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## Al Rizky Laundry Business Development Strategy for Small and Medium Enterprises (MSMEs)

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**Abstract:** This research delves into the business development strategies employed by Al Rizky Laundry, employing a combination of SWOT analysis and Business Model Canvas (BMC). The primary objective of this research is to assess the internal and external factors influencing the company's performance through the SWOT analysis methodology. The qualitative research approach was selected to delve into the intricate understanding of complex phenomena pertinent to the development of Al Rizky Laundry's business strategy. Specifically, SWOT analysis was employed to identify the company's strengths, weaknesses, opportunities, and threats, leading to the formulation of four distinct strategies. Furthermore, Business Model Canvas (BMC) analysis was conducted to identify critical business elements that can be leveraged to enhance the company's competitiveness and operational efficiency. The findings of this study offer a comprehensive understanding of the factors that influence the success of Al Rizky Laundry's development strategy. The proposed recommendations from the SWOT analysis, along with each BMC element identified as an input for the development of the Al Rizky Laundry business, are compiled by considering the strengths of Al Rizky Laundry and future development opportunities. This step aims to address existing weaknesses and anticipate potential business challenges. With the implementation of the recommendations, Al Rizky Laundry's development strategy is centered around five fundamental principles designed to enhance competitiveness, expand market reach, and deliver an exceptional customer experience. Based on the analysis conducted, Al Rizky Laundry possesses substantial potential to address its current shortcomings through a diverse range of innovative strategies. Recommendations include enhancing its social media presence, implementing a digital payment system, modernizing its equipment, and developing a digital-based management system. Furthermore, establishing strategic partnerships with online motorcycle taxi platforms and institutions such as Islamic boarding schools can substantially expand its market reach.

**Keyword:** UMKM, strategi pengembangan bisnis, laundry, Business Model Canvas, SWOT.

### INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a pivotal role in Indonesia's economic development, comprising a substantial majority of all business entities, accounting

for an overwhelming 99%. By 2023, the number of MSME businesses is projected to surpass 66 million. The contribution of MSMEs to Indonesia's Gross Domestic Product (GDP) stands at a remarkable 61%, equivalent to IDR 9,580 trillion. Notably, MSMEs account for the majority of the workforce, employing approximately 117 million individuals, or a staggering 97% of the total workforce. MSMEs encompass the economic activities of productive individuals whose presence dominates the national economic structure, accounting for more than 99% of its business units (Diliana et al., 2024).

Micro, Small, and Medium-sized Enterprises (MSMEs) in Indonesia encounter various challenges, including limited capital, limited market access, and management and innovation deficiencies. To address these challenges, MSMEs must implement appropriate and efficient development strategies. The creative industry in Indonesia possesses significant potential for development. Consequently, MSME development must be maximized, as the existence of MSMEs significantly contributes to the economic development of the Indonesian state (Ifani et al., 2024).

The laundry business is a type of micro, small, and medium-sized enterprise (MSME) that is experiencing significant growth (Efendi et al., 2022). The laundry business exemplifies a service sector home industry business that is currently experiencing development. The laundry service business provides professional care and maintenance for clothing. The operational process comprises a series of structured stages, commencing with the receipt of goods, followed by the washing process, drying, and concluding with ironing and folding. The operational system of this service can be implemented through two approaches: manual methods that rely on human resources, or modern methods that optimize the utilization of machine technology at every stage of the process (Prakoso & Karnowati, 2023).

The laundry service industry is currently experiencing significant growth, not only in urban centers but also in remote areas. This expansion is driven by the provision of a diverse range of facilities and services (Walangitan et al., 2023). While the laundry industry holds great potential, entrepreneurs involved in this field encounter various challenges that hinder their business development endeavors. Consequently, an effective and well-structured strategy formulation is essential for overcoming these obstacles (Ardiningrum et al., 2023).

Business development strategies are paramount for ensuring the continuity and growth of Small and Medium Enterprises (MSMEs) (Asro et al., 2023). One widely employed method for analyzing and formulating development strategies is SWOT Analysis, an evaluation technique that identifies four fundamental aspects of an organization: strengths, weaknesses, opportunities, and threats. This technique assesses both internal and external factors that influence an organization. Through SWOT analysis, an organization can gain insights into its internal strengths and weaknesses and identify opportunities and threats arising from the external environment (Elfrida & Rahmi, 2023). Additionally, Business Model Canvas (BMC) is an innovative framework employed for long-term planning in designing business models. BMC serves as a strategic tool that assists in creating a more effective business model by considering existing conditions and situations (Kurniawan et al., 2021). This research delves into the application of SWOT analysis and BMC in the context of Al Rizky Laundry.

In the study entitled "What is the Development Strategy for a Service-based Business?" conducted by Karyono, (2022), the objective is to map the development strategy of service-based businesses in identifying opportunities and optimizing resources while simultaneously anticipating existing weaknesses and threats. The analysis employed through SWOT analysis (Strength, Weakness, Opportunity, Treatment) provides a framework for describing alternative strategies that will be implemented in future business development. Based on the research findings, the growth-oriented strategy (Growth-oriented strategy) emerges as the most suitable approach for developing a laundry business in Watampone City. The analysis demonstrates

that a growth-oriented approach can be an effective strategic option for the aforementioned business.

Another study written by Asnin et al., (2021), Infineeds is a startup company engaged in online laundry marketplace services for households. The current online marketplace business can be categorized as a fairly competitive business, especially for Infineeds which is a new business. BMC's Business Model Canvas was used to analyze Infineeds' business model. Through the SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis approach, alternative business development strategies are obtained that are in accordance with the conditions of the company's internal and external environment. The results of the analysis show that Infineeds is in a growth-oriented strategy position. This strategy focuses on utilizing internal strengths to take as many opportunities as possible.

