uses real actions that people can see, not just persuasive words.

However, this program has some limits. It did not use a quantitative survey to measure changes in customer trust. Because of this, an increase in customer trust cannot be proven with statistics. The evaluation focused more on making sure the actions were done and checking internal changes using observations, interviews, documents, and checklists. Also, the evaluation time was not long enough to see the long-term effects on brand image, customer loyalty, sales, and business survival. Therefore, future research or programs should measure customer trust before and after the project. They should also evaluate the business over a longer time to see the lasting impacts of the Corrective Action strategy.

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