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Competitive Advantage Strategy in Yanara Laundry Business in Facing Competition Between Laundry Service Businesses in Bandar Lampung

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Abstract

In a competitive business world, every company needs to develop an effective competitive strategy. This is due to the increasingly tight competition in the market. The main goal of today's business is to create and add value to customers, so that they can win the hearts of consumers and gain a competitive advantage. By implementing the right strategy, businesses can control a larger market share and increase their competitiveness. This strategy includes a deep understanding of customer needs and wants, as well as the ability to adapt to market changes and offer unique and valuable products or services. The strategy has great potential to occur and requires top management decisions and significant resource allocation from the company. The laundry business is one form of small and medium enterprises (SMEs) in the service sector that is currently experiencing rapid development. This business offers laundry services that include the process from washing to drying, as well as completion by returning clothes to consumers according to expectations. The method used in this study is quantitative. The results of the study show that Yanara Laundry can achieve competitive advantage through the implementation of differentiation strategies, cost leadership, and the use of digital technology.

Keywords: Competitive Advantage Strategy, Laundry Service Industry, Yanara Laundry

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INTRODUCTION

In a competitive business world, every company needs to develop an effective competitive strategy. This is due to the increasingly tight competition intensity in the market. The main goal of today's business is to create and add value to customers, so that they can win the hearts of consumers and gain a competitive advantage (Alqudah et al., 2023). By implementing the right strategy, businesses can control a larger market share and increase their competitiveness. This strategy includes a deep understanding of customer needs and wants, as well as the ability to adapt to market changes and offer unique and valuable products or services.

Problems related to competition between one company and another clearly require the right approach (Wang et al., 2021). According to Julia & Masyruroh (2022) strategy is defined as a plan made for a long time that includes actions taken to achieve certain goals, which usually result in success (Barker & Manning, 2022). In other words, strategy has great potential to occur and requires top management decisions and significant resource allocation from the company. The ability of leaders to make the right approach to running their business by utilizing their environment, such as choosing the right internal resources, determines business success (Xie et al., 2019). The thinking of leaders whose strategies are based on learning experiences in an ever-changing environment. To make decisions that have been considered, business actors must have clear goals and objectives. Because of the ever-changing state of competition, a clear program is needed to enable the strategy that has been made to succeed. To face today's competition, strategy is very important Amalia (2021).

The laundry business is one form of small and medium enterprises (SMEs) in the service sector that is currently experiencing rapid development. This business offers laundry services that include the process from washing to drying, as well as completion by returning clothes to consumers according to expectations (Eroglu & Sanders, 2021). The demand for laundry services is increasing, especially among busy workers and students, who need alternatives to save time in their daily activities (Pham, 2020). This high demand is one of the driving factors for people to get involved in the laundry business. In addition, this business is considered relatively easy because the risk is minimal compared to other types of businesses. Another advantage is that the laundry business can be run from home.

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LITERATURE REVIEW

According to Fatimah and Tyas (2020), strategy is an important tool used to gain an advantage in business. This strategy serves as a tool to help organizations achieve long-term goals. In other words, strategy has great potential to occur and requires top management decisions and significant resource allocation from the company.

In Ahmad's book (2020), he stated that although many experts talk about management strategy, the principle is the same: combining strategic thinking with management tasks such as planning, implementing, and monitoring. In his book, Ismail (2019), said that the long-term performance of an organization or company is determined by a series of management decisions and actions known as management strategy.

Rahmania (2023), said that strategy is the key to a company's security. Another opinion says that strategy is a set of competitive actions and decisions taken by a company to respond to the environment. To achieve a company's short-term or long-term goals, competitive strategy involves determining and empowering company resources (Fatimah & Tyas, 2020). Companies will find opportunities in their industry by implementing the right competitive strategy. Competitive strategy aims to build a profitable and strong position against the forces that determine competition in the sector (D. Tang, 2022).

RESEARCH METHODS

Qualitative research is a research approach that focuses on an in-depth understanding of human behavior, experiences, or phenomena in a particular context. The purpose of qualitative research methods is to understand natural facts holistically and integratedly without any intervention from researchers to manipulate the conditions of the objects being studied. (Sugiyono in Sari et al., 2023).

Qualitative research is a type of structured research that aims to study an object in a natural environment without any manipulation or hypothesis testing. Its main purpose is to reveal the meaning, views, and experiences of the research subjects, not to measure or test hypotheses statistically. (Prastowo in Setiawan et al., 2023).