Research conducted byoleh Setyawan et al., (2022) titled "Development of MSME Business Models via Laundry and Shop with a Design Thinking Approach during the COVID-19 Pandemic," aimed to develop the laundry business "VIA laundry and Shop." To achieve this, the researchers employed several commonly used business development methods, including Design Thinking, Lean Canvas, Value Proposition Canvas, and Blue Ocean Strategy. The Value Proposition Canvas revealed that VIA laundry and Shop plans to enhance customer value through various means, such as providing social media platforms and websites for communication, offering competitive washing packages, and accommodating customer requests with additional services. Furthermore, the Lean Canvas analysis identified three primary focus areas for VIA laundry and Shop: providing diverse washing packages, ensuring laundry quality guarantees, and leveraging digital platforms like websites and social media. This strategy will be implemented through an integrated digital platform, offering customers flexibility in selecting detergents and fragrances, and utilizing packaging that aligns with the weight of the laundry.

This research on Al Rizky Laundry, a laundry service business operating for 13 years, identifies several strategic challenges. The company's reliance on conventional operational systems in an era of digital service adoption hinders its ability to meet consumer expectations. Additionally, inadequate technology utilization in business processes and customer service exacerbates these challenges. The company faces intense competition from more technologically adept rivals. These factors underscore the imperative for strategic updates to preserve its market position. Furthermore, evolving consumer preferences toward digital services create a disparity between customer expectations and the current offerings.

Based on several existing challenges, this research seeks to analyze the internal and external conditions of the company employing the SWOT analysis methodology. The objective is to identify the factors that influence business performance. Furthermore, this research aims to evaluate the business model through the Business Model Canvas (BMC) approach to pinpoint elements that necessitate improvement. Additionally, this research develops a suitable development strategy to enhance competitiveness in the digital era and optimize company operations. The relevance of this research stems from the ongoing growth of the laundry industry, yet many business actors have not fully harnessed the potential of digital technology, which is the predominant trend in the contemporary era (Prakoso & Karnowati, 2023).

The outcomes of this analysis are subsequently processed through a SWOT analysis, which assists in the formulation of a development strategy. To create an effective strategy, it is crucial to identify the company's strengths, weaknesses, opportunities, and threats. Subsequently, these four components are combined to develop the appropriate development strategy (Widiawati & Wibowo, 2024). The Business Model Canvas (BMC) approach is a canvas-shaped business model that encompasses nine fundamental elements: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure (Kurniawan et al., 2021).

Consequently, this discussion centers on the determination of business development strategies. These elements serve as a strategic framework that enables companies to plan and manage their businesses effectively, with the primary objective of generating profits from their operations (Ariani & Rahmi, 2024).

This analysis seeks to devise a comprehensive strategy framework that will assist the company in attaining its primary objectives. This encompasses identifying potential business opportunities and challenges, formulating strategies to enhance competitiveness, optimizing operational efficiency, and expanding market reach. By integrating these two approaches, this analysis is anticipated to yield effective strategies for the company's development. This research merges the aforementioned approaches to develop a practical development strategy for Al Rizky Laundry. The study's findings are expected to provide recommendations for strategies that can be implemented to enhance the company's performance in the face of increasingly competitive and dynamic business environments.

The primary objective of this research is to develop a comprehensive strategy plan that will enhance operational efficiency, expand market reach, and elevate service quality. By implementing this strategic plan, Al Rizky Laundry is anticipated to enhance its competitiveness within the rapidly expanding market. Furthermore, this research will make a tangible contribution to the overall development of Al Rizky Laundry's business, enabling the company to achieve sustainable growth and enhance its position within the laundry industry.

## **METHOD**

This research employs a descriptive qualitative methodology to comprehensively analyze the business development strategy of Al Rizky Laundry. Qualitative research is a research approach that prioritizes methodological understanding in investigating social phenomena and human problems. This approach entails researchers crafting intricate descriptions, analyzing language, and compiling comprehensive reports based on diverse perspectives. Data collection is conducted through interviews, observation, and documentation in natural settings (Murdiyanto, 2020).

The qualitative method was selected to delve into the comprehension of intricate phenomena in the formulation of Al Rizky Laundry's business strategy. This approach primarily focuses on SWOT analysis to identify the company's strengths, weaknesses, opportunities, and threats, ultimately resulting in four primary strategies. The Business Model Canvas (BMC) serves as a valuable tool for analyzing nine critical business elements, thereby enhancing the competitiveness and operational efficiency of the organization. The research was conducted through in-depth interviews conducted with business owners, employees, and customers. The findings of this study are anticipated to provide a comprehensive understanding of the factors that influence the success of Al Rizky Laundry's business development strategy.

The data collection methods employed in this study were conducted through three primary methods:

1. Interviews serve as a data collection method involving verbal communication between two parties: the interviewer and the interviewee. The interviewer poses questions, while the interviewee responds accordingly (Murdiyanto, 2020). In-depth interviews were conducted with the business owner (Mr. Mafrudi), employees, and customers using a structured interview guide. This method is employed to gather comprehensive information regarding the perceptions, experiences, and perspectives of various stakeholders involved in business operations.
2. Observation is a systematic process of perceiving, recording, and analyzing behavior for a specific purpose. Its primary objective is to describe and comprehend the behavior of objects or to ascertain the frequency of specific events (Murdiyanto, 2020). Field observations were conducted through direct observation of operational activities, work

processes, and interactions within the business environment. This observation provides researchers with a comprehensive understanding of the working mechanisms and internal dynamics of Al Rizky Laundry.

