

# Implementation of Marketing Mix Strategies In Laundry Businesses During Social Distancing Policies; Case Study At Sangun Laundry, Serpong, South Tangerang, Indonesia

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## Abstract

This research aims to find out and analyze how to correct weaknesses and utilize the strengths of the laundry business during the current Covid 19 pandemic, in addition to knowing and analyzing the best marketing strategies through the analysis of the most appropriate marketing mix strategy in the current COVID-19 pandemic. The method used in this study uses a qualitative approach based on a case study. In this study, it was found that the implementation of an effective marketing mix strategy during the COVID-19 pandemic was to focus on a combination of strength and opportunity strategies or SO, including determining the differentiation of marketing strategies. The strategies applied are product innovation strategies, dynamic pricing strategies, network expansion strategies, promotion expansion strategies, human resource effectiveness strategies, excellent service strategies, and premium packaging strategies.

**Keywords: Effectiveness, Covid 19, Differentiation Strategy, Crisis Anticipation, Pandemic.**

## Introduction

Since the announcement of the COVID-19 pandemic by WHO on March 12, 2020, and officially followed by the Government of Indonesia on March 19, 2020, business activities and economic movements have experienced stagnant conditions and tend to fall freely towards (Chiang, 2022; Pitoyo et al., 2021; Rambe et al., 2022). It can be said that the global economy is heading towards the brink of recession (Rahman et al., 2021; Sarker et al., 2022). Among them, there was a sharp decline in retail sales activity of the world's economic giants, namely the United States and China in 2019 and 2020, (Honoré & Hu, 2023). Some economists consider it difficult for Indonesia to get out of the brink of recession considering the impact of COVID-19 in the country has not been fully handled.

The COVID-19 pandemic has adverse implications for the world economy and Indonesia in particular, as it coincides with declining commodity prices and financial market turmoil (Amador et al., 2023; Gholipour et al., 2023; Guedhami et al., 2023; Lyons, 2023; Roukanas & Vitzileos, 2023; Saad et al., 2023). Inflation is projected to increase to 3 percent, due to tight food supplies and currency depreciation which is expected to be partially offset by lower non-subsidized fuel prices, as well as additional subsidies for electricity and food.

Many MSME fields are affected by this situation, one of which is the laundry service business or by many people, the laundry business. The laundry business sector is a business classified in the regulations of the Investment Coordinating Board (BKPM) as a business in the field of laundry services. By definition, laundry business is a service business that provides facilities where clothes are washed and dried using an automatic washing machine called a laundromat or general trademark.

During this COVID-19 Pandemic, laundry businesses are one of those affected. At the beginning of the pandemic, many people were afraid to leave their homes. On the other hand, they are afraid to spend money because of layoffs, so many choose to save money (Hasanah et al., 2023). In addition, because at home they have plenty of time to wash. This is what causes the turnover of laundry business actors to fall. On the contrary, from the side of laundry entrepreneurs also have fears of COVID-19 infection during the process of completing orders from customers.

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Much research journal literature related to the impact of the COVID-19 pandemic on the business world, generally reveals that the impact is quite worrying (Chiang, 2022; Firoj et al., 2021; Hitka et al., 2022; Sarker et al., 2022; Zamfir & Iordache, 2022) Micro, Small, and Medium Enterprises (MSMEs) feel the impact the most because their economic activities are directly related to the community, while social distancing policies are enforced continuously (Mansour, 2022; Shah et al., 2023; Shahini & Grabova, 2023). The laundry business is one of those affected by this social distancing policy. Laundry entrepreneurs began to make some adjustments to market conditions. Some laundry businesses, in addition to restraining the expansion rate of opening new branches or outlets, also make several adjustments in carrying out marketing strategies.

During the COVID-19 pandemic, there was a phenomenon of many laundry businesses closing their outlets (outlets), but on the other hand, there were also those who still survived and were even able to open new outlets. Sangun Laundry is one of the laundry businesses that can survive during this pandemic. To stay afloat, of course, you must have a superior strategy, including implementing the right marketing mix strategy (Al-Fadly, 2020; Jasin & Firmansyah, 2023).

The implementation of the marketing mix strategy carried out by Sangun Laundry during the COVID-19 pandemic is interesting to investigate more deeply because First, the phenomenon of many businesses closing during the COVID-19 pandemic crisis (Chiang, 2022; Melo-Vega-Angeles & Chuquillanqui-Lichardo, 2023; Oladiran et al., 2023; Sozinova & Popkova, 2023). Second, there is a reality that sales data is still relatively stable and tends to increase during the Covid 19 period, as seen in the following data:

**Table 1. Sangun Laundry Sales Data for 2021 – 2022**

MONTH	YEAR 2021		YEAR 2022		%
	REVENUE	QUANTITY	REVENUE	QUANTITY	
Jan	IDR 13,405,466.40	169	IDR 22,342,444.00	281	60%
Feb	IDR 16,003,217.30	172	IDR 22,861,739.00	245	70%
Mar	IDR 15,062,052.85	181	IDR 23,172,389.00	279	65%
Apr	IDR 17,163,900.65	177	IDR 26,406,001.00	273	65%
May	IDR 20,978,445.60	242	IDR 26,223,057.00	302	80%
Jun	IDR 24,817,616.60	263	IDR 29,197,196.00	309	85%
<b>Average</b>	<b>IDR 17,905,116.57</b>	<b>201</b>	<b>IDR 25,033,804.33</b>	<b>282</b>	<b>72%</b>

Source: Sangun Laundry in 2022.

