

Business Development Strategy on Laundry Cleaning Shoes in Bogor City (Case Study: Step'nShu Shoes Treatment)

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ABSTRACT

The shoe laundry business is one type of MSMEs in the fashion sector which is included in the creative service industry. The demand for the shoe laundry business is increasing, especially for students, workers as well as busy housewives. Shoe laundry services are an alternative to save time and energy. To be able to maintain existence in achieving the goals of a business unit, a development strategy needs to be done. This study aims to identify internal and external factors, analyze the factors that influence the Step'nShu laundry development strategy and determine the formulation of a development strategy. The sampling technique was using purposive sampling method. The number of respondents was 5 respondents who are owners, employees, fashion experts. The research was conducted using the key success factor analysis tool, IFE, EFE to analyze internal and external factors of the Step'nShu Laundry Shoes, IE matrix to see where Step'nShu's position, SWOT to map alternative strategies and QSPM to formulate strategic priorities. Based on the research results, The strategy formulation results from the SWOT analysis resulted in eight alternative strategies, namely utilizing social media and education about shoe laundry, clarifying the positioning of the Step'nShu Laundry Shoes, more active and consistent promotion, better employee recruitment, studying competition with similar services, holding events regarding socialization of shoe hygiene, using the latest shoe washing technology tools and planning to open new branches. The QSPM analysis produces the

main priority strategy, namely promotions that are carried out more actively and consistently.

Key Words: development strategy, EFE, IFE, SWOT, QSPM

INTRODUCTION

In this era of globalization more and more emerging creative efforts based on MSMEs pursued by young people. This can be seen from the number of MSMEs that increased by 2.4 percent, namely from 60,863,578 units in 2016 to 62,106,900 business units in 2017. Micro enterprise is the largest scale of business compared to other business scale to the total business in Indonesia, which is about 98.79 percent in 2016 and 98.85 percent in 2017. In it there is one field that is fashion that belongs to the creative economy industry. Creative industries can be interpreted as industries whose main elements are creativity, expertise and talents that have the potential to improve welfare through intellectual creation offerings (Simatupang 2008).

According to Djamuddin (2017) fashion or so-called fashion is a style of dressing in a culture. In addition to clothing, shoes are also one of the important objects in supporting the style of dress. Within three years, fashion in Indonesia was dominated by the proliferation of sneakers or more famously sneakers (Lauwis 2018). Many consumers who buy shoes only focus on

wearing only (Semmelhack 2015), in addition to use, shoes also need maintenance. The tight schedule of school and working hours makes people do not have time to take care of shoes. In the study of Fakhriy et al. (2017), laundry shoes or shoe washing services are currently growing rapidly. This business began to grow and spread widely in almost all major cities in Indonesia. This business is growing based on the consumptive nature of all levels of society, especially among young people and workers who in everyday activities use shoes.

According to Catharina (2015), the development of the business makes the enthusiasm of the community increased about caring for shoes and this opportunity that makes the shoe washing business is in great demand for new businessmen. Therefore, the business owned today namely step'nshu shoe laundry should improve the development strategy that can build expectation values that suit consumers. Companies, especially Step'nShu laundry services, must start several stages by looking at the internal and external side of the company first and identifying key success factors in the company to know the portrait of the business carried out by step'nShu laundry. By paying attention to each stage of the company has a greater opportunity to become a competitive company.

There was a decrease in the level of use of Step'nShu shoe wash services from January 2017 to December 2019, there were fluctuations in 2017 peak use of Step'nShu shoe wash services that is in June, then the decrease in the number of shoe service users most occurred in July 2019 and slightly increased the following month following. Based on the description, the author is interested in conducting research, among others (1) What is the picture of step'nshu laundry at this time (2) What factors are the key strengths, weaknesses, opportunities and threats to step'nShu shoe laundry services? and (3) What strategies need to be appropriate and prioritized as a strategy for

the development of Step'nShu shoe laundry services, in order to have high competitiveness and increase profits.