3. Documentation serves as a valuable data source that supports research endeavors. It encompasses written materials, films, photographs, and other significant works that provide crucial information for the research process (Murdiyanto,2020). Documentation is achieved through the collection of supporting documents, such as financial statements, sales data, and operational records. This supplementary data enhances the research analysis.

Data analysis is a systematic process of processing and compiling data obtained from interviews, field notes, and other sources. The objective is to render the data comprehensible and communicable to others. This process entails organizing data, segmenting it into smaller components, synthesizing patterns, selecting pertinent information for study, and drawing conclusions (Murdiyanto,2020). This research data analysis employs two methodologies:

1. SWOT analysis serves as a comprehensive framework employed to meticulously assess the internal and external factors of an organization. Utilizing the SWOT matrix, the organization can discern its strengths, weaknesses, opportunities, and threats (Karyono,2022). SWOT analysis has been instrumental in developing a well-structured development strategy. By employing this approach, substantial progress is anticipated in attaining the research objectives.
2. The Business Model Canvas (BMC) is employed to visualize the nine fundamental components of a business model, encompassing customer segments, value propositions, distribution channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure (Widiya,2024). Serving as a foundational framework, the BMC assists in identifying the business opportunities and challenges faced by Al Rizky Laundry.

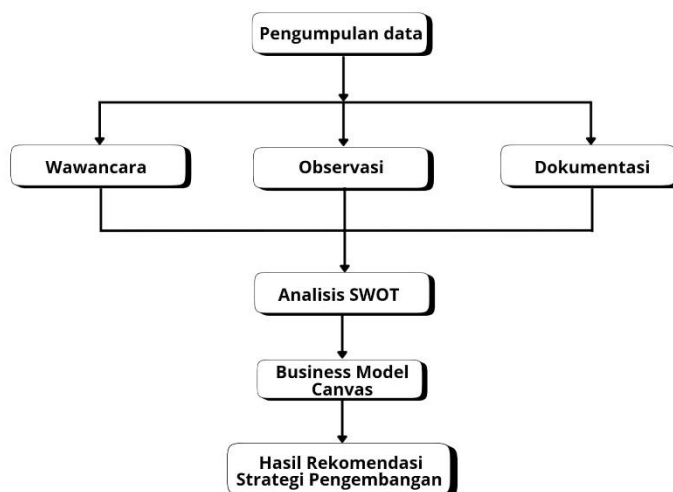


Figure 1. Research Design, 2024

## RESULTS AND DISCUSSION

Al Rizky Laundry was established in 2011 on Jl. KH Mashadi, RT.02/RW.01, Bunderan Village, Sidayu District, Gresik Regency. Based on an interview with the owner, Mr. Mafrudi, the business commenced with an initial capital of Rp 15 million, which was utilized to acquire two washing machines and supporting equipment. Currently, Al Rizky Laundry has experienced significant growth, with assets comprising five washing machines, two dryers, and employing two permanent staff members. The average monthly turnover stands at IDR 5-7

million, while the production capacity is estimated to be between 25-50 kg/day. The findings of the interview with Mr. Mafrudi, the proprietor of Al Rizky Laundry, provide a comprehensive understanding of the SWOT analysis, which encompasses nine pivotal elements incorporated into the Business Model Canvas (BMC) at Al Rizky Laundry:

**Table 1. SWOT Analysis of Al Rizky Laundry**

<b>EKSTERNAL FACTORS</b>	<b>Strengths (S)</b>	<b>Weaknesses (W)</b>
	<ol style="list-style-type: none"> <li>1. Reputation</li> <li>2. Strategic location</li> <li>3. Diverse service offerings</li> <li>4. Shuttle service</li> <li>5. Affordable pricing</li> <li>6. High washing capacity</li> </ol>	<ol style="list-style-type: none"> <li>1. The absence of a social media promotion campaign.</li> <li>2. The insufficient time allocated to the process.</li> <li>3. The lack of implementation of digital marketing strategies.</li> <li>4. The absence of an online payment system.</li> </ol>
<b>INTERNAL FACTORS</b>	<b>DEVELOPMENT STRATEGY FORMULATION</b>	
	<b>Opportunities (O)</b>	<b>S-O Strategy</b>
<ol style="list-style-type: none"> <li>1. Implement an online payment gateway.</li> <li>2. Utilize social media platforms to promote products and services.</li> <li>3. Enhance service offerings to meet the evolving needs of customers.</li> <li>4. Collaborate with popular ride-hailing applications such as Gojek, Grab, and Grivie.</li> <li>5. Foster partnerships with local pesantern huts within the Sidayu sub-district.</li> </ol>	<ol style="list-style-type: none"> <li>1. Leverage the organization’s reputation to foster partnerships with Islamic boarding schools. (S1, O5)</li> <li>2. Strategically locate facilities to expand service coverage through online ojek applications. (S2, O4)</li> <li>3. Optimize shuttle services to provide high-quality intensive services. (S4, O3)</li> <li>4. Utilize a large production capacity to cater to institutional customers. (S6, O5)</li> <li>5. Promote diverse service offerings through digital platforms. (S3, O2).</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop a comprehensive digital marketing strategy and social media presence to enhance brand promotion. (W3,O2)</li> <li>2. Implement an efficient online payment system to streamline transaction processing. (W2,O1)</li> <li>3. Collaborate with online motorcycle taxi applications to mitigate the processing time constraints. (W2,O4)</li> <li>4. Design a digital order management system to optimize processing efficiency. (W2,O3)</li> <li>5. Utilize social media platforms to foster brand recognition and awareness. (W1,O2)</li> </ol>
<b>Threat (T)</b>	<b>S-T strategy</b>	<b>W-T Strategy</b>
<ol style="list-style-type: none"> <li>1. Intense competition</li> <li>2. Market trends shifting</li> <li>3. Less advanced washing machines</li> <li>4. Emergence of new competitors</li> <li>5. Less advanced production tools</li> </ol>	<ol style="list-style-type: none"> <li>1. Leveraging a favorable reputation to confront competition (S1,T1)</li> <li>2. Optimizing shuttle services to provide quality services despite technological constraints (S4,T5)</li> <li>3. Maximizing service variations to adapt to evolving market dynamics (S3,T2)</li> </ol>	<ol style="list-style-type: none"> <li>1. Gradually modernize equipment (W3,T5)</li> <li>2. Develop a comprehensive digital marketing strategy to enhance competitiveness (W4,T2)</li> <li>3. Implement an online payment system to align with evolving market trends (W4,T2)</li> </ol>