From the comparison of data between 2021 and 2022 in the same month period, it can be seen that there is a positive and relatively stable upward trend gap in obtaining income, even though policies are limiting social interaction that continue to repeat and change, of course, this phenomenon is very interesting to

know. Sangun Laundry was not only able to survive in the face of obstacles during the COVID-19 Pandemic but also was able to increase its turnover quite significantly. Based on this description, the study aims to find out and analyze how to improve weaknesses and utilize the strengths of the laundry business sector during the Covid 19 Pandemic so that if there is a recurring crisis due to social distancing restrictions, it can be anticipated by other business actors.

From the previous research discussion, it only discussed ideal conditions and the application of laundry business strategies in general without the intervention of crisis variables due to COVID-19. The results showed that Sangun Laundry is superior in cost-efficiency and quality reputation (Abbas & Toha, 2022) .

**Methodology**

The research model carried out is to use descriptive qualitative analysis methods, namely describing or describing what it is about a variable, symptom, state, or certain social phenomenon (Siedhoff, 2019). Data processing comes from interview manuscripts, field notes, videotapes, personal documents, notes or memos, and other official documents. The source of data in this study was obtained from two sources, namely primary sources and skunder sources. Primary data was taken by researchers through interviews with key information from the owner of Sangun Laundry and observing customer phenomena. Sampling using the non-probability sampling method by determining the purposive sampling technique, samples are taken through the snowball sampling technique. Secondary data were obtained from written library sources and supporting documents in this study (Drake et al., 2017).

In data processing, there are two data analysis techniques used, namely external data analysis techniques using analytical tools 5 Porter Forces Analysis (Porter, 1985) and internal data analysis techniques using Value Chain Analysis tools as a basis for forming strategies in the face of tight business competition (Kaplinsky & Morris, 2000; Keyser, 2006; Shantanu Kumar Dubey et al., 2020). Furthermore, from the results of the analysis of external and internal tools, combined in the SWOT analysis tool, namely the analysis of the combination of strengths and opportunities that can minimize weaknesses and threats so that a strategy is formed that can win the competition (de Kare-Silver, 1997; Helms & Nixon, 2010; Leigh, 2010; Namugenyi et al., 2019).

**Results and Discussion**

During the COVID-19 pandemic, Sangun Laundry set a contactless service strategy, namely customer service through a pickup and delivery process, meaning that customers do not need to physically come to the laundry counter and only wait for Sangun Laundry staff to pick up their dirty laundry and deliver clean clothes in front of their homes. The discussion uses three analytical approaches, namely internal analysis, external analysis, and SWOT analysis.

**External Analysis**

The external environment of Sangun Laundry will be analyzed in this sub-chapter to identify external opportunities and threats. Activities will be analyzed using Five Porter's Analysis.

**Existing Competitors**, Sangun Laundry's customer segment is an upper middle class and educated community in the De Latinos Housing area, Serpong BSD City. The main focus of service products is kilo laundry, so the target customers are residential communities whose routine activities every day require laundry services. The following is the result of a comparative analysis of business competitors within a radius of two kilometers.

**Table 2 : Sangun Laundry Competitor Analysis**

	Sangun Laundry	Urban Laundry	Cutrika Laundry	
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Value Proposition	Clean Hygienic Contactless Free Delivery	Fast Response and Hygienic No Delivery	Premium Chemical Fast Response Free Delivery	Fast Response Free Delivery
Services	Unit Wash Bulk Wash Carpet Wash	Bulk Wash Unit Wash Dry Cleaning	Bulk Wash Unit Wash Dry Cleaning	Bulk Wash Unit wash Dry Cleaning
Price	IDR 9.000/kg	IDR 50.000 / 5kg Discount Package		IDR 10.000/kg
Place	Outlet and Pick Up	Booth	Outlet and Pick Up	Booth and Shuttle
Promotion	<i>WhatsApp Instagram Personal Selling</i>	<i>WhatsApp Instagram Google Business</i>	<i>WhatsApp Google Business Running Ads</i>	<i>WhatsApp Instagram Google Business</i>
People	4 Operation Staff 1 Delivery Staff Salary and Incentive System	5 Staf Salary System	6 Staf 1 Delivery Salary and Meal System	8 Staf Delivery Salary and Incentive System
Process	Focus on Bulk and Regular Laundry Services	Focus on Bulk and Express Laundry Services	Bulk Laundry and Dry Cleaning Service and units	Bulk Laundry and Dry Cleaning Service and units
Physical Evidence	Grade A Perfume Standard Laundry Plastic Packaging	Parfume Preferences Standard Plastic Packaging	Grade A Perfume Brand Embos Packaging	Parfume Grade A Brand Plastic Packaging

Source : Process Data, 2023

The table above shows that there are three similar competitors with Sangun Laundry. Competition analysis has several similarities and differences. In terms of value proposition, the four laundry businesses offer service quality in the form of anti-bacterial hygiene or the use of branded detergents, and operational excellence through fast laundry services. Sangun Laundry offers a variety of services, namely kilo, unit, and carpet laundry services, while other laundry does not exist so in terms of service products, carpet laundry is one of the advantages for Sangun Laundry compared to competitors. In this element, there are weaknesses and threats in price promotion from competitors, as well as opportunity factors in product elements, besides that there are weaknesses in promotional elements.

**Bargaining Power of Buyers,** Based on the results of interviews with customers show that three out of four Sangun Laundry customers, or 75% of customers tend to remain loyal to Sangun Laundry despite the price increase, so when there is an increase in prices from IDR 8,000/kilogram for ironing services to IDR 9,000/kilogram, customers remain loyal to use Sangun laundry services. In this element, there is a strength factor in retaining existing customers, but at the same time, it becomes a weakness because the prices offered are still standard and even tend to be high compared to similar competitors, making it relatively difficult to get new customers who are very sensitive to price.