Based on the problem formulation that has been outlined, the objectives of this study include (1) Obtaining internal and external factors faced by Step'nShu shoe laundry, (2) Analyzing external and internal factors that affect Step'nShu shoe laundry business development strategy, and (3) Knowing the best strategy design and strategy priorities used for decision making stage on Step'nShu shoe laundry development strategy. The expected benefits in this study include:

1. For the authors, this study is useful as an evaluation of step'nShu shoe washing service strategy and means of developing similar business insights.
2. For service business management, by knowing firsthand how the influence of the new strategy on step'nShu shoe washing services and becoming a suggestion to face competition in the wider business world.
3. For academics, especially SB-IPB, this research is expected to be a reference and additional knowledge in the field of marketing and can be a consideration for interested parties in measuring the level of consumer satisfaction.

This research is limited to the scope of strategy development on Step'nShu laundry cleaning shoes services in 2017-2019. The research began by conducting key success factor analysis to internal and external to find out the factors in Step'nShu laundry and formulate alternative priority strategies that can be implemented to be able to develop step'nshu laundry service strategy.

LITERATURE REVIEW

MSMEs

MSMEs are a community effort. Small businesses have assets of less than 200 million rupiah. These small businesses are just looking for a location at home or around the house. According to Raffinaldy (2006), mapping the potential and

characteristics of MSMEs for business growth that is growing, characteristics of MSMEs are characteristics or conditions of volatility inherent in business activities and entrepreneurs related to their business operations. Usually this business is called a home business or business. Currently this family-owned business has produced various types of products, so only home businesses can meet the needs of the family. Because the basis of setting up a family business is to meet the needs of the family and achieve good results, then the family business eventually becomes the main business to make a living. Karachnids are characteristic of differentiation between businesses in accordance with the scale of their business. Based on the aspects of commodities produced, MSMEs have their own characteristics, namely:

- 1) The quality has not met the standards, this is because most MSMEs do not have uniform technology and usually products produced in handmade forms so that in terms of quality are relatively diverse.
- 2) Limitations of product design owned by MSMEs products because of the limitations of knowledge and experience about the product because so far MSMEs work based on orders, not many dare to create by trying new designs.
- 3) Limited types of products, usually MSMEs only produce a kind or limited so that if there is a demand for a new model from buyers difficult to meet because of difficulties in adjustment and the time is usually very long to fulfill the order.
- 4) Limited capacity and price list of products, usually the capacity of products that are difficult to set and prices that are not measurable can make it difficult for buyers or consumers.

The characteristics of MSMEs are not only seen from the aspects of commodities produced, but are also based on aspects of business management that can be described as follows:

- 1) Micro business, has characteristics: (a) the type of commodity is fickle and at any time can change products / businesses; (b) the place of business is not always settled or at any time may move; (c) the absence of proper recording of business finances; (d) the average human resources are still low; (e) generally not familiar with banking and more often associated with middlemen or loan sharks, (f) generally this business does not have a business license.
- 2) Small business, usually has characteristics, namely: (a) the commodity is not easily changed; (b) have a maximum wealth of 200 million and can receive a maximum credit of 500 million; (c) the location or place of business is generally settled; (d) already have a bookkeeping although it is still simple means that the recording of the company's financial administration has begun to be separated; (e) have the legality of business or other permits; (f) already getting to know banking.

Services

Services are often seen as a complicated phenomenon. The word service (service) itself has many meanings, ranging from personal service (personal service) to services as a product. According to Lupiyoadi and Hamdani (2008), services is all economic activity whose results are not in the form of physical or construction products that are generally produced and consumed simultaneously and provide added value (e.g. entertainment, pleasure, health, and comfort).

Of all the types of businesses that began to be done by the community is a business in the field of services. Service is an activity that has some elements that do not have a form (intangibility) related to it, which involves some interaction with consumers or with property in its ownership, and does not produce ownership (Sunyoto and Susanti 2015). According to (Kotler 2003) services are any action and

for work offered by a party to another party that is intangible in principle and does not cause any transfer of ownership of its production, ordinary and unusually related to a physical product. While according to (Dharmmesta 2000), Services are goods that do not have the form (intangible product) purchased or sold in the market through a mutually satisfactory exchange transaction. According to Philip Kotler and Armstrong (2009), that service has four characteristics, namely:

- 1) Intangible services mean that services cannot be seen, felt, touched, heard, or touched before they are purchased.
- 2) Inseparable services mean that services cannot be separated from the provider, regardless of whether the service provider is a person or machine.
- 3) Service variability means that the quality of services depends on who provides the service and when, where, and how it is provided.
- 4) The service can be destroyed meaning that the service cannot be stored for sale or use a short time later.

