

**Marketing Strategy Analysis Using Business Model Canvas and SWOT Matrix
(A Case Study at Queen Laundry Bogor)**

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ABSTRACT

The aim of the research is to develop a marketing strategy that can be implemented for Queen Laundry Bogor MSMEs. By using the Business Model Canvas approach as an analytical tool and then from the results of the analysis findings, it is continued with internal and external analysis of the company to obtain more comprehensive results, namely SWOT matrix analysis, Quantitative Strategic Planning Matrix (QSPM), this research is descriptive research that describes and analyzing data obtained during research with a qualitative approach. The results of the analysis show that the business model used by UMKM Queen Laundry Bogor has not fully utilized technological advances for marketing. After being given direction in the marketing strategy, a decision was obtained from the business owner with the target of consumers serving the market share of all segments using alternative strategies obtained to improve laundry facilities, improve product quality and service to attract consumers, improve management capabilities and cooperation for company goals. providing special packages or services, and maintaining good relationships with suppliers or areas around the laundry. The recommended priority marketing strategy is to maintain the company's image, providing services to promote pick-up and drop-off services.

Keywords: Business Model Canvas; SWOT; QSPM

INTRODUCTION

In this modern era, women have the same opportunities as men to have careers outside the home. This means that a woman is no longer able to do all the household chores. The modern lifestyle of city dwellers includes washing clothes in a special place called laundry. If someone is willing to spend money then there is no need to worry about dirty clothes piling up. Along with the increasing need for laundry services, this is a business opportunity in itself.

Queen laundry is here to help families who don't have time to clean or wash their clothes. This business opportunity is an opportunity that quite a lot of people have

developed for now, especially from the Queen Laundry business. Laundry services will be needed in areas that are difficult to get clean water, especially for people who care about water conditions. Tourist areas, offices, campuses are also special areas that are very suitable for running a cleaning business. In these areas, laundry costs are usually very high. Opportunities in the laundry management business can grow rapidly if they offer and provide good services in the form of picking and delivering laundry products to customer addresses at prices that are to develop business opportunities in the laundry sector. If the business owner is able, it would be even better to offer and provide excellent service in the form of picking up and delivering laundry results to affordable customer addresses.

The results of the analysis are known that if business owners are able to improve business image, Marketing Strategy from opinion (Tjiptono, 2017) "marketing strategy is a planing that explains the company's expectations that will result in various marketing activities or programs on demand for products or product results in certain target markets". In carrying out marketing activities, companies must design marketing strategies in advance to be appropriate in accordance with the intended target. This is because if the company does not have the right marketing strategy, it will be difficult for the company to develop. Marketing strategy is an effort to market a product, be it a product or service, by using certain plans and tactics to improve the company's image and also the number of sales. The methods used to prioritize marketing strategies are Business Model Canvas, SWOT analysis and QSPM analysis (Quantitative). In addition to analyzing with BMC, the author also analyzes strategies using SWOT and internal assessments and external assessments of companies that have been described by (Fred R, 2011). This method consists of three main steps, namely the input stage consisting of IFE and EFE analysis, the matching stage consisting of IE matrix analysis, and the last step in the form of a decision stage using QSPM matrix analysis. QSPM analysis aims to obtain more comprehensive results, and utilizes images from BMC analysis that explain various factors that will affect the external and internal environment.

Queen laundry Established in 2018 located on Jalan Raya Setu Cikaret number 173, Harapan Jaya Village, Cibinong District, Bogor Regency This business venture was founded by Mrs. Maimunah as the owner of Queen laundry, in an interview session conducted by group 1 with the interests of MSME Business to fulfill college assignments, we got information provided directly by the owner of Queen laundry. At first, Mrs. Maimunah and her husband did research manually and independently checked the laundry business in the location area where Queen laundry was established with modest capital and had confidence in what was done before opening this business. Starting with two washing machines, one drying machine and one ironing machine to start this laundry business, limited human resources were owned At the beginning of the establishment of Queen laundry.

This laundry queen opens laundry and clothes ironing services individually and by kilos with enthusiasm, strong determination, creative and innovative in running the laundry business with operating hours every day from 08.00 – 21.00 WIB. Mrs.