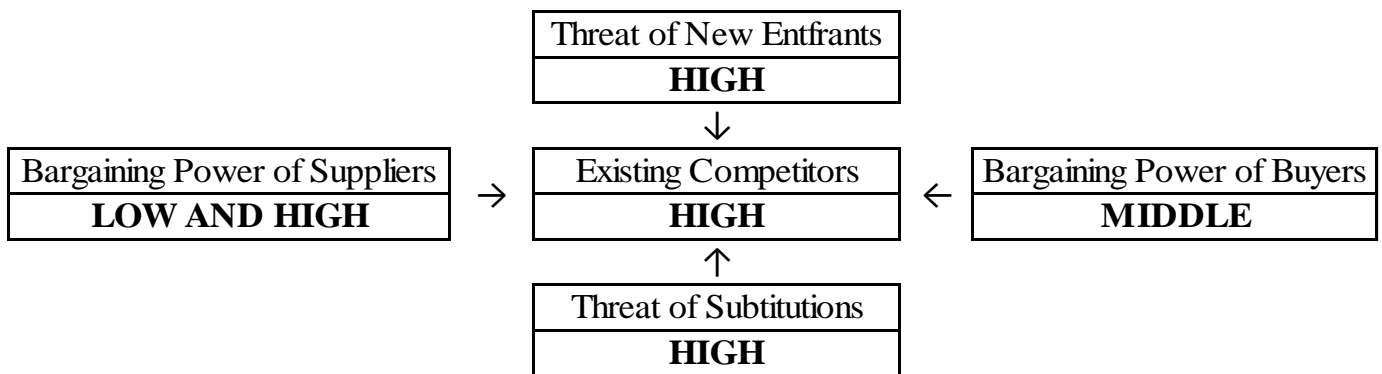
**Bargaining Power of Suppliers**, From the laundry business supplier side, there are 2 (two) main supplies, namely chemical suppliers and water, electricity, and liquid petroleum gas (LPG) suppliers. The bargaining power of chemical suppliers such as detergents, perfumes softeners, and anti-stain removal is relatively low because there are many options for laundry businesses to get a source of raw material supply.

**The threat of New entrants**, One of the reasons the owner of Sangun Laundry started a business is that the barriers to starting a business are relatively low. At the beginning of the business, the capital expenditure needed to build a small laundry outlet complete with a washing machine, ironing boiler, and drying machine was only around IDR 17 million. Capital expenditure is relatively inexpensive and the human resources required to operate a kilo laundry are quite simple and relatively easy. This becomes a factor in the threat of newcomers relatively high.

**Threat of New Substitutions**, Sangun Laundry has a threat factor in the process element because of the innovation of washing machine technology that makes it easier for customers to do laundry at home, This element is a High threat.

Based on the five competitive forces described above, it can be illustrated the analysis chart of the five forces of Porter Sangun Laundry as shown in the picture as follows:

**Figure 1 : Five Porter’s Analysis Sangun Laundry**



Source : Process Data, 2023.

In the picture, it can be seen that in the business competition section, Sangun Laundry has strengths in service product factors, place factors, people factors, process factors, and promotional factors while weaknesses in price factors that are relatively the same as competitors and physical evidence factors.

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In the entry of new competitors, competition in this section is relatively high, due to the low barriers to the establishment of a laundry business. In this section, Sangun Laundry has a threat factor in the product element because new competitors have innovative service products and low prices. Sangun Laundry will find it difficult it expand the market. On the other hand, there is an opportunity factor in the product element, namely product innovations that are still rarely offered by competitors such as shoe/bag washing services. In the threat of service substitution, Sangun Laundry has a threat factor in the process element because of the innovation of washing machine technology that makes it easier for customers to do laundry at home, however, Sangun Laundry has advantages in the form of carpet washing service products that are also not owned by similar competing businesses. Likewise, there is an opportunity factor in the product element, namely the expansion of shoe and bag washing services, and not all competitors have opened this service.

### Internal Analysis

The internal environment of Sangun Laundry will be analyzed in this subchapter to identify its strengths and weaknesses. Activities will be analyzed using Value Chain Analysis (Shantanu Kumar Dubey et al., 2020) as follows:

**Main Activities**, The main activities in the Sangun laundry value chain consist of internal logistics, laundry operations, outbound logistics, sales and marketing, and services, consisting of Laundry Operations, Inbound Logistics and Outbound Logistics, sales and marketing, and services. In this element, there are strengths and weaknesses in the process of entering and exiting business activities.

**Support Activities**, Supporting activities in the Sangun laundry value chain consist of company infrastructure, human resources, technology, and fuel procurement. In this element, there are strengths and weaknesses internally and externally from business support activities.

Based on the analysis of the main activities and internal supporting activities of the Sangun laundry business process, the Sangun Laundry value chain scheme is obtained as follows:

**Figure 2 : Sangun Laundry Value Chain**

Recruitment of on the job training	Working			M A R G I N
Washer, Dryer, Iron				
Chemicals, packaging, gas, electricity	Gasoline			
<b>Operational</b>	<b>Outbound Logistics</b>	<b>Sales and Marketing</b>	<b>Services</b>	
• Screening	• Delivery of Packaging	• Promotion	• After Service	
• Cleaning	• Delivery of Carpets Orders	• Social Media		
• Washing Process				
• Drying Process				
• Ironing Process				
• Packaging				
• Orders				

Sources : Process Data, 2023

From the two analytical tools above and the results of the formulation of owner and customer interviews, the internal indicators of strengths and weaknesses in Sangun Laundry Resources can be tabulated in the SWOT table as follows:

**Table 3 : SWOT Analysis Indicators and Factors**

NO	INDICATORS	IMPORTANT FACTOR
		STRENGTH
1	PRODUCT	Pick-up and delivery service
		Has a special carpet service
2	PRICE	The price range still average standard laundry service
		Loyal customers are not price-sensitive
3	PLACE	Being in a development and consumptive area
		Easy access within reach
4	PROMOTION	Effective personal selling / from customer to customer
		Covid 19 package special promotion
5	PEOPLE	Loyal, honest, and trained employees
		Average remuneration in the laundry industry
6	PROCESS	On-time service duration
		Have service procedures
7	PHYSICAL EVIDENCE	Clean and hygienic laundry results