Strategy Management

According to Wheelen and Hunger (2003), strategy is the choice of the organization's future goals and how to achieve those ideal conditions. Strategic management is a series of management decisions and actions that determine the company's performance in the long run. Meanwhile, according to David (2006), strategy is a potential action that requires senior management decisions and a lot of company resources. At the same time, strategic management is a series of processes to formulate, implement and evaluate strategies to achieve the company's long-term goals. Therefore, strategic management focuses on the process of producing various strategic plans and policies as the embodiment of applied strategies that can achieve the company's goals in the short and long term. As a process of correct strategic planning that is through the formulation, implementation,

and evaluation stages periodically, can be used as an improvised tool for the performance, achievement and competitive advantages of the company. Thus strategic management is a very important process for the company in creating the right strategy and has leverage as the achievement of the company's goals to the maximum (Pearce and Robinson 2008).

According to David (2006), in strategy planning there are three important stages that companies should not miss when planning their strategy. The three stages are strategy formulation, implementation or strategy implementation, and strategy evaluation. The stages in strategic planning can be explained as follows:

- 1) Strategy formulation, is the initial stage where the company sets the vision, mission, and objectives accompanied by an in-depth analysis of internal and external factors of the company and the determination of long-term goals that are then used as a reference to create alternative business strategies, one of which will be chosen as the main strategy in accordance with the company's conditions.
- 2) Implementation of the strategy is a step where the strategy that has gone through the stage of strict identification relates to internal and external environmental factors and adjustment of the company's objectives began to be applied or implemented in intensive policies where each division and functional company collaborates and works in accordance with their respective duties and policies.
- 3) Strategy evaluation is the final stage after the strategy is applied in real practice, then assesses its effectiveness to the expectations and achievements of the company's goals. Assessment is conducted by measuring the factors or indicators of success that have been achieved and evaluating the success of the performance of the strategy for the formulation and implementation of further in the future in order to make the strategy better and more effective.

- 4) These stages have key activity details that will clarify the strategic planning process in the company.

Based on the comprehensive strategic management model presented by David (2006), the model shows the relationships or relationships between the components in the strategic management process in broadly acceptable detail. The stages of the strategic management model are described as follows:

- 1) Set the vision and mission. It is a long-term goal setting and objective (vision) and determines what steps must be taken to affirm and clarify the priorities of the functions of each company's management so that workers, top management and functional companies can synergize and collaborate to achieve the vision as a predetermined goal.
- 2) External and internal environmental analysis. Analysis conducted by the company relates to a deep understanding of the internal and external conditions or circumstances of the company by clearly recognizing factors in the form of internal weaknesses of the company and opportunities that arise from the external environment of the company. This analysis aims to look at the influence that will arise from these factors on the company's goals or objectives and so that the company can properly consider the strategic policies to be used.
- 3) Long-term goals. Basically, the implementation of an effective strategy always requires direction, not just rhetoric and writing. On the long-term goal of achieving more than one year, the company creates synergies, explains priorities, focuses coordination and provides the foundation for planning, organizing, prioritizing, and controlling activities. The company also builds specific forecasts that are thematic-quantitative such as sales estimation, profitability, performance improvement, so that the company's goals and vision have clear, measurable, and reasonable indicators.
- 4) Create, assess, and choose strategies. Armed with the foundation of vision and mission, as well as the results of analysis of internal-external environmental factors, the company formulates alternative strategies that are in accordance with the capabilities and circumstances of the company followed by critical assessment and evaluation using long-term objective adjustments so that the realization of the strategy can bring maximum results to the company and subsequently the strategy will be chosen to be realized.
- 5) Implementation of long-term management strategies. As outlined in the long-term goal setting, that the effort to achieve the company's goals is an ongoing process that requires specific phasing. Here the company gradually realizes these long-term goals by setting the standards of achievement and strategy policies that have been chosen for each level of the organization. The Company affirms and sets its main objectives in specific quantitative values accompanied by the exposure and implementation of strategies used by top management, divisions, and functional.
- 6) Implementation of strategies in functional policy. Is a step where the realization and implementation of the strategy is outlined in small steps with a shorter period of time to be applied to the functional of the company which is more operational and leads to various functional areas within the company to clarify the relationship of the main strategy with the identification of details of a specific nature. This implementation relates all functional areas of the company such as finance, human resources, production and operations, development and research, information systems, and marketing fields that become guides in carrying out various activities to be consistent not only with the main strategy.
- 7) Valuation and evaluation of performance. When the strategy that will