Maimunah carried out a ball pickup strategy because it would make it easier for consumers to use Queen laundry's services. This business does have limitations from pr oses marketing that is carried out when this business is running and has technological shortcomings. Since 5 years ago Mrs. Maemunah gave information that her business turnover was around 30kg / day, in the first 6 months, it was still below the expected target with a creative entrepreneurial spirit, this innovative Queen Laundry can develop gradually in the 7th month with an average of 150kg / day. Queen Laundry puts forward relatively affordable prices, more benefits obtained and the ball pickup program developed in this business is very helpful for its consumers.

LITERATURE REVIEW

Marketing Strategy

Marketing strategy can also be interpreted as a series of efforts made by an effort to achieve a certain goal, because there is a possibility of selling an offer limited to the number of people who know it. Marketing strategy is one of the things that must be considered in business operations and development. Marketing plays a very important role in business success. No matter how good the quality of a product or service, without the right and effective strategy, the product or service will not be able to bring profits to the company. Especially without a good marketing strategy, it will be very difficult to build a business. According to Yulianti, F., Lamsah., Periyadi., (2019: 8) Marketing strategy is a decision making about marketing allocation, marketing spending, marketing mix, in relation to competitive conditions and expected environmental conditions. Marketing strategy contains a plan that is structured to achieve the goal.

According to Palmatier and Sridhar emphasized that marketing strategy consists of decisions and actions focused on efforts to build a sustainable differential advantage over competitors in the minds of customers in order to create value for stakeholders. According to (Tjiptono, 2017) there are main elements in marketing strategies such as the following table:

Table 1. Key Elements in Marketing Strategy

Elements	Alternative
Target market selection	All buyers in relevant markets Buyers in multiple segments Buyers in one niche market segment
Types of requests you want to stimulate	Demande principale a. Among new users b. Among today's wearers Selective demand c. In a new served market d. Among competitor customers

	e. In today's customer base
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Source: Teori Fandy Tjiptono 2017

According to (Osterwalder, 2014) explains that the Business Model Canvas consists of nine business building blocks. The building blocks explain the important parts that explain how an organization creates benefits and also gets value from its customers. The contents of the box in the Business Model Canvas include Key Resources, Key Activities, Key Partnership, Value Proposition, Channels, Customer Relationship, Customer Segment, Revenue Streams, and Cost Structure. The benefits of the Business Model Canvas can provide explanations, analyze, and design innovatively and creatively in an effort to shape, deliver, and capture market scope and boost demand by renewing a value in the business. The company's stakeholders must be able to align this form of Business Model Canvas according to their business needs.

SWOT Analysis

SWOT analysis is a powerful tool for strategic analysis. Its effectiveness lies in the ability of corporate strategic planners to maximize the role of strength factors and seize opportunities, as well as as a tool to minimize weaknesses in the organization and stem the impact of emerging threats that need to be managed. According to (Gurel, 2017) SWOT analysis compares weaknesses, strengths, opportunities and threats. Strengths and weaknesses are reviewed for current and future threats and opportunities. The clearer the knowledge of weakness and strength, the smaller the opportunities that are not achieved. The availability of good opportunities can actually be used by business people to minimize threats, besides that weaknesses found in the company can be overcome through the company's capabilities, and experienced by the company both in the external and internal environment for a business purpose. If broken down, the elements of strength and weakness are internal.

METHOD

The type of research used in this study is descriptive, which is compiled in order to provide a systematic picture of information derived from the subject or object of research. The essence of this study is about the systematic explanation of the facts obtained at the time the research was conducted. In this study, the population is the owner, employee and cement of Queen Laundry MSMEs addressed at Jalan Raya Setu Cikaret number 173, Harapan Jaya Village, Cibinong District, Bogor Regency. The types of data used in this study are primary data and secondary data. Primary data is conducted by observation and direct interviews with owners, employees and consumers. Secondary data is used to support primary data. Secondary data is internal and external. Data analysis in this study used a mixture of qualitative and quantitative methods. Opinion (Creswell, 2012) research approach that combines quantitative research with qualitative research is said to be mixed research. Data collection obtained by interviewing and distributing questionnaires to 10

respondents consisting of one owner, 2 employees and 7 customers, the aim is to obtain information about internal and external factors that affect the company in running its business. The data obtained will be used to determine the score of external factors and internal factors and their influence on business development. Identification of internal and external factors is carried out by internal factor evaluation (IFE) and external factor evaluation (EFE) analysis. This analysis is the result of various factors systematically aimed at maximizing MSME Marketing Strategy Process and opportunities but simultaneously minimizing weaknesses and threats.