NO	INDICATORS	IMPORTANT FACTOR
		WEAKNESS
1	PRODUCT	Incomplete service products
2	PRICE	Limited discount rate promotion
3	PLACE	The location is in a restricted area
		The booth function is not optimal and effective
4	PROMOTION	The scope of promotion is still limited
5	PEOPLE	Staff service discipline has not been stable
		Staff productivity has not been maximized
		Benefits for staff not maximized
6	PROCESS	Big Idle Capacity in Machine Washing Production Process and Human Resources
		The Administration Process is Still Manual
		Do not have a Complaint Risk-Based SOP
7	PHYSICAL EVIDENCE	Packaging Does Not Have a Brand Patent &; Still Simple
NO	INDICATORS	IMPORTANT FACTOR
		OPPORTUNITY
1	PRODUCT	Product Innovation Dry Cleaning Services / Washing Shoes and Bags
2	PRICE	Product Innovation Dry Cleaning Services / Washing Shoes and Bags
		Potential Raw Material Procurement Efficiency and NPM Adjustment
3	PLACE	Regional Demographic Opportunities
		Form a Partner Network
4	PROMOTION	There Are Still Many Online Promotion Platforms Available
5	PEOPLE	There Are Still Many Online Promotion Platforms Available
		Available Laundry Manpower Supply
6	PROCESS	Still Large Production Capacity of Machinery and Human Resources
7	PHYSICAL EVIDENCE	Available Exclusive and Premium Plastic Packaging Designs and Plastics
NO	INDICATORS	IMPORTANT FACTOR
		THREAT
1	PRODUCT	Full-Service Products From Competitors
		Failing to Maintain Product Quality Washing Service
2	PRICE	Competitive Prices From Competitors
		Competitor Discount Plans
3	PLACE	Potential Business License Closed for Violating Government Rules
		Easy Access to Laundry Business Establishment
4	PROMOTION	Wider and Aggressive Competitor Promotion Platform
		Promotion of Laundry Service Substitution Technology
5	PEOPLE	Customer Complaints
		Turn Over / Resign Employees
		Social Distancing Interactions
6	PROCESS	Problematic Production Machines and Tools
		Latest Technology as a Substitute for Laundry Services
7	PHYSICAL EVIDENCE	Laundry Complaints
		Competitors' Final Packaging Has More Selling Value and Is Attractive

Source: Process Data, 2023

### SWOT Analysis

External and internal analysis are combined into situational analysis that allows to not only discover the superior capabilities and resources of the company but also to identify external opportunities that have

not been tapped due to inadequate resources (Analysis et al., 2017; Helms & Nixon, 2010). The interview results of five speakers, namely four main customers and Mrs. Dwi Suryani (R1) as the business owner, obtained an assessment rating of each important SWOT factor.

The assessment rating is in the form of a rating number starting from number one for Less Dominant conditions, number two for Dominant Enough number three for Dominant, and number four for Very Dominant factors for the company. The assessment rating as presented in the table is as follows:

**Table 4 : Respondent Assessment Matrix**

NO	INDICATORS	IMPORTANT FACTOR	R1	R2	R3	R4	R5	Σ
		STRENGTH						
1	PRODUCT	Pick-up and delivery service	4	3	4	4	3	15
		Has a special carpet service	4	3	4	4	3	15
2	PRICE	The price range still average standard laundry service	3	4	4	3	3	13
		Loyal customers are not price-sensitive	3	4	4	3	3	13
3	PLACE	Being in a development and consumptive area	3	4	4	3	3	13
		Easy access within reach	3	4	4	3	3	13
4	PROMOTION	Effective personal selling / from customer to customer	4	3	4	4	3	15
		Covid 19 package special promotion	4	3	4	4	3	15
5	PEOPLE	Loyal, honest, and trained employees	4	4	4	4	4	16
		Average remuneration in the laundry industry	4	4	4	4	4	16
6	PROCESS	On-time service duration	4	4	4	4	4	16
		Have service procedures	4	4	4	4	4	16
7	PHYSICAL EVIDENCE	Clean and hygienic laundry results	4	4	4	4	4	16
<b>SUB TOTAL STRENGTH</b>								<b>192</b>
NO	INDICATORS	IMPORTANT FACTOR	R1	R2	R3	R4	R5	Σ
		WEAKNESS						
1	PRODUCT	Incomplete service products	2	2	2	3	1	10
2	PRICE	Limited discount rate promotion	2	2	2	3	2	11
3	PLACE	The location is in a restricted area	1	1	1	1	1	5
		The outlet function is not optimal and effective	1	1	1	1	1	5
4	PROMOTION	The scope of promotion is still limited	2	2	2	3	3	12
5	PEOPLE	Staff service discipline has not been stable	2	1	3	1	1	8
		Staff productivity has not been maximized	2	1	3	1	1	8
		Benefits for staff not maximized	2	1	3	1	1	8
6	PROCESS	Big Idle Capacity in Machine Washing Production Process and Human Resources	2	2	2	2	2	10
		The Administration Process is Still Manual	2	2	2	2	2	10
		Do not have a Complaint Risk-Based SOP	2	2	2	2	2	10
7	PHYSICAL EVIDENCE	Packaging Does Not Have a Brand Patent &; Still Simple	2	1	2	2	1	8
<b>SUB TOTAL WEAKNESS</b>								<b>105</b>
NO	INDICATORS	IMPORTANT FACTOR	R1	R2	R3	R4	R5	Σ