or has been implemented is assessed to show changes that are not in accordance with the existing plan, the results achieved, or indeed caused by incorrect assumptions and by other things that cannot be controlled, then the plan needs to be revised with performance evaluation. The three most basic strategy assessment activities according to David (2006) are: (a) review of external and internal factors that are the basis of the current strategy; (b) performance measurement; and (c) corrective steps taken. Control through periodic evaluation and assessment is intended so that the programs, policies and strategies applied can run as it should, in accordance with the expectations of the company and without any deviations.

Business Development

Development is a work planned by an organization to improve the knowledge, skills and abilities of employees. Development puts more emphasis on improving knowledge to do work in the future, which is achieved by combining with other activities to change work behavior.

Business is an activity that is fixed and sustainable to seek profit, whether organized by individuals or business entities in the form of legal entities or profits held in the form of legal entities, such profits are established and settled in a country or region. Based on the above understanding, it can be concluded that business development is an organized and sustainable activity, the goal is to gain benefits in order to improve the implementation of current and future work, so as to provide information, direction, arrangements and guidelines for business development.

Conceptually the development strategy in the context of industry is an attempt to analyze the market conditions of the region both internally which includes weaknesses and strengths and conditions fitting external opportunities and threats that will be faced, then taken alternatives to determine the strategy to be done. Internal

market analysis is a process to assess the factors of strategic advantage of the company / organization to determine where its strengths and weaknesses, so that the preparation of strategies can be utilized effectively, market opportunities and face obstacles, develop the profile of resources and excellence, compare those profiles with the key to success, and identify key strengths where the industry can build strategies to exploit opportunities and minimize weaknesses and prevent failure.

Business Development Stage

The stages of developing business development activities (2015), an entrepreneur in general will carry out the development of such business activities through the stages of business development as follows.

- 1) Have a business idea. Any business that will be developed by an entrepreneur, initially comes from a business idea, the business idea owned by an entrepreneur can come from various sources. Business ideas can come about after seeing the success of someone else's business. Otherwise, through the observation of the business success of others, the idea of business can also arise because of the strong sense of business of entrepreneurs.
- 2) Filtering business ideas/concepts. The idea of a business is still a rough picture of the business that will be developed by an entrepreneur. At a later stage, the entrepreneur will translate the business idea into a business concept which is a further translation of the business idea into a more specific business. Filtering the ideas of these businesses can be done through a formal business idea feasibility assessment activity (feasibility study) or conducted informally (e.g. through focus group discussion).
- 3) Business plan development. Entrepreneurs are people who use economic resources (money, labor, materials, etc.) to make a profit. Thus,

the main component of the business that will be developed by an entrepreneur is the calculation of projected profit-loss (proforma income statement) of the business to be run.

- 4) In drawing up a business plan, it should be added immediately that entrepreneurs have a striking difference in making details of business plans. There are entrepreneurs making business plans as detailed as possible by collecting various relevant information about various business scenarios that will occur in the future. However, there are also entrepreneurs who only make simple business plans by paying attention to the current market trends.
- 5) Implementation of business plan and business control. The business plan that has been made, either in detail or globally, written or unwritten, will then be implemented in the implementation of the business, the business plan will be a guide for the implementation of the business conducted by an entrepreneur. In the implementation activities, an entrepreneur's business plan will direct various resources needed such as capital, materials, and manpower to carry out business activities.

Based on the process of evaluation by comparing the results of implementation should be a with the business targets that have been made in business planning. An entrepreneur can tell if the business he is running can reach the desired target or not? Is the business progressing, or even a setback? Through business activities, an entrepreneur will instead get feedback that can be used to make various improvements in the implementation of business activities, setting goals and new business strategies or performing various corrective actions.