RESULT AND DISUSSION

Business Model Canvas Analysis

In the initial condition of Queen Laundry MSMEs, there are still many shortcomings, especially in marketing that only relies on word of mouth strategies and there are no channels at all, sales still rely on offline sales that come directly to the place. This condition must be improved in the future, in order to increase customers and be able to achieve the vision of Queen Laundry itself, which is to become the leading laundry in Bogor with the best service.

Marketing Strategy Process UMKM

The process of establishing Queen Laundry MSME involves various stages in maximizing their business, such as:

1. Plan d'affaires

The beginning of the establishment of Queen Laundry is because the owner wants to have a business that does not yet exist in his area. After conducting market research, a business that does not yet exist is laundry services, therefore business owners find ideas to do this type of laundry service business by offering affordable prices.

2. Marketing

The beginning of marketing carried out by Queen Laundry is word of mouth marketing. At that time, it was still difficult to get regular customers because it only relied on this word-of-mouth strategy. In addition, Queen Laundry also applies STP strategies, namely: a. Segmentation, b. Targeting, and c. Posiitoning.

The results of the above analysis require a marketing strategy that is as attractive as possible. The following are the components of the marketing strategy implemented by Queen Laundry MSME.

a. Segmentation The first step in determining the marketing strategy that will be applied by Queen Laundry MSMEs is to determine the market segment. In this case, the market segmentation carried out by Queen Laundry MSME:

-Geographical Segmentation Segmentation based on geography, the target market is the Cibinong District, Bogor Regency.

The targeted demographic segmentation includes housewives, workers, students, and the entire population of Cibinong District. Because at MSMEs Queen Laundry can wash all clothes, suits, carpets, shoes, and others. b. Targeting Identify the target market, namely housewives, workers, students, and all residents of Cibinong District who play a role in accessing Queen Laundry services. c. Positioning Among small and medium-sized businesses, Queen Laundry is positioned as a

Key Partners	Key Activities	Value Proposition	Customer Relationship	Customer Segment
Supplier Detergen	<ul style="list-style-type: none"> Mencuci Pengeringan Setrika Packing 	Pakaian wangi dan bersih Packing rapih Harga terjangkau	Mengandalkan Konsumen datang ke outlet	Ibu Rumah Tangga Pekerja Pelajar Seluruh Warga Kecamatan Cibinong
	Key Resources		Channels	
	<ul style="list-style-type: none"> Cuci spesialis Setrika spesialis 		Antar konsumen	
Cost Structure			Revenue Streams	
<ul style="list-style-type: none"> Biaya Bahan Baku Biaya Alat Produksi (datang langsung) Biaya Operasional 			<ul style="list-style-type: none"> Penjualan Offline 	

laundry company that provides high-quality services, including high-tech washing machines, guaranteed laundry quality, and long-lasting fragrance.

Gambar 2. Bisnis Model Canvas Queen Laundry (Sebelum Pengarahan)
Sumber : Data diolah.

Business Analysis Model Canvas Queen Laundry (After Briefing)

Conditions after the briefing, there was an improvement in the sustainability of Queen Laundry MSMEs. We help provide advice and direction so that Queen Laundry can achieve the vision and mission that has been formed. As a result of the briefing, at this time customers increase and orders increase. Queen Laundry that previously had no rewards for customers.

3. Monitoring and Evaluation

Conducting routine monitoring of employees at Queen Laundry there are 4 people with operating hours from 08.00 – 21.00 WIB. By monitoring regularly every 2 weeks starting from the inventory of materials, services, to finances and making appropriate improvements if there are deficiencies and errors. Provide rewards so that customers repeat orders and attract new customers. This method is successfully used and can attract new customers. Now, Queen Laundry implements a shuttle service, so for customers who are busy or don't have time to deliver their clothes to

the place, they can be picked up by communication via WhatsApp first, after that Queen Laundry employees will pick up clothes or other items that want to be washed.