		<b>OPPORTUNITY</b>						
1	PRODUCT	Product Innovation Dry Cleaning Services / Washing Shoes and Bags	3	3	3	3	4	13
2	PRICE	Product Innovation Dry Cleaning Services / Washing Shoes and Bags	3	4	4	3	3	13
		Potential Raw Material Procurement Efficiency and NPM Adjustment	3	4	4	3	3	13
3	PLACE	Regional Demographic Opportunities	3	3	4	3	3	13
		Form a Partner Network	3	3	4	3	3	13
4	PROMOTION	There Are Still Many Online Promotion Platforms Available	3	3	3	3	3	12
5	PEOPLE	There Are Still Many Online Promotion Platforms Available	4	4	3	4	4	15
		Available Laundry Manpower Supply	4	4	3	4	4	15
6	PROCESS	Still Large Production Capacity of Machinery and Human Resources	4	3	4	4	4	16
7	PHYSICAL EVIDENCE	Available Exclusive and Premium Plastic Packaging Designs and Plastics	4	3	4	4	4	16
<b>SUB TOTAL SCORE OPPORTUNITY</b>								<b>139</b>
NO	INDICATORS	IMPORTANT FACTOR	R1	R2	R3	R4	R5	Σ
		THREAT						
1	PRODUCT	Full-Service Products From Competitors	2	1	1	3	2	9
		Failing to Maintain Product Quality Washing Service	2	1	1	3	2	9
2	PRICE	Competitive Prices From Competitors	2	1	2	3	2	10
		Competitor Discount Plans	2	1	2	3	2	10
3	PLACE	Potential Business License Closed for Violating Government Rules	1	1	1	1	1	5
		Easy Access to Laundry Business Establishment	1	1	1	1	1	5
4	PROMOTION	Wider and Aggressive Competitor Promotion Platform	2	2	2	2	1	9
		Promotion of Laundry Service Substitution Technology	2	2	2	2	1	9
5	PEOPLE	Customer Complaints	2	2	2	2	2	10
		Turn Over / Resign Employees	2	2	2	2	2	10
		Social Distancing Interactions	2	2	2	2	2	10
6	PROCESS	Problematic Production Machines and Tools	1	2	2	1	2	8
		Latest Technology as a Substitute for Laundry Services	1	2	2	1	2	8
7	PHYSICAL EVIDENCE	Laundry Complaints	2	2	2	2	2	10
		Competitors' Final Packaging Has More Selling Value and Is Attractive	2	2	2	2	2	10
<b>SUB TOTAL THREAT</b>								<b>132</b>

Source: Process Data, 2023

Next, give weight to the indicator column, which starts at 0.0, for non-important factors, and 1.0 for factors that are considered very important for the impact of business strategy decisions. The loading of the portion of the indicator weight is by the ratio of the total assessment number to each number of each important factor. As for ratings, the average of each assessment of these important factors is taken. The following is the weight assessment of IFAS Sangun Laundry as illustrated in the table as follows:

**Table 5 : IFAS Sangun Laundry Matrix**

NO	INDICATORS	IMPORTANT FACTOR	$\Sigma$	BOBOT	RATING	SCORE	TOTAL
		STRENGTH					
1	PRODUCT	Pick-up and delivery service	15	0.051	3	0.15	0.30
		Has a special carpet service	15	0.051	3	0.15	
2	PRICE	The price range still average standard laundry service	13	0.044	3	0.11	0.23
		Loyal customers are not price-sensitive	13	0.044	3	0.11	
3	PLACE	Being in a development and consumptive area	13	0.044	3	0.11	0.23
		Easy access within reach	13	0.044	3	0.11	
4	PROMOTION	Effective personal selling / from customer to customer	15	0.051	3	0.15	0.30
		Covid 19 package special promotion	15	0.051	3	0.15	
5	PEOPLE	Loyal, honest, and trained employees	16	0.054	3	0.17	0.34
		Average remuneration in the laundry industry	16	0.054	3	0.17	
6	PROCESS	On-time service duration	16	0.054	3	0.17	0.34
		Have service procedures	16	0.054	3	0.17	
7	PHYSICAL EVIDENCE	Clean and hygienic laundry results	16	0.054	3	0.17	0.17
<b>SUB TOTAL STRENGTH</b>			<b>192</b>	<b>0.65</b>			<b>1.92</b>
NO	INDICATORS	IMPORTANT FACTOR	$\Sigma$	BOBOT	RATING	SCORE	TOTAL
		WEAKNESS					
1	PRODUCT	Incomplete service products	10	0.034	2	0.07	0.07
2	PRICE	Limited discount rate promotion	11	0.037	2	0.08	0.08
3	PLACE	The location is in a restricted area	5	0.017	1	0.02	0.03
		The outlet function is not optimal and effective	5	0.017	1	0.02	
4	PROMOTION	The scope of promotion is still limited	12	0.040	2	0.10	0.10
5	PEOPLE	Staff service discipline has not been stable	8	0.027	2	0.04	0.09
		Staff productivity has not been maximized	8	0.027	2	0.04	
		Benefits for staff not maximized	8	0.027	2	0.04	
6	PROCESS	Big Idle Capacity in Machine Washing Production Process and Human Resources	10	0.034	2	0.07	0.20
		The Administration Process is Still Manual	10	0.034	2	0.07	
		Do not have a Complaint Risk-Based SOP	10	0.034	2	0.07	
7	PHYSICAL EVIDENCE	Packaging Does Not Have a Brand Patent &; Still Simple	8	0.027	2	0.04	0.04
<b>SUB TOTAL WEAKNESS</b>			<b>105</b>	<b>0.35</b>			<b>0.61</b>
<b>TOTAL SCORE IFAS</b>			<b>297</b>	<b>1</b>			<b>2.53</b>

Source: Process Data, 2023

The results of the IFAS matrix above can be seen that the number of IFAS strengths is 1.88 and the number of IFAS weaknesses is 0.62, which means that the strengths in Sangun Laundry are greater than the weaknesses. The biggest indicator of strength (strength) is in the laundry process whose duration is always on time and the right process. On the other hand, the biggest weakness is also precisely in the process (process), namely the amount of idle capacity against the maximum production capacity. This weakness can be minimized by the advantages of shuttle service products and carpet washing services.