Identifying the stages is very important in business development and when it happens. It is necessary to discuss the stages that have been done, so that the reviewer understands how quickly the business has grown to the point of preparation of the business plan. For

planning purposes, setting up a much more detailed schedule as a time calendar and action or calendar implementation is better. This schedule is usually not included in the business plan presented. These details will help entrepreneurs set out realistic business progress plans. Some things to consider are as follows:

Progress will occur later than anticipated, especially when cooperation from external individuals or organizations is required. While business may be considered most important to entrepreneurs, it may not be important for venture investors, lenders, suppliers or lawyers.

Sufficient convenient limits should be included in the planning. Approach the source of funds well in advance, and allow for delays in the delivery and installation of equipment.

In setting up an important stage schedule, offer an ambitious schedule that can be fulfilled or exceeded. In this way, entrepreneurs can build a reputation for achieving goals, which will increase credibility in the future. In business development business tasks and preparation processes about potential growth opportunities, support funds strengthening the implementation of business growth opportunities. As for large businesses, especially in the field of industrial technology business development is on setting and managing strategic relationships and alliances with others.

In addition, there is a business development strategy. The strategy has a certain hierarchy, first is the corporate level strategy, describing the direction of growth and management of various business fields in an organization to achieve the balance of products and services produced. The second is a business unit level strategy (business) emphasizes on improving the competitiveness of the organization in one industry or industry segment entered by the organization concerned. The three functional level strategies create frameworks for functional management such as production and operations, finance,

human resources, marketing, and research and innovation.

Internal Environment

An internal environment is an environment consisting of variable strengths and weaknesses in the control of corporate management. According to Kotler (2009), the identification of internal factors can provide an overview of the condition of a company, namely strength and weakness factors. The Company avoids threats stemming from external factors through the strength it has from internal factors. While the weakness of internal factors can be minimized by looking at opportunities and external factors. The categorization of internal environmental analysis is often directed at five aspects. These aspects include the following:

Marketing, understanding marketing according to Kotler (2009) is a social process in which individuals and groups get what they need and want by creating.

Financial or capital, the financial condition of the company makes a measure in looking at competitive positions and overall attractiveness for investors. Determining financial strengths and weaknesses in an organization is very important in order to formulate a strategy effectively (David 2009).

Production, production/operation functions include all activities that convert inputs into goods or services. The company's production and operation activities can at least be seen from the firmness of the principles of efficiency, effectiveness and productivity (Umar 2008). Human resources, human beings are the most important resources for the company. Therefore, managers need to strive to realize positive behavior among the company's employees. Factors that need to be considered are: clear steps regarding HR management, work skills and motivation, productivity and reward system (Umar 2008).

Industrial Location, economic activity of a company / industry will be

strongly influenced by the location of the industry it occupies. The chosen location decision is a decision on how the company decides where its factory location or production facilities are optimally located.

According to Solihin (2012), the company's internal environment analysis aims to determine the many advantages and disadvantages of the company's business processes and internal resources. Klindocare laundry business development strategy conducted by Fidel (2017) mentioned that internal factors that become the strength in the laundry business is the business close to the road, the quality of service, the business is close to the residential environment of foreign companies namely PT. Chevron Pacific Indonesia. The weaknesses identified, namely: lack of employee thoroughness, lack of clothesline, have not innovated the business, limited human resources.

Research setup a with that done Umar et al. (2016) identified several internal factors based on strengths and weaknesses in laundry business ventures. The identified strengths are quality and service to good consumers, conducive work atmosphere, supervision of production process, shuttle service and have complaint number. The weaknesses identified are not using good technology, poor financial management, lack of promotion, non-strategic location, and lack of manpower.

Analysis of laundry MSME business development strategy in Semarang city conducted by Yuniarti (2017) identified several internal factors based on strengths and weaknesses in laundry business. The strength identified is to prioritize quality and quality, the owner provides motivation, has complete attributes (nameplate, computer, etc.), easy location, proficient employees, member card programs and delivery. The weaknesses identified, namely: have not systematically consulted financial statements, promotions tend to be passive, the state of business space is uncomfortable, the entrepreneurial spirit of the owner is low.