**Faktor Internal**

Strength refers to the advantages or positive attributes that a company or product possesses, which can be leveraged to gain a competitive advantage in the marketplace (Astono et al., 2022). Al Rizky Laundry stands out in the market due to several key strengths:

1. Al Rizky Laundry has established a strong bond with its customers, fostering loyalty and attracting new patrons. A favorable reputation frequently plays a pivotal role in influencing consumer purchasing decisions.
2. The Al Rizky Laundry establishment enjoys a prime location, conveniently situated within the vicinity of its target market. This accessibility ensures that customers have effortless access to the laundry services, thereby enhancing the potential for increased sales and enhanced business visibility.
3. Offering a diverse range of services that create memorable experiences for customers and enhance the business's appeal to a broader market segment can lead to increased revenue by catering to the diverse needs of a wider customer base. Fasilitas antar jemput memberikan kenyamanan ekstra bagi pelanggan, terutama bagi mereka yang memiliki keterbatasan waktu atau kesulitan transportasi, sehingga dapat meningkatkan kepuasan dan loyalitas.
4. Shuttle facilities offer enhanced convenience to customers, particularly those with time constraints or transportation challenges, thereby fostering increased customer satisfaction and loyalty.
5. Offering relatively low prices can entice a larger customer base and augment sales volume, thereby conferring a substantial competitive advantage within the market.
6. The capacity to produce in large quantities enables businesses to simultaneously serve a greater number of customers, thereby enhancing operational efficiency.

Weakness is the antithesis of strength, which are the factors that become the company's shortcomings or limitations that impede its ability to compete effectively in the market (Astono et al., 2022). The following are some of the weaknesses identified in Al Rizky Laundry:

1. Al Rizky Laundry has refrained from utilizing social media platforms as a means of expanding its reach and attracting new customers, thereby diminishing the potential for enhancing brand visibility.
2. The process may occasionally extend beyond its anticipated duration, resulting in a diminished level of customer satisfaction and an adverse impact on service efficiency.
3. The absence of a comprehensive digital marketing strategy impedes the ability to expand the reach and effectively compete in the digital marketplace.
4. The absence of online payment methods significantly diminishes the customer experience, particularly for individuals who prioritize ease and convenience in their transactions.

### **Faktor Eksternal**

Opportunities refer to external factors originating from the company's external environment that can be leveraged to enhance profitability, market share, or business expansion (Astono et al., 2022). The following are the opportunities that exist within Al Rizky Laundry:

1. **Integrate Online Payment System** Implementing an online payment system facilitates seamless customer transactions through various channels, including e-wallets, bank transfers, and credit cards. This integration enhances convenience and bolsters transaction security.
2. **Implement Promotion via Social Media Platforms** Utilize social media platforms such as Instagram, Facebook, and TikTok to promote products or services. Social media platforms provide a broader audience reach and facilitate direct interaction with potential customers.
3. **Enhance Service Quality by Providing Intensive Services** Intensive services involve dedicating more attention to customers, resulting in improved service quality. This approach can lead to increased customer satisfaction and loyalty.

4. Foster Collaboration with Transportation and Delivery Service Platforms to Enhance Market Reach Collaborating with transportation and delivery service platforms can significantly expand your market reach. For instance, consider integrating delivery services into your app to boost sales and enhance customer convenience.
5. Cultivating Cooperation with Islamic Boarding Schools in Sidayu District Establishing partnerships with local institutions, including Islamic boarding schools and factories, can create new market opportunities. This cooperation can manifest in various forms, such as providing specialized products or services or engaging in mutually beneficial collaborations.

Threats are the antithesis of opportunities, which are external factors that possess the potential to transform into obstacles or risks for companies seeking to expand their markets or enhance their profits (Astono et al., 2022). The threats confronting Al Rizky Laundry are as follows:

1. Intense Market Competition: Maintaining Market Share in a Competitive Industry The presence of numerous competitors in an industry can pose significant challenges to maintaining market share. To remain competitive, companies must prioritize continuous innovation and the provision of enhanced value to their customers.
2. Adapting to Evolving Consumer Demands The dynamic nature of the consumer market necessitates a proactive approach to product and service offerings. Staying abreast of emerging trends and swiftly adapting to changing preferences is crucial for maintaining market relevance and competitiveness.
3. Less Advanced Washing Machines Utilizing outdated washing machines can compromise efficiency and service quality. Investing in the latest technological advancements can enhance productivity and customer satisfaction.
4. The advent of new competitors in the market poses a potential threat to the existing position of a company. To maintain its competitiveness, it is imperative for companies to prioritize differentiation and cultivate customer loyalty.
5. Outdated Production Equipment. Outdated production equipment can hinder the ability to meet demand and maintain product quality. Upgrading equipment can enhance efficiency and product quality.