From the sub-total of strength and weakness, there is a positive score difference of 1.31 which will be used in the SWOT quadrant matrix analysis, this shows that Sangun Laundry's strength factor still dominates internal factors. Next, a weighting and rating assessment for external factors (EFAS) is obtained as presented in the table as follows :

**Table 6 : Sangun Laundry EFAS Matrix**

N O	INDICATORS	IMPORTANT FACTOR	Σ	BOBOT	RATING	SCORE	TOTAL
		OPPORTUNITY					
1	PRODUCT	Product Innovation Dry Cleaning Services / Washing Shoes and Bags	13	0.048	3	0.12	0.12
2	PRICE	Product Innovation Dry Cleaning Services / Washing Shoes and Bags	13	0.048	3	0.12	0.25
		Potential Raw Material Procurement Efficiency and NPM Adjustment	13	0.048	3	0.12	
3	PLACE	Regional Demographic Opportunities	13	0.048	3	0.12	0.25
		Form a Partner Network	13	0.048	3	0.12	
4	PROMOTION	There Are Still Many Online Promotion Platforms Available	12	0.044	2	0.11	0.11
5	PEOPLE	There Are Still Many Online Promotion Platforms Available	15	0.055	3	0.17	0.17
		Available Laundry Manpower Supply	15	0.055	3	0.17	
6	PROCESS	Still Large Production Capacity of Machinery and Human Resources	16	0.059	3	0.19	0.19
7	PHYSICAL EVIDENCE	Available Exclusive and Premium Plastic Packaging Designs and Plastics	16	0.059	3	0.19	0.19
<b>SUB TOTAL SCORE OPPORTUNITY</b>			<b>139</b>	<b>0.51</b>			<b>1.27</b>
N O	INDICATORS	IMPORTANT FACTOR	Σ	BOBOT	RATING	SCORE	TOTAL
		THREAT					
1	PRODUCT	Full-Service Products From Competitors	9	0.033	2	0.06	0.12
		Failing to Maintain Product Quality Washing Service	9	0.033	2	0.06	
2	PRICE	Competitive Prices From Competitors	10	0.037	2	0.07	0.15
		Competitor Discount Plans	10	0.037	2	0.07	
3	PLACE	Potential Business License Closed for Violating Government Rules	5	0.018	1	0.02	0.04
		Easy Access to Laundry Business Establishment	5	0.018	1	0.02	
4	PROMOTION	Wider and Aggressive Competitor Promotion Platform	9	0.033	2	0.06	0.12
		Promotion of Laundry Service Substitution Technology	9	0.033	2	0.06	
5	PEOPLE	Customer Complaints	10	0.037	2	0.07	0.22
		Turn Over / Resign Employees	10	0.037	2	0.07	
		Social Distancing Interactions	10	0.037	2	0.07	
6	PROCESS	Problematic Production Machines and Tools	8	0.030	2	0.05	0.09
		Latest Technology as a Substitute for Laundry Services	8	0.030	2	0.05	
7	PHYSICAL EVIDENCE	Laundry Complaints	10	0.037	2	0.07	0.15
		Competitors' Final Packaging Has More Selling Value and Is Attractive	10	0.037	2	0.07	
<b>SUB TOTAL THREAT</b>			<b>132</b>	<b>0.49</b>			<b>0.89</b>
<b>TOTAL SCORE EFAS</b>			<b>271</b>	<b>1</b>			<b>2.161</b>

Source: Process Data, 2023

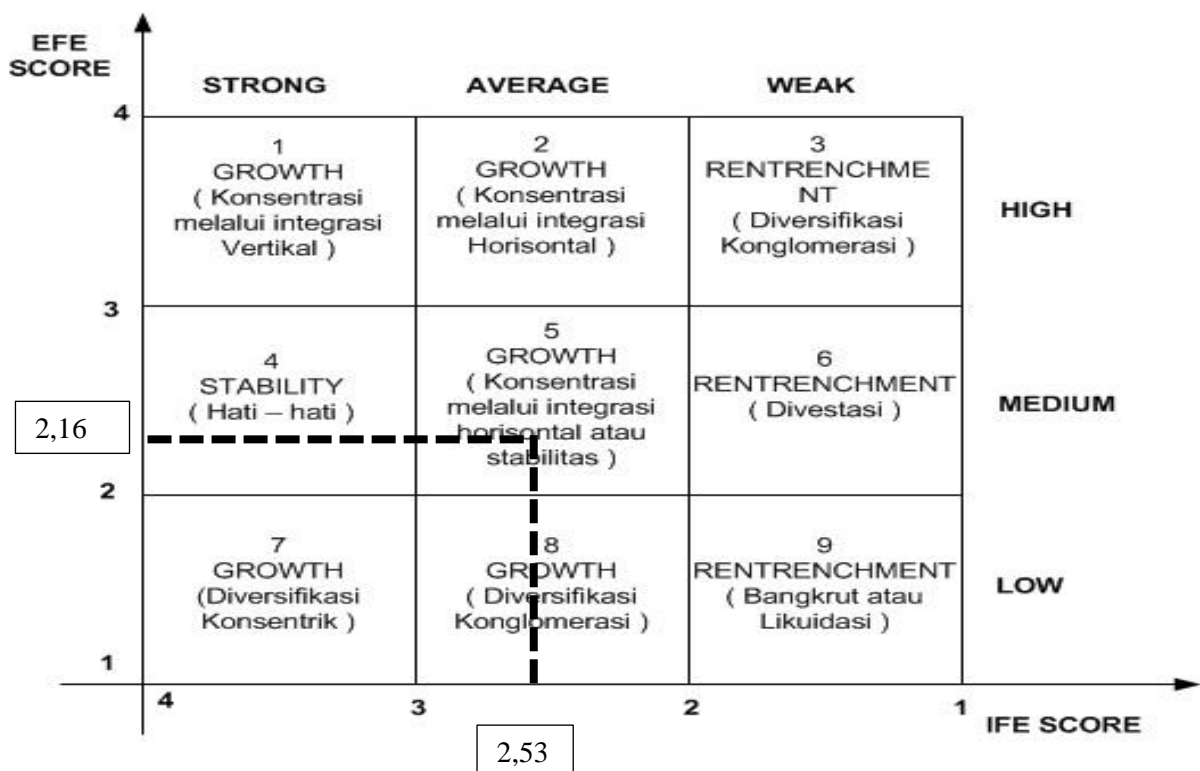
The results of the EFAS matrix above can be seen that the number of EFAS opportunities is 1.27 and the number of EFAS threats is 0.89, which means that the opportunities in Sangun Laundry are greater than the existing threats. In other words, an effective marketing strategy is to take advantage of existing opportunities and minimize the potentially damaging impact of external threats (Analysis et al., 2017; Helms & Nixon, 2010). The external aspect (EFAS) for the opportunity indicator is obtained two major orders affect the most, namely price in the form of price adjustment opportunities because raw material substitution is efficient and the large net profit margin (NPM) range of Sangun Laundry and opportunities for place expansion due to demographic factors that are still possible and network expansion with other laundry. With this opportunity, when there is a policy of limiting social interaction, prices can be adjusted to the demands of market conditions, and customer networks are maintained. The biggest threat is from the people factor, namely high turnover rates and customer complaints. For laundry service businesses, employee turnover is very disruptive in maintaining the quality of laundry. Frequent employee replacements have the potential to cause complaints due to the disconnection of the quality of the laundry and the final ironing results from the laundry.