Figure 3. Business Model Canvas Queen Laundry (After Briefing)

Source : Data processed

The following are the results of the SWOT analysis answers from 10 selected

Key Partners	Key Activities	Value Proposition	Customer Relationship	Customer Segment
<ul style="list-style-type: none"> Supplier Detergen, Softener dan Parfum Laundry 	<ul style="list-style-type: none"> Marketing Mencuci Pengeringan Setrika Packing Promosi 	<ul style="list-style-type: none"> Pakaian wangi dan bersih Packing rapih Harga terjangkau Proses cepat Program antar jemput Mudah dalam bertransaksi Paket express, one day service 	<ul style="list-style-type: none"> Program membership 5x cuci free cuci 1kg Free ongkir dan jemput untuk wilayah Cibinong Diskon khusus hari – hari besar seperti hari raya, kemerdekaan, tahun baru. 	<ul style="list-style-type: none"> Usia 18 tahun keatas, Gen Z, Millenial, Mahasiswa/i, Karyawan Ibu rumah tangga
	Key Resources		Channels	
	<ul style="list-style-type: none"> Cuci spesialis Setrika spesialis Mesin Pengering Mesin Cuci Deterjen dan Softener 		<ul style="list-style-type: none"> WhatsApp pesan antar dan jemput 	
Cost Structure				Revenue Streams
<ul style="list-style-type: none"> Biaya Bahan Baku Biaya Alat Produksi Biaya Operasional Biaya Promosi 				<ul style="list-style-type: none"> Penjualan Online (melalui WhatsApp jemput order) Penjualan Offline (datang langsung)

speakers. The results of this analysis will be used to formulate strategies to evaluate strategies. Matrix used in corporate environmental analysis include EFE Matrix, IFE Matrix, SWOT Matrix, and IE Matrix.

Tabel 3. Matriks IFE

No.	Narasumber	S1	S2	S3	S4	S5	W1	W2	W3	O1	O2	O3	T1	T2	T3
1	O	3	3	3	3	4	4	3	3	4	4	3	3	4	4
2	K1	3	2	4	4	3	4	3	3	2	3	3	4	4	3
3	K2	3	3	3	3	3	3	3	3	2	2	3	2	3	3
4	P1	2	3	4	3	4	3	3	3	4	4	3	3	2	3
5	P2	3	3	3	4	2	3	3	3	3	2	4	3	3	2
6	P3	2	3	3	3	3	3	3	3	4	4	3	3	1	3
7	P4	3	2	2	4	3	3	3	2	4	3	3	3	3	4
8	P5	2	2	3	3	3	3	3	3	3	3	3	3	3	3
9	P6	3	3	3	2	3	3	3	3	3	3	3	3	3	3
10	P7	3	2	4	3	3	3	2	3	3	3	3	3	3	3
Total		27	26	32	32	31	32	29	29	32	31	31	30	29	31

Source: processed data

Matriks IFE

The IFE (Internal Factor Evaluation) matrix is used to find out how important the role of internal factors in a company is. The IFE matrix shows the internal state of

a company in the form of strengths and weaknesses calculated using ratings and weights. Based on the results of the IFE analysis above, it can be seen that the factors that become the main strength in Queen Laundry MSMEs are satisfactory results (fragrant & clean clothes) and the availability of additional services (One Day Express Package) are very good, with the highest value of 0.43. Queen Laundry provides good service so that customers can feel satisfactory results. With this strength, Queen Laundry can increase customer satisfaction to become regular customers. While the main weakness of Queen Laundry is the limitation of marketing knowledge with a total value of 0.43. The promotion carried out by Queen Laundry is currently very lacking. This will reduce the income of Queen Laundry MSMEs and with the lack of promotion leads to a lack of consumer loyalty. The total score shows a number of 2.99 which means that Queen Laundry is a growing business and is able to carry out strategies that can overcome the internal weaknesses of its business and show the strong internal position of Queen Laundry MSME.

Matriks EFE

The EFE matrix is used to determine the extent of the influence of external factors on an enterprise. The EFE matrix describes a company's conditions, opportunities, and threats and is calculated using ratings and weights.

Tabel 4. Matriks IFE

Faktor Eksternal					
No	Peluang (<i>Opportunity</i>)	Jumlah	Bobot	Rating	Bobot x Rating
1	Melibatkan teknologi canggih	32	0.17	3.2	0.56
2	Pangsa pasar yang masih terbuka	31	0.17	3.1	0.52
3	Meningkatkan promosi & branding	31	0.17	3.1	0.52
	Total <i>Opportunity</i>	94			1.60
No	Ancaman (<i>Threat</i>)	Jumlah	Bobot	Rating	Bobot x Rating
1	Persaingan yang ketat	30	0.16	3	0.49
2	Biaya operasional yang meningkat	29	0.16	2.9	0.46
3	Risiko kerusakan atau kehilangan pakaian pelanggan	31	0.17	3.1	0.52
	Total	90			1.47
	Total Keseluruhan	184			3.07

Source: processed data

Based on the results of the EFE analysis above, it can be seen that the factor that is Queen Laundry's main opportunity is to involve advanced technology with the highest value of 0.56. By taking advantage of existing opportunities, it can be ascertained that there will be an increase in new customers and many customers who are more satisfied with the ease of the laundry process. This opportunity benefits Queen Laundry MSMEs so that Queen Laundry MSME profitability increases.