The SWOT matrix generates four distinct strategies based on an examination of an organization's strengths, weaknesses, opportunities, and threats. These strategies encompass SO Strength-Opportunity, WO Weakness-Opportunity, and ST Strength-Threat, WT Weakness-Threat strategies (Chang et al., 2021). In Iani's research, Al Rizkiy Laundry employs four primary strategies:

### **Strategy SO *Strength-Opportunity***

Strategi SO Strength-Opportunity strategy, also known as opportunity strength strategy, is a strategic approach that leverages internal strengths to capitalize on external opportunities. (Karyono, 2022). Al Rizky Laundry's S-O strategy is as follows:

1. By leveraging its established reputation and strategic location, the organization seeks to establish partnerships with prominent digital platforms such as Gojek, Grab, and Grive. This strategic move aims to enhance service coverage and broaden consumer accessibility through the seamless integration of technology.
2. Integrate high-volume washing production capabilities with the implementation of online payment systems and promotion through social media. This strategy will enhance transaction efficiency and broaden the reach of the target market.
3. Leverage the competitive pricing and shuttle services to foster collaboration with educational institutions, particularly boarding schools within the Sidayu District. This strategic initiative seeks to establish a mutually beneficial service ecosystem.



4. Leveraging the diverse range of services owned as a platform to deliver more intensive and personalized services to consumers, with a strong emphasis on quality enhancement and differentiation.

### **Strategy WO *Weakness-Opportunity***

The WO Weakness-Opportunity strategy entails identifying external opportunities to mitigate internal weaknesses within a company (Suwarsono et al., 2022). Al Rizky Laundry's W-O Weakness-Opportunity Strategy is as follows:

1. Develop a comprehensive digital marketing strategy encompassing social media promotion to enhance the online presence of the organization. Implement effective digital marketing techniques to increase brand visibility and attract a broader customer base through social media platforms.
2. Implement an online payment system to enhance transaction efficiency. By adopting online payment, we can overcome weaknesses in the transaction process, providing convenience and speed for customers while simultaneously improving operational efficiency.
3. By collaborating with online motorcycle taxi applications, we can effectively overcome the constraints imposed by limited processing time. This collaboration will enable us to enhance delivery speed and time efficiency, thereby expanding our customer base.
4. Develop a digital order management system to enhance processing efficiency. Implement a digital-based order management system to systematically organize and monitor orders, thereby minimizing errors and expediting the work process.
5. Utilize social media platforms to strategically enhance brand recognition and cultivate a favorable public perception. By effectively implementing social media strategies, businesses can attract a broader customer base and enhance their competitive advantage.

### **Strategy ST *Strength-Threat***

The S-T (Strength-Threat) strategy is an approach that leverages a company's strengths while simultaneously mitigating potential threats. (Karyono, 2022). Below is Al Rizky Laundry's ST Strength-Threat Strategy:

1. Leverage a positive reputation as a strategic asset to confront competition effectively. By employing a positive reputation as a competitive advantage, you can establish trust with customers and differentiate yourself from competitors, thereby bolstering your market position.
2. Optimize pick-up services to ensure the provision of high-quality services despite technological constraints. Leverage team collaboration and expertise to overcome technological limitations while simultaneously meeting customer expectations.
3. Enhance service variety to maintain relevance in evolving market dynamics. Diversify services to remain pertinent to emerging trends, attract diverse clientele, and mitigate the risk of relying on a single service type.
4. Leverage high production capacity to maintain market dominance. Utilize this production capacity advantage to meet surging demand and ensure business continuity, thereby safeguarding market share against competitive challenges.
5. Leverage strategic positioning as a competitive advantage. By strategically locating your business, you can enhance accessibility and service delivery, thereby gaining a competitive edge over competitors who may not possess a comparable location..

### **Strategy WT *Weakness-Threat***

The W-T (Weakness-Threat) strategy is a strategy that aims to overcome obstacles and minimize the impact of existing threats (Karyono, 2022). The following is Al Rizky Laundry's W-T (Weakness-Threat) Strategy:

1. Implement a phased modernization strategy for equipment. Gradually invest in new equipment to enhance efficiency and quality, thereby mitigating risks associated with outdated equipment that may impede operational capabilities.
2. Develop a Comprehensive Digital Marketing Strategy to Enhance Market Presence and Competitive Advantage. Enhance digital marketing capabilities to effectively compete in the market. This strategy will encompass a range of initiatives aimed at attracting new customers, reinforcing brand positioning, and mitigating the challenges posed by intense competition.
3. Implement an online payment system to stay abreast of market trends. Adopt online payment systems to meet contemporary customer expectations and maintain business relevance in the face of evolving consumer preferences.
4. Enhance work time efficiency through process optimization. Optimize work processes to minimize time and expenses, thereby augmenting productivity and competitiveness.
5. Innovate services to compensate for technological constraints. Develop novel and imaginative services to overcome technological limitations, thereby attracting customers by providing distinctive and value-added experiences.

Following the completion of a SWOT analysis, the subsequent step involves mapping the business into the nine elements encompassed within the Business Model Canvas (BMC). A business model serves as a comprehensive plan that outlines various aspects of a business and elucidates the interconnectedness of these elements to enhance operational efficiency. It can also be conceptualized as a conceptual tool that comprises a series of elements, concepts, and relationships among them, with the primary objective of elucidating the overall operational logic of a compan (Kurniawan et al., 2021). This strategy is formulated with the intention of translating the conceptual ideas and concepts of a business into a visual representation. In essence, identifying the elements of the Business Model Canvas (BMC) constitutes a foundational stage in the business development strategy of Al Rizky Laundry.