From the sub-total opportunity and threat, there is a score difference of 0.59 which will be used in the SWOT quadrant matrix analysis. This shows that Sangun Laundry has great potential to minimize various external threats by taking full advantage of existing opportunities. From the results of IFAS and EFAS analysis, it can be used as a reference to compile a SWOT analysis matrix. The matrix includes:

### Internal-External Matrix (IE)

The Internal-External matrix is to develop a strategy that is divided into nine cells. Of the total weight of IFAS and EFAS obtained, Sangun Laundry is included in cell 5 or the GROWTH zone, namely concentration through horizontal integration or stability.

Figure 3 : Internal and External Matrices



Source: Process Data, 2023

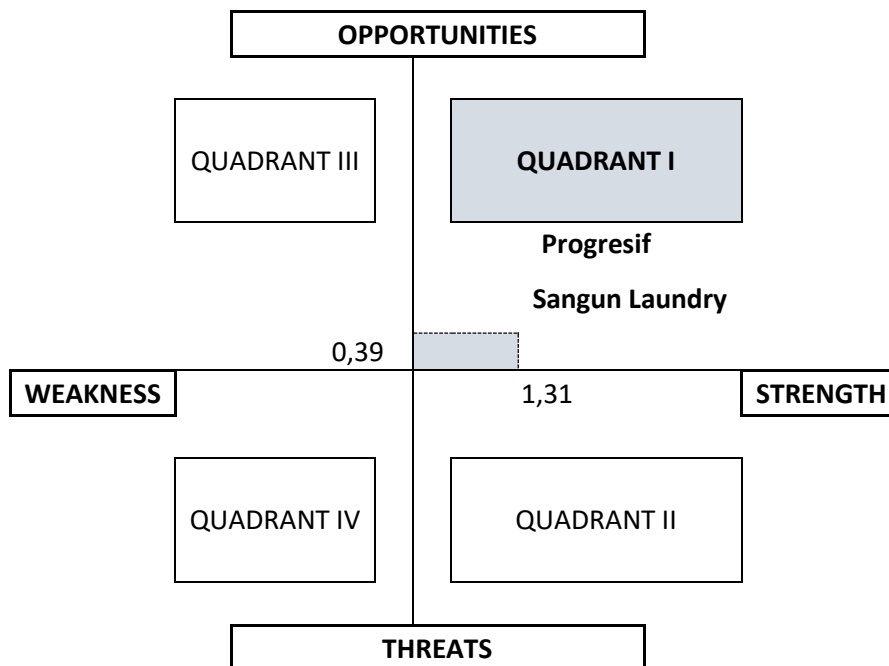
Sangun Laundry is located in the Growth Strategy cell where there are still many opportunities to

increase order volume, Sangun Laundry has a great opportunity to increase order volume from different segments because Sangun Laundry's production capacity still has an idle capacity of 131% of normal capacity where currently the average production is only 83 kg/day, While the maximum capacity is 192 kg/day, then with this factor, Sangun Laundry has a very big opportunity to increase its order volume so that it can increase profit margins.

**SWOT quadrant matrix**

The basis for the preparation of quadrant matrices is the result of the analysis of IFAS and EFAS above. From the results of the difference between IFAS and EFAS, there are values of 1.31 and 0.39, so in the SWOT quadrant matrix analysis, Sangun Laundry is in Quadrant 1, which is in the progressive zone as shown in the figure below:

**Figure 4 : SWOT Analysis Diagram**



From the SWOT quadrant matrix analysis above, Sangun Laundry is in Quadrant I which means it is included in the progressive zone in developing its business. Thus, it shows that Sangun Laundry is in a favorable situation (Analysis et al., 2017). The company has opportunities and strengths so that it can take advantage of existing opportunities. The strategy applied in this condition is to support aggressive growth policies, including aggressive sales strategies. The strategy applied in this quadrant is to maximize the internal strength factor (strength) and make maximum use of existing opportunities (Helms & Nixon, 2010). With this combination of important factors, Sangun Laundry is not only able to survive even in pandemic crisis conditions but also able to develop its business optimally and be able to eliminate the negative impact of the Covid-19 pandemic to a minimum.

