

ABSTRACT

This study examines the empowerment of individuals with visual impairments as music instructors through a case study of Sunar Sanggita in Bali. Founded in 2023, this inclusive music course institution aims to empower visually impaired individuals to teach music to both children and adults. It offers modern and traditional music lessons at affordable prices with a flexible learning system. Despite its strong social mission, Sunar Sanggita faces challenges such as low student retention and societal stigma regarding the capabilities of visually impaired instructors.

Using a qualitative approach with customer journey mapping and empathy mapping methods, this research explores consumer experiences as well as internal perspectives from visually impaired instructors and operational team members. Data were collected through in-depth interviews with five students' parents, five students, three visually impaired instructors, one teaching assistant, an inclusive music expert, and the internal team.

The findings identified key pain points, including a lack of initial information, doubts about the instructors' abilities, and reliance on teaching assistants. The proposed solutions focus on branding transformation and enhancing information transparency at the awareness stage. A 14-day experimental implementation of these solutions showed positive outcomes, reaching 261,497 people (31.3% of Denpasar's population), with 78 inquiries and 20 new student enrollments—even after being informed that the instructors were visually impaired. Unique findings include enthusiastic consumer feedback on social media, the return of former prospective students, and interest in collaboration from the prestigious GWK Bali venue.

This study contributes to the development of a sustainable inclusive social entrepreneurship model by shifting the perception from “concealing the identity of visually impaired instructors” to “highlighting their uniqueness and strengths” as an attractive value proposition for the market.

Keywords: *visual impairment empowerment, social entrepreneurship, customer journey mapping, empathy mapping, branding transformation*