**Table 2. Current Nine Elements of the Business Model Canvas**

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
1. Soap supplier 2. Perfume supplier 3. Packaging supplier 4. Machine servicing	1. Washing clothes, blankets, curtains, shoes, carpets, dolls, and bed covers, 2. Drying clothes 3. Packaging 4. Delivery	1. Using steam irons 2. Very affordable prices 3. Discounts 4. Free delivery 5. A wide variety of services 6. Guarantee of compensation if any clothing is lost or damaged.	1. Promotions to customers	1. Residents of Sidayu 2. Students 3. Pupils 4. slamic boarding school students 5. Employees 6. Workers
	Key Resources		Channels	
	1. Human resources 2. Jet cleaner 3. Vacuum clean 4. Washing machines 5. Boiler steam irons		1. Distributing brochures 2. WhatsApp Business	

6. Blower/dryer machines	
Cost Structure	Revenue Streams
<ol style="list-style-type: none"> <li>1. Machine maintenance costs</li> <li>2. Employee salaries</li> <li>3. Transportation costs</li> <li>4. Material costs</li> <li>5. Electricity and water costs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Providing laundry services</li> </ol>

Source: Processed (2024)

### 1. Customer segment

Al Rizky Laundry’s customer segments encompass the Sidayu community, students, boarding students, employees, and employees. Based on the SWOT analysis conducted, the strengths of Al Rizky Laundry are strategic locations characterized by high population density. This strategic positioning enables the establishment of new market segments beyond the Sidayu community. The location of Al Rizky Laundry presents opportunities for creating consumer opportunities, such as expanding the market focus beyond the Sidayu community to include students residing in the pesantern hut vicinity of the laundry.

However, threats arise from rapidly evolving market trends necessitating adaptation to maintain relevance to consumer demands. The utilization of less advanced washing machines and production equipment can diminish efficiency and service quality, underscoring the significance of investing in the latest technology to enhance productivity and customer satisfaction. Furthermore, the emergence of new competitors poses a challenge to Al Rizky Laundry’s position, compelling a strategic focus on differentiation and cultivating customer loyalty to maintain competitiveness.

Based on the provided information, Al Rizky Laundry should enhance its services to students of the pondok pesantern and intensify its marketing efforts. Social media can be effectively utilized as a marketing tool to enhance the efficiency and effectiveness of Al Rizky Laundry’s marketing strategies, thereby enabling it to compete effectively with its competitors.

### 2. Value propositions

In developing value propositions, Al Rizky Laundry has successfully incorporated several elements derived from the business model canvas theory, including:

In the realm of laundry services, Al Rizky Laundry stands out as a trailblazer, introducing a novel concept that has never been experienced before. This innovative laundry service employs a shuttle system, a unique feature that sets it apart from its competitors. By utilizing this shuttle system, Al Rizky Laundry enhances the convenience of its customers, eliminating the need for them to drive to the laundry service. Instead, customers can now conveniently wait at home, knowing that their clothes will be picked up and delivered directly to their doorstep by Al Rizky Laundry. Beyond its convenience, Al Rizky Laundry also ensures superior washing results. The laundry facility utilizes a steam iron that is safe for delicate fabrics, ensuring that clothes are not only cleaned but also neatly pressed. Additionally, Al Rizky Laundry offers a comprehensive range of services, catering to the diverse needs of its customers.

**Performance.** The services provided by Al Rizky Laundry, which operates from 06:00 am to 08:00 pm and caters to consumers, have been significantly enhanced.

**Costumization** offered by Al Rizky Laundry provides consumers with a range of specific services tailored to their preferences. These services encompass washing, ironing, and laundry units such as blankets, curtains, shoes, carpets, dolls, and bed covers. Additionally, Al Rizky Laundry offers express washing services that ensure a one-day turnaround for completed

laundry requests. Consumers have the flexibility to select laundry services based on their specific needs and preferences.

**Price, Strategy for Al Rizky Laundry Services** The pricing strategy for Al Rizky Laundry Services is relatively affordable. For instance, ironing services are priced at Rp. 5,000 per kilogram, while washing services are priced at Rp. 4,000 per kilogram. Additionally, express washing services are priced at Rp. 10,000 per kilogram. Laundry units are priced between Rp. 10,000 and Rp. 60,000, depending on the type of laundry service required.

**Risk Reduction Measures:** Al Rizky Laundry provides a guarantee, ensuring customer satisfaction. Additionally, the laundry's commitment to completing the process efficiently, typically within one to three days, is a testament to their dedication. In the event of any errors during the laundry process, such as the loss of consumer clothing, Al Rizky Laundry offers compensation in the form of monetary restitution.

**Accessibility** refers to the ease with which consumers can access or reach the Al Rizky Laundry service business. The strategic location of the business is situated on Jalan KH Mashadi, Rt.02 / RW.01, Bunderan Village, Sidayu District, Gresik Regency.

**Delivering Value to Customers enabling Convenient and Effective Customer Service** Our primary focus is on providing exceptional customer service by assisting customers in completing various household tasks. This includes facilitating the washing of clothes, curtains, shoes, bags, carpets, and bed covers.

Based on the findings of the SWOT analysis conducted, Al Rizky Laundry possesses several notable strengths. Firstly, it enjoys a strong reputation, which fosters customer loyalty and attracts new patrons. Secondly, its strategic location ensures convenient access, thereby enhancing sales. Moreover, the business offers a comprehensive range of services, catering to the diverse needs of its customers and potentially boosting revenue. The introduction of a shuttle service further enhances customer satisfaction by providing added convenience. Additionally, competitive pricing strategies draw in a larger customer base, while the business's high production capacity enables it to serve a greater number of customers simultaneously, thereby optimizing operational efficiency.