**Matrix Grand Strategy**

As in the SWOT quadrant matrix analysis above, during the COVID-19 Pandemic, Sangun Laundry was included in the Quadrant 2 zone or progressive performance by emphasizing strategy on strength and opportunities (Strategy SO) factors. The SO strategy uses the internal strengths of the company to take advantage of external opportunities. From the SWOT quadrant matrix analysis above, a strategic step was taken in the form of a combination of strengths and opportunities in Sangun Laundry as shown in the table as follows:

**Table 7 : Grand Strategy Matrix Sangun Laundry**

	PRODUK	Products: Shuttle & Carpet Washing Service
	PRICE	Loyal Customers Not Price Sensitive and

		Industrial Standard Prices
	PLACE	Being in a Developing / Consumptive Area and Easy Access
	PROMOTION	Customer Promotion / COVID-19 Package Special Promotion
	PEOPLE	Loyal, Honest, and Trained Employees and Average Remuneration
	PROCESS	Timely Service Duration and Service Procedures in Place
	PHYSICAL EVIDENCE	Clean and hygienic laundry results
PRODUCT	Innovation of Dry Cleaning and Shoe / Bag Washing Services	<b>Product Innovation Strategy</b> , namely Combining the strength of shuttle services in the form of superior carpet washing products with additional dry cleaning services and shoes/bag washing services
PRICE	Periodic Discount and Price Adjustment	<b>Dynamic Pricing Strategy</b> , which combines the power of low sensitive prices from loyal customers with periodic discount packages or price adjustments to get new customers.
PLACE	Demographic Opportunities and Other Laundry Networks	<b>Partner Network Strategy</b> , which is to utilize developing and commercial areas supported by potential regional demographics by forming a network of other laundry partners
PROMOTION	Many Online Promotion Platforms Available	<b>Promotion Platform Expansion Strategy</b> , namely effective promotion from customer to customer by expanding online promotion facilities including Instagram endorsements, Google Business ratings, and digital marketing.
PEOPLE	Training Facilities and Broad Laundry Labor Market	<b>HR Effectiveness Strategy</b> , namely maintaining low turnover by providing staff hard skills and soft skills training and implementing HR needs strategies when demand and supply fluctuations change.
PROCESS	Production Capacity Space Still Large	<b>Excellent Service Strategy</b> , which is to increase the reputation of faster service duration because it is supported by large production capacity.
PHYSICAL EVIDENCE	Many Exclusive and Premium Packaging Available	<b>Premium Packaging Strategy</b> , namely clean and hygienic laundry results are more perfect with premium and exclusive packing strategies

Source : Process Data, 2023.

From the matrix above, it can be seen that with the SO model strategy, Sangun Laundry is not only able to survive in external threat conditions such as during social interaction restrictions during the COVID-19 Pandemic, but also able to expand its business by adding service products or developing its outlet locations (Agus Trihatmoko & Purnamasari, 2019; Rajagopal, 2022; Supekova et al., 2023) . The potential to acquire competitor customers is very open by utilizing the strengths that exist today where the main key is the reputation of laundry results that lack complaints and effective promotion from customer to customer. It is possible that with the grand strategy carried out, Sangun Laundry will become

the market leader in its area and this is not limited to mastering segmentation, positioning, and achieving targets.

## Conclusions

Based on data collection, business environment analysis, and strategy formulation, the study concludes as follows:

1. From the Internal/External (IE) matrix analysis and SWOT analysis matrix, Sangun Laundry is in zone 5 (growth) and quadrant 1 (progressive). This analysis shows that Sangun Laundry is at an aggressive business growth level even during the Covid-19 pandemic. Thus, Sangun Laundry has implemented a fairly good marketing mix strategy during the COVID-19 pandemic but has not been effective and efficient. By knowing the position of zones and quadrants, an effective and efficient marketing mix strategy can be determined at Sangun Laundry during the Covid-19 pandemic, namely through grand strategy matrix analysis by combining strength factors (strength) and opportunity factors (opportunities), including:
  - Product**, the strength factor of carpet cleaning services with the shuttle method combined with the opportunity factor of dry cleaning services and bag/shoe washing services that are not yet owned by competitors
  - Price**, the price strength factor is at the laundry industry standard, and customer loyalty is combined with the price adjustment opportunity factor, which is still possible due to the efficiency of raw materials and the large NPM range.
  - Place**, the strength factor of the location of the developing area, and easy access combined with the potential opportunity factor of regional demographics and the cooperation of laundry partners.
  - Promotion**, is an effective personal selling power factor in the form of customer-to-customer promotions and Covid 19 special promotions combined with opportunities for the expansion of online promotion platforms.
  - People**, the strength factor of staff loyalty and honesty, and the remuneration scheme that is still on average in the laundry industry combined with the opportunity factor of laundry hard skill/softkill training opportunities and the availability of laundry labor supply.
  - Process**, strength factor of on-time service duration, and having standard service procedures combined with opportunity factor for the availability of laundry production capacity.
  - Physically Evidence**, the strength factor of clean and hygienic laundry combined with the opportunity factor of many premium and exclusive packaging designs.
2. The analysis shows that Sangun Laundry is in a progressive growth zone, then the thing that should be done is to apply differentiation of superior marketing mix strategies, including: Sangun Laundry further expands its carpet cleaning service market not only limited to individual consumers but also collaborates with other laundry outlets to become carpet cleaning service partners through commission schemes. With the advantages of this carpet cleaning service product, Sangun Laundry further enlarges its market network.

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