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RESULTS AND DISCUSSION

Table 1. Identification SWOT

Internal Factors	
Strength	Weakness
a. The workmanship of clothes is processed with high hygiene standards using modern, efficient and environmentally friendly washing machines b. Selling services at affordable prices c. Fast and friendly service. d. Financial reports recorded by Yanara Laundry are neatly arranged by recording the costs incurred and the income received from the sale of Yanara Laundry e. Those who provide quite a lot of services will get a discount determined by the business owner.	a. Does not have social media and personal marketplace. Yanara Laundry, while for technology only accepts orders via WhatsApp. b. Does not have room facilities for consumers. c. The orational work time is not fixed due to factors from visitors to use Yanara Laundry services d. YanaraLaundry lacks for vehicle parking because its parking specifications are not spacious.
external factors	
Opportunity	Threat
a. Promotional area of a particular area, YanaraLaundry has the opportunity to promote its products in a certain range by posting statuses on WA and TW as promotions at home from friends to friends and others. b. Service services are available when ordered via WhatsApp, the product is ready according to the estimated time given, it can be delivered to certain areas and can be picked up by yourself. c. Want to hold a free wash for competitiveness.	a. Quite tight competition due to the location factor, especially close to the Laundry Zone b. Many new business entrants are emerging c. The difficulty of determining new innovations, in the Yanara Laundry business it is still difficult to find new innovations to sell together with those in Yanara Laundry.

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d. Offering special discounts on service packages at special prices during the August 17th celebration.	

***Source**: data processed by researchers 2024*

Table 2. IFE Matrix Factor Calculation

No	Internal Factors	Weight	Ratings	Score
Strength				
1	Garments are processed to high hygiene standards using modern, environmentally friendly washing machines.	0,13	4	0,52
2	Selling services at affordable prices.	0,12	4	0,48
3	Fast and friendly service.	0,13	4	0,52
4	The financial reports recorded by Yanara Laundry are well organized	0,11	4	0,44
5	Those who buy a large number of products will get additional products determined by the business owner.	0,15	4	0,60
Total		0,64		2,56
Weakness				
1	Don't have personal social media and marketplace yet	0,07	1	0,07
2	Does not yet have large room facilities for consumers.	0,11	1	0,11
3	The processing time for the orational work is not fixed due to factors from visitors to	0,12	1	0,12

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	use Yanara Laundry services.			
4	lack of parking for vehicles because the parking specifications are not spacious	0,06	2	0,12
Sub Total		0,38		0,42
Total		1,00		2,98

Source: *processed primary data (2024)*

Description of the results of the IFE Matrix analysis from the strength side:

1. The processing of clothes is carried out with high hygiene standards using modern, efficient and environmentally friendly washing machines with a score of 0.52 over a weight of 0.13 (above average) and a rating of 4. The quality of workmanship and the process of maintaining clothes in good condition are very important in order to anticipate mistakes that harm customers, one of the things that Yanara Laundry prioritizes, so this must be maintained in order to maintain the long term to advance the business.
2. The next strength is selling Services at affordable prices. With a score of 0.48 with a weight of 0.12 (above average) and a rating of 4. So the work program that must be carried out by Yanara Laundry must use affordable selling prices to find a good market share and attract customers.
3. The third strength is fast and friendly service, Yanara Laundry always prioritizes the best service for customers in order to provide a sense of satisfaction to customers from Yanara Laundry 0.52 on a weight of 0.13 (above average) and a rating of 4. Yanara Laundry is quite active in making efforts to satisfy customers by providing the best possible service.
4. The fourth strength of Yanara Laundry is that the financial reports recorded by Yanara Laundry have been arranged with a score of 0.44 with a weight of 0.11 (above average) and a rating of 4. Avoiding mistakes that are detrimental to the business and clearly stating income and expenses is very effective for Yanara Laundry.
5. The fifth strength of Yanara Laundry is that those who buy quite a lot of services will get a discount determined by the business owner with a score of 0.60 through a weight of 0.15 (above average) and a rating of 4. By providing bonuses or additional bonuses, it will entice customers to buy a lot.

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Description of the results of the IFE Matrix analysis from the weakness side:

1. The weakness of Yanara Laundry is with the highest score, namely not having social media and personal marketplace with a score of 0.7 with a weight of 0.7 and a rating of 1, the absence of social media and personal marketplace can reduce visits by potential customers to see the services sold by Yanara Laundry. So Yanara Laundry needs to prepare attractive social media and marketplace in order to maintain its existence.
2. Does not yet have large room facilities for customers. Given a score of 0.11, and a weight of 0.11 and a rating of 1. Therefore, Yanara Laundry should create a larger room in a strategic location, in order to make it easier for customers.
3. The processing time for the orational is not fixed due to factors from visitors to use Yanara Laundry services, which are given a score of 0.12, and a weight of 0.12 and a rating of 1. Therefore, Yanara Laundry should add references for marketing.
4. The next weakness of Yanara Laundry is the lack of vehicle parking because the parking specifications are not spacious, given a score of 0.12, and a weight of 0.6 and a rating of 2. It is recommended to look for a spacious and safe parking area.