Al Rizky Laundry's primary weakness lies in its limited utilization of social media platforms to enhance its brand visibility and attract new customers. This neglect has resulted in a diminished reach and recognition within the market. The extended processing times can compromise customer satisfaction and operational efficiency. Furthermore, the absence of a comprehensive digital marketing strategy hinders the company's ability to expand its customer base and compete effectively in the digital landscape. Additionally, the absence of online payment options compromises the convenience of the customer experience.

This initiative presents an opportunity for future social media-based promotion, potentially increasing consumer awareness, particularly in broader market segments such as the general public in the Sidayu area. Collaborating with applications like Gojek, Grab, and Grivie can enhance market reach by leveraging a positive reputation for building partnerships with Islamic boarding schools. This collaboration can lead to the development of specialized services tailored to Islamic boarding schools within the vicinity, thereby creating new business opportunities.

### 3. Channels

In conveying value to consumers, Al Rizky Laundry utilizes channels such as distributing brochures to the community surrounding the Al Rizky Laundry location. This includes distributing brochures from house to house and installing a large shop sign with laundry services to attract the attention of road users. Additionally, Al Rizky Laundry utilizes WhatsApp Business. However, one drawback of Al Rizky Laundry is its lack of utilization of

social media platforms as promotional tools, such as Facebook, Instagram, and TikTok, which could potentially attract more customers.

#### 4. Customer relationship

Enhance customer relations by implementing a loyalty program that offers discounts on specific washing services for customers who have a large laundry volume (25Kg). This strategy aims to foster customer loyalty and achieve specific customer relationship goals. Additionally, it can strengthen ties with the pondok pesantren by providing shuttle services.

#### 5. Revenue streams

The revenue streams of Al Rizky Laundry are derived from services such as washing, ironing, and express washing, as well as from washing units including shoes, bags, curtains, carpets, dolls, and bed covers. This diversification strategy was implemented to ensure that income was not solely dependent on laundry services. Based on the findings of the SWOT analysis conducted, several avenues for revenue enhancement have been identified, including the introduction of laundry perfumes with a range of aromatic profiles.

#### 6. Key partners

Al Rizky Laundry collaborates with suppliers of soap or detergent, perfume, plastic packaging and service machines utilized in the daily production process. Our primary suppliers include Raja Wangi Prafum Laundry, Raja Pengerang, and Tosreba Shop.

In addition, Al Rizky Laundry can also utilize cooperation with online motorcycle taxi applications to expand service coverage through online motorcycle taxi applications. Take advantage of strategic locations to increase service accessibility through platforms such as Gojek, Grivie, and Grab, thereby reaching more customers. Furthermore, collaborate with Qris service providers and banks to facilitate customer payments.

#### 7. Key resources

Key resources are categorized into four distinct types: physical, intellectual, financial, and human assets. These assets are instrumental in creating the value proposition offered to customers. In Al Rizky Laundry, the essential business equipment includes three washing machines, two drying machines, a steam ironing machine, a jet cleaner machine, a vacuum cleaner machine, and a scale. Additionally, small equipment such as detergent, softener, plastic packaging, and clothing perfume are also necessary. Intellectual assets include the innovative use of steam irons that ensure clothes are both neat and fragrant. Human resource assets are limited to two employees, as Al Rizky Laundry is a family-owned business.

#### 8. Key activities

Al Rizky Laundry's primary activities encompass the comprehensive cleaning of diverse garments, including daily wear, bedding, curtains, footwear, accessories, and carpets. The subsequent phase involves the meticulous drying, ironing, and packaging of these items in plastic containers. Additionally, the laundry facility provides shuttle services to cater to the convenience of its customers. The core operations of Al Rizky Laundry encompass the adherence to established standard operating procedures for the washing of garments. This includes the thorough drying of laundry, the application of steam ironing techniques, and the packaging of clean and ready-to-collect items.

Based on the findings of interviews conducted, the primary objective of Al Rizky Laundry's problem-solving activity is to ensure the replacement of lost or damaged clothing or laundry items. The replacement process is tailored to the specific type of clothing or laundry involved.

9. Cost structure

Additionally, Al Rizky Laundry incurs operational expenses, including salaries for two employees, raw materials such as detergent, perfume ingredients, and plastic packaging, and monthly utility bills for electricity, water, and gas.