In the investigation Rieva (2017) identified several internal factors based on strengths and weaknesses in the business of abc laundry shoe franchise business. The identified strengths, namely: complete service, strong partnership and active in creative events. Weaknesses identified, namely: less strategic locations and lack of promotional activities. Research conducted by Fernandes and Nifita (2015) identified several internal factors based on strengths and weaknesses in the laundry business. The strength identified is good service to consumers, fostered a family work atmosphere and mutual assistance and supervision of the production process is carried out directly by the owner. The identified weaknesses are not using sophisticated technology, inefficient financial management and lack of promotion.

METHODS

This research was conducted at step'nshu shoe washing service located in Bogor Baru block D1 Number4. Data retrieval was conducted in July 2020. This research is cross-sectional which is conducted only at certain times and is not a point time approach (Noatmodjo 2002). The data and information needed in this study are obtained from the results of direct interviews with resource persons, through FGD, or indepth interviews, a brief history of research objects, mission vision of the organization, description of tasks, and so forth. Primary data is data collected by the author directly from the source that became the object of his research to the owner of step'nShu shoe laundry, two employees and an expert source in shoes and fashion. Secondary data in this study was obtained from the study of textbook literature, local and international journals, previous research reports (thesis), BPS, the Ministry of MSMEs Cooperatives, journals and related news.

The criteria in this sample are consumers who have purchased and used shoe washing services in Step'nShu at least

once assuming respondents can give the right assessment according to what they have obtained from the service. In this study the population used is consumers of Step'nShu shoe wash services. This research questionnaire is divided into two types because the types of data needed are different. First to get weight and rating data from the company's internals, the researchers need information from step'nShu laundry sources, and in determining the weight and rating of external companies, researchers need data obtained from within the company as well as ratings from consumers.

In the early stages of determining the internal environment that exists in the corporate environment. To know the key factors of success of the company's operations, it is necessary to conduct a laundry interview Step'nShu. Use Pestel and the five-style model to identify external environments. Internal evaluation matrix (IFE) analysis to assess internal environment and evaluation of strengths and weaknesses. External evaluation matrix (EFE) analysis to assess the external environment and evaluate opportunities and threats from early-stage identification results. The matching stage with the IE matrix is useful for positioning Step'nShu into a matrix of nine cells. SWOT analysis is used for decision making formulation tools to determine strategies. By identifying SWOT can determine critical variables that have an effect in achieving the company's goals. QSPM analysis is used to objectively evaluate strategies based on key internal-external success factors that have been identified at previous stages, so that it is obtained which strategy can be run by Step'nShu shoe laundry.

RESULTS AND DISCUSSION

Company Overview

Step'nShu is a business engaged in special shoe washing services established in 2015. Step'nShu has the slogan "your shoe treatment is closer than your step". Since its inception in March 2015, the name

Step'nShu has been a concern for all circles because this special shoe laundry business is still rare, especially among students because the location of Step'nShu laundry was originally located in the campus environment of Bogor Agricultural University which has easy access. Laundry Step'nShu is the first shoe washing service in the city of Bogor, as a pioneer of laundry shoes by providing the best service to customers, especially among students. Laundry Step'nShu is increasingly known by the public.

The purpose, vision and mission of the establishment of Step'nShu is the purpose of making Step'nShu products and services as the main choice of local consumers in shoe cleaners. Furthermore, Step'nShu's vision is to become a partner and supplier for shoe cleaner services. The mission is: (1) Provide the best service to shoes with the sensation of washing shoes with natural materials; (2) To be the top leading in shoe cleaning services with the best quality; (3) Improving customer service and knowledge of shoes to consumers; (4) Environmentally friendly and long-lasting fragrance products.