While the main threat is the risk of damage or loss of customer clothing with a value of 0.52. This is the main threat because if the customer's clothes are damaged or lost, the customer will feel disappointed and will not repeat the order so that it will cause losses to Queen Laundry MSMEs and the customers themselves. The total score shows a number of 3.07 which means that Queen Laundry is a growing business and is able to respond to external factors by taking advantage of opportunities to overcome threats and having a suitable strategy in dealing with threats that will occur in the future.

Matriks IE

The IE (Internal-External) matrix positions the various divisions of an organization in a nine-cell view. The IE matrix is based on two key dimensions: the total IFE weight score on the x-axis and the total EFE weight score on the y-axis. The matching stage uses the IE matrix, Queen Laundry gets a total IFE value on the x-axis of 2.99 while on the y-axis gets a total EFE value of 3.07. The IE matrix mapping shows that Queen Laundry is on diagram II of the IE matrix.



Figure 4. Source : Data processed

The conclusion obtained using the IE matrix shows that Queen Laundry is on diagram II of the IE matrix. The strategy that should be used for Queen Laundry in diagram II is Build and Growth, which includes market penetration strategies such as improving service quality, improving good relationships with suppliers, improving business organizational structure. Then market development strategies such as increasing the promotion of products/services, involving technology

Analisa Matrix SWOT

Faktor SW Internal OT Eksternal	Strength (Kekuatan) <ul style="list-style-type: none"> - Tempatnya strategis - Harga terjangkau - Hasil memuaskan (pakaian harum & bersih) - Ketersediaan layanan tambahan (Paket One Day Express) - Program loyalitas pelanggan 	Weakness (Kelemahan) <ul style="list-style-type: none"> - Keterbatasan pengetahuan pemasaran - Kurangnya SDM - Kurangnya terintegrasi dengan teknologi
	Opportunity (Peluang) <ul style="list-style-type: none"> - Melibatkan teknologi canggih - Pangsa pasar yang masih terbuka - Meningkatkan promosi & branding 	Strategi SO <ul style="list-style-type: none"> - Menyediakan jasa antar jemput - Memanfaatkan hari-hari tertentu untuk membuat potongan harga - Membuat Kartu Member Konsumen yang Loyal
Threat (Ancaman) <ul style="list-style-type: none"> - Persaingan yang ketat - Biaya operasional yang meningkat - Risiko kerusakan atau kehilangan pakaian pelanggan 	Strategi ST <ul style="list-style-type: none"> - Mengategorikan type Konsumen Loyal dan Konsumen baru - Memelihara Relationship antar konsumen - Membuat Standart harga yang kompetitif 	Strategi WT <ul style="list-style-type: none"> - Selalu Update atas perkembangan usaha baik internal maupun eksternal - Evaluasi Budget atas biaya-biaya yang tidak perlu - Mereview atas program-program yang di jalankan - Menerima Kritik dan Saran dari konsumen.

CONCLUSION

Based on the results of the analysis and discussion that has been carried out by the author of the Results and Analysis, several conclusions can be drawn in this study, namely: sophisticated, and optimized product marketing. Furthermore, business development strategies such as controlling service quality, making mutualism offers with suppliers so that Queen Laundry gets cheaper material prices, observing trends that can increase people's purchasing power. That with the current conditions Queen laundry business can maintain the services that have been provided to its consumers, in the sense that the company's image should be maintained and improved. Ditinjau dari aspek pemasaran dianggap layak, karena menyajikan dan menguraikan dengan detail, rinci, dan jelas mengenai STP (Segmenting, Targeting, dan Positioning) Queen Laundry dan marketing mix. There are demand projections and supply projections that have been well calculated.

- b. Reviewed from operational aspects, Queen Laundry's business planning is considered feasible, because it has a strategic location selection, good and efficient layout, production capacity, as well as details of operational cost needs that have been written in detail.
- c. Judging from the aspect of human resources, the workforce needed is 2 employees and 1 manager with a good and appropriate level of compensation, in this aspect has also been written in detail about organizational structure, recruitment, selection, job description, job specification, compensation, and dismissal of employees.

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