**Table 3. Recommendations for the Nine Elements of the Business Model Canvas and SWOT**

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
<ol style="list-style-type: none"> <li>1. Soap supplier</li> <li>2. Perfume supplier</li> <li>3. Packaging supplier</li> <li>4. Machine servicing</li> </ol> <p><b>Partnering with online ride-hailing apps (Gojek, Grab, and Grivie)</b></p> <p><b>5. Developing partnerships with digital payment providers like QRIS and banks</b></p>	<ol style="list-style-type: none"> <li>1. Washing clothes, blankets, curtains, shoes, carpets, dolls, and bed covers,</li> <li>2. Drying clothes</li> <li>3. Packaging</li> <li>4. Delivery</li> <li>5. <b>Developing a digital order management system</b></li> </ol>	<ol style="list-style-type: none"> <li>1. Using steam irons</li> <li>2. Very affordable prices</li> <li>3. Discounts</li> <li>4. Free delivery</li> <li>5. A wide variety of services</li> <li>6. Guarantee of compensation if any clothing is lost or damaged.</li> <li>7. <b>Adding special services for Islamic boarding school students</b></li> <li>8. <b>Developing a digital laundry status tracking system</b></li> </ol>	<ol style="list-style-type: none"> <li>1. Promotions to customers</li> <li>2. <b>Building good relations with Islamic boarding schools.</b></li> <li>3. <b>Developing a membership program with special benefits</b></li> <li>4. <b>Creating a reward points system for loyal customers</b></li> <li>5. <b>Offering special discounts for institutional customers</b></li> </ol>	<ol style="list-style-type: none"> <li>1. Residents of Sidayu</li> <li>2. Students</li> <li>3. Pupils</li> <li>4. Islamic boarding school students</li> <li>5. Employees</li> <li>6. Workers</li> <li>7. <b>Customers seeking efficient and high-quality laundry services.</b></li> <li>7. <b>Expanding the target market to Islamic boarding schools around Sidayu</b></li> <li>8. <b>Developing services for institutions and organizations around Sidayu</b></li> </ol>
	<p style="text-align: center;"><b>Key Resources</b></p> <ol style="list-style-type: none"> <li>1. Human resources</li> <li>2. Jet cleaner</li> <li>3. Vacuum clea</li> <li>4. Washing machines</li> <li>5. Boiler steam irons</li> <li>6. Blower/dryer machines</li> <li>7. <b>Developing management information systems</b></li> </ol>		<p style="text-align: center;"><b>Channels</b></p> <ol style="list-style-type: none"> <li>1. Distributing brochures</li> <li>2. WhatsApp Business</li> <li>3. <b>Social media for promotion (Facebook, Instagram, and TikTok)</b></li> <li>4. <b>Developing a mobile application for orders</b></li> <li>5. <b>Collaborating with online ride-hailing apps</b></li> </ol>	
<b>Cost Structure</b>		<b>Revenue Streams</b>		
<ol style="list-style-type: none"> <li>1. Machine maintenance costs</li> <li>2. Employee salaries</li> <li>3. Transportation costs</li> <li>4. Material costs</li> <li>5. Electricity and water costs</li> <li>6. <b>Investment in modern technology and equipment</b></li> <li>7. <b>Digital system development costs</b></li> </ol>		<ol style="list-style-type: none"> <li>1. Providing laundry services</li> <li>2. <b>penjualan parfum laundry dengan berbagai varian aroma.</b></li> <li>3. <b>Menambah layanan premium dengan harga berbedaMembuat paket berlangganan</b></li> </ol>		

Source: Processed (2024)

The proposed recommendations from the SWOT analysis, along with each Business Model Canvas (BMC) element that has been identified as an input for the development of Al Rizky Laundry's business, are compiled into implementation recommendations. These recommendations are based on the strengths of Al Rizky Laundry and future development opportunities. Additionally, they aim to address existing weaknesses and anticipate threats from the business environment. The recommended implementation strategy of Al Rizky Laundry is focused on five key fundamentals designed to enhance competitiveness, expand market reach, and provide an exceptional customer experience. The following are the recommended strategies:

1. Digital transformation was implemented to enhance operational efficiency and align with the evolving demands of contemporary customers. This strategic initiative encompasses the development of a comprehensive digital management system, the creation of a mobile application for laundry booking and tracking, the integration of a digital payment system (QRIS), and the optimization of social media as a pivotal marketing channel.
2. Service Development prioritizes enhancing customer satisfaction and loyalty through exclusive membership programs, a reward points system, specialized services tailored to students enrolled in boarding schools, and the introduction of premium service variants, including dry cleaning and the washing of delicate clothing..
3. Strategic Partnership Expansion Al Rizky Laundry is recommended to establish strategic partnerships with online motorcycle taxi platforms (Gojek, Grab, and Grivie) for shuttle services. Additionally, partnerships with educational institutions can be formed to expand the reach to the student segment. Furthermore, collaborations with digital payment providers can be explored to entice more customers through promotional offers such as cashback or discounts.
4. Modernization infrastructure modernization entails incremental investment in state-of-the-art washing and drying equipment, the development of an integrated management information system, and the upgrading of shuttle facilities to enhance efficiency and speed, thereby augmenting productivity and service quality.
5. The marketing strategy entails optimizing social media platforms for promotional purposes. This involves developing creative and interactive content, such as short videos and giveaways. Additionally, the target market will be expanded to include the institutional segment. Furthermore, attractive discount and promotion programs will be implemented to entice new customers.

The implementation of this strategy is anticipated to enhance Market Share through the expansion of services and effective promotions, fortify Customer Loyalty through membership programs, reward points systems, and enticing premium services, optimize Operational Efficiency through digital transformation and infrastructure modernization, and establish Competitive Differentiation through service innovation and targeted marketing initiatives. By adopting this strategic approach, Al Rizky Laundry has the potential to transform into a competitive, efficient, and customer-centric modern laundry business. Al Rizky Laundry promptly implements an online payment system and leverages social media for broader promotion, following the practices of (Asnin et al., 2021).

## CONCLUSION

By implementing a comprehensive strategy encompassing digital transformation, service development, strategic partner expansion, infrastructure modernization, and effective marketing, Al Rizky Laundry presents a significant opportunity to establish itself as a competitive and modern laundry enterprise. This strategic approach will not only enhance operational efficiency and service quality but also foster customer loyalty and expand its

market presence. A well-thought-out, innovative, and sustainable approach will be pivotal in Al Rizky Laundry's success amidst the evolving and dynamic business landscape.

Based on the analysis conducted, Al Rizky Laundry possesses substantial potential to address its current shortcomings through a series of innovative strategies. Some of the recommended actions include enhancing its social media presence, implementing a digital payment system, modernizing its equipment, and developing a digital-based management system. Furthermore, establishing strategic partnerships with online motorcycle taxi platforms and institutions such as Islamic boarding schools can substantially expand its market reach.

The implementation of membership programs, the development of mobile applications, and the integration of automation systems are also crucial steps in enhancing operational efficiency and customer experience. By implementing these strategies, Al Rizky Laundry is anticipated to effectively compete in the increasingly competitive market, elevate service quality, and foster stronger customer loyalty. This comprehensive approach will serve as the bedrock for Al Rizky Laundry's sustainable growth and development in the future.

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