Table 3. EFE Matrix Factor Calculation

No	External Factors	Weight	Ratings	Score
Opportunity				
1	Promotion area for a particular area.	0,15	3	0,45
2	Available service when ordered via WhatsApp, the product is ready according to the estimated time given, can be delivered to certain areas and can be picked up yourself.	0,19	4	0,76
3	Want to hold a free wash held for competitiveness and marketing development.	0,19	4	0,76
4	Offering special discounts on service packages at special	0,13	3	0,39

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	prices during the August 17th celebrations.			
Total		0,66		2,36
Threat				
1	Offering special discounts on service packages at special prices during the August 17th celebrations.	0,09	1	0,09
2	Many new business entrants are emerging	0,13	1	0,13
3	The difficulty of determining new services and innovations	0,12	1	0,12
Sub Total		0,34		0,34
Total		1,00		2,7

Source: *processed primary data (2024)*

Description of the results of the EFE Matrix analysis from the opportunity side:

1. The first opportunity is a specific promotional area, weight 0.15 also rating 3 on a score of 0.45. Yanara Laundry is quite enthusiastic about promotional efforts, this shows that the factor of efforts to increase marketing and facilitate access for prospective customers to try the services at Yanara Laundry.
2. Service Services are available when ordered via what's app, the product is ready according to the estimated time given, can be delivered in certain areas and can be picked up by yourself with a weight of 0.19, rating 4 and a score of 0.76. creating customer satisfaction without having to come to Yanara Laundry, can be delivered (at certain locations).
3. Want to hold a free wash held for competitiveness and marketing development. for competitiveness competitiveness of service services and marketing development with a weight of 0.19, rating 4 and a score of 0.76. Holding a free wash is a profitable opportunity for a promotional event as a marketing medium and product selling power.
4. The fourth opportunity is to offer special discounts on service packages at special prices during the August 17th celebrations, with a weight of 0.13, a rating of 3 and a score of 0.39 to expand promotions.

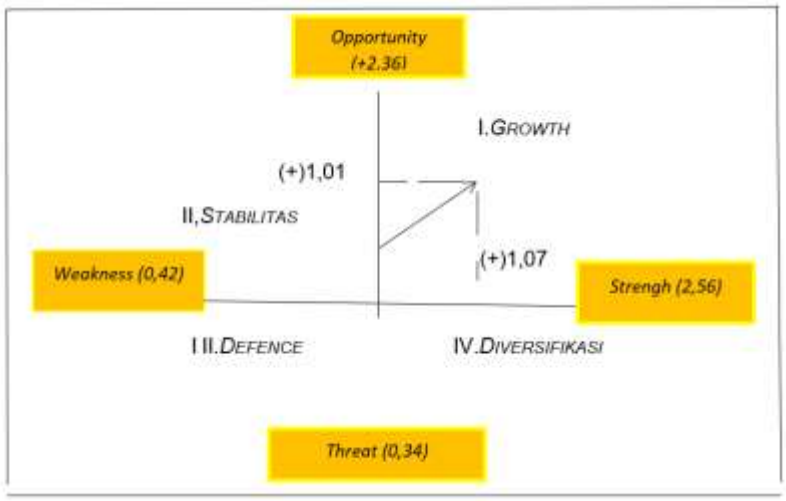
Description of the results of the EFE Matrix analysis from the threat side, namely:

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1. The threat with the highest score of 0.09 is quite tight competition due to the location factor, especially close to the Laundry Zone with a score of 0.09 (above average) and a rating of 1 (average company response). Therefore, Yanara Laundry must innovate and have its own characteristics in order to have a difference.
2. The next threat with a score of 0.13 is the large number of new business entrants that have emerged, given a weight of 0.13 and a rating of 1. The world of laundry service SMEs is very large in number, therefore Yanara Laundry must maintain and strengthen marketing in order to continue to exist and be able to compete.
3. The next threat with a score of 0.12 is the difficulty of determining new services and innovations, given a weight of 0.12 and a rating of 1. Yanara Laundry SMEs must keep up with the times, therefore they must immediately determine new products in order to continue to exist. While (strengths and weaknesses) are 2.98 and external factors (opportunities and threats) are 2.7

Table 4. SWOT Analysis Cartesian Diagram Results



Source: *processed primary data (2024)*

Yanara Laundry is in quadrant I, at a value of (1.07 and 1.01). So the position of quadrant I is a condition that will be profitable and also shows that the company is still classified as a developing or growing company so that it is able to take advantage of existing external opportunities. The strategy that can be applied in this condition is the Growth Oriented Strategy. From the analysis of the IFE and EFE matrices in Tables 3 and 4, a SWOT combination matrix has also been compiled to analyze the alternative formulation of the Strength-Opportunity (SO), Weakness-Opportunity (WO), Strength-

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Threat (ST), and Weakness-Threat (WT) strategies. The SWOT combination matrix analysis can be seen in the table below.

Table 4. Yanara Laundry SWOT Combination Matrix Formulation

internal factors / external factors	strengths	weakness
	1. clothing processed to high cleanliness standards using modern and environmentally friendly washing machines 2. selling services at affordable prices. 3. fast and friendly service 4. financial reports recorded by yanara laundry have been organized. 5. those who buy quite a lot of services will get a discount determined by the business owner.	1. does not have social media and personal marketplace. yanara laundry, while for technology only receives orders via whatsapp. 2. does not have room facilities for consumers. 3. orational working time is not fixed due to visitor factors to do yanara laundry services 4. yanara laundry lacks for vehicle parking because its parking specs are not spacious
opportunities	strategy-so	strategy-wo
1. promotional area of a particular area. 2. products are available when ordered via what's app, the product is ready according to the estimated time	1. maintaining yanara's distinctive features with free washing. 2. adding new innovations when holding events to make customers curious and interested in the services provided.	1. create accounts for several social media to expand the promotion of service promotions. 2. enlarge, decorate, and add several room facilities to increase customer satisfaction and become more crowded and comfortable.

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given, can be delivered to certain areas and can be picked up by yourself.		
threats	strategy-st	strategy-st
1. quite tight competition due to the location factor, especially to the laundry zone 2. many new business entrants are emerging 3. difficulty in determining new products	1.by providing maximum customer satisfaction to retain customers. 2. yanara laundry's distinctive characteristics must be maintained to make consumers not interested in other competitors.	1. business owners must create social media and marketplace completely so that they can be evaluated to be made interesting, which is of course better than competitors. 2. adding innovation or new services and improving the quality of service so that consumers are interested in the services sold

Source: *processed primary data (2024)*

The combination strategy of the two factors is as follows:

a. S-O Strategy
   1. Maintaining the characteristics of Yanara Laundry, namely Free Washing at Certain Times.
   2. Adding Innovation or services to make customers curious and interested in coming.

b. S-T Strategy
   1. Creating accounts for several social media to expand product promotions.
   2. Enlarging, decorating, and adding several room facilities to increase customer satisfaction and make it more crowded and comfortable.

c. S-T Strategy
   1. By providing maximum customer satisfaction, to retain customers.
   2. The characteristics of Yanara Laundry must be maintained so that consumers are not interested in other competitors.

d. W-T Strategy

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1. Business owners are required to create social media and marketplaces comprehensively so that they can be evaluated to be made attractive, which is certainly better than competitors.
2. Adding new innovations also improves the quality of service so that consumers are interested in the products sold

CONCLUSION AND RECOMMENDATIONS

Conclusion

In this research, various possible competitive strategies have been explained used by the Yanara Laundry business. From the results of the analysis it can be concluded that Some strategies that can be used include the following: special during this time 17th celebration August Threat (threat) ST-Strategy ST-Strategy Competition sufficient tight because location factors close by specifically with Zone Laundry Amount immigrants new venture Which popping up The difficulty determine new product with given customer satisfaction the maximum then For maintain Customer. Characteristics of Yanara Laundry must be maintained makes consumers not interested in competitors other. Business owners must create social media and market wise comprehensively so you can evaluated to be made interesting, that certainly better than competitors. Adding innovation or new and improved services the quality of service is good consumers are interested in Services Services sold Yanara Laundry can take advantage of advanced technology to improve it and maintain good service quality. Yanara Laundry can add new innovations to its services and can improve sales by actively creating events as a marketing event his business. Yanara Laundry can optimize its marketing by promoting Providing services on social media and marketplaces to make things easier for candidates Customers in purchasing their products.

Recommendations

Based on the implementation of these strategies, Yanara Laundry remains must pay attention to several threats that will harm their business, such as: competition in the Laundry Services business and others while maintaining participation improve the quality of the high hygiene standards used by Yanara Laundry and continue to improve the good service provided in order to provide satisfaction and comfort for customers who will use the services Yanara Laundry. With this, customers will not switch businesses competitors. Yanara Laundry also has to improve its marketing because it is increasing As technology advances, it increasingly provides benefits for businesses, however On the other hand, if

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the business cannot utilize technology, it will the number of competitors who can further increase their income.

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