Internal Factor Valuation

According to Rangkuti (2015) after the internal strategic factors of a company are identified, an IFE table (Internal Factor Evaluation) is prepared to formulate these internal strategic factors within the framework of step'nShu strength and weakness. IFE analysis is the result of internal factor indicators consisting of strengths and weaknesses that Step'nShu has. IFE internal factors (strength) can be seen that there are various ratings on the step'nShu strength factor. Factors that have a rating of 4 (outstanding) is the biggest factor and is the most influential factor in the internal strength of laundry shoes Step'nShu namely training and laundry employee development program Step'nShu score results 0.29 which is equivalent to 29 percent, use of ultraviolet and ozone tools with a score of 0.28 the equivalent to 28

percent, step'nshu power actors who have the least influence for laundry shoes Step'nShu is a healthy financial institution with a score of 0.24 or equivalent to 24 percent and support management in supporting step'nShu growth with a score of 0.16 or equivalent 16 percent.

Internal factors (weaknesses) IFE can be seen that there are various ratings on the weakness factor Step'nShu. Factors that have a rating with a value of 2 (outstanding) is the weakness factor that has the least influence on laundry services Step'nShu namely Step'nShu does not have branches or drop points with a score of 0.06 or equivalent to 6 percent. The biggest weakness factor for Step'nShu laundry is the lack of accuracy of employees when working with a score of 0.02 or equivalent to 2 percent. The internal condition of step'nshu shoe laundry which is worth 2.9 obtained from the summation of item weights on each indicator of strength and weakness factors of the respondent's assessment multiplied by the rating of each indicator of strength factors and weakness factors provided by the owner. The internal condition of the shoe laundry Step'nShu is stated to be good because the average value of the company's strength factor is higher than the average value-the average weakness of the company

Valuation of External Factors

Maulana (2016) explained in his research that the external environment of a business is factors that have limits beyond the control of the business but the existence of such factors also influences the choice of direction. External environments are divided into three sub-categories that are interrelated, namely remote environment, industrial environment, and operational environment (operation environmental). Remote environments are also called macro environments or general environments because they contain components that have a wide influence and are included in the entire business process.

External factors (opportunities) EFE can be seen that there are various ratings on the laundry opportunity factor Step'nShu. Factors that have a rating with a value of 4 (outstanding) is the most likely factor influence on laundry services Step'nShu is choose market that is still open with a score of 0.33 or equivalent to 33 percent, competitors there but not so much as laundry clothes with a score of 0.33 or the equivalent of 33 percent, shoes are part of daily fashion (demand rose) with a score of 0.33 or equivalent to 33 percent and change in weather makes shoes dirty with a score of 0.33 or equivalent to 33 percent.

External factors (threats) EFE can be seen that there are various ratings on the laundry threat factor Step'nShu. Factors that have a rating of 4 (outstanding) is the most influential threat factor to the laundry services Step'nShu is pandemic Covid-19 with a total score of 0.08 which is equivalent to 8 percent of the total score. The lowest threat factor for Step'nShu laundry is the pandemic of unexpected operational costs (pickup) with a score of 0.02 which is equivalent to 2 percent. The external condition of Step'nShu shoe laundry is good because the average value of the company's strength factor is higher than the average value of the company's weakness.

Alternative Business Strategy Analysis

Judging from the IE matrix, the company's position is in quadrant 2 with a position in the medium category described in Figure 1. This signifies the grand strategy most appropriately performed by laundry shoes Step'nShu is growth and build strategy, and the strategies that can be developed are backward, forward or horizontal strategy, market penetration market, market development and product development. Here is a matrix of internal and external strategy factors laundry Step'nShu:



Source: Data processed (2020)
Figure 1 Matrix IE shoe laundry Step'nShu

Growth through horizontal by means of backward integration (taking over the function of suppliers) or by means of forward integration (taking over the function of distributors). This is a key strategy for companies that has a strong market competitive position in a highly attractive industry. Also, the company must carry out efforts to minimize costs and inefficient operations to control the quality and distribution of products. Vertikal integration can be achieved through both internal and external resources.

Alternative Formulation Strategy

Rangkuti (2015) explained that a study shows that a company's performance can be determined by a combination of internal and external factors. Both factors should be considered in SWOT analysis. Strategy SO in step'nshu shoe laundry is a social media utilization with maximal, positioning laundry shoes Step'nShu more clearly so that differentiation becomes the main strength in facing competitors good service and maximum to consumers take precedence, in order to add attractiveness to every consumer. ST strategy in laundry shoes Step'nShu is a combination of internal and external strategies that can then be known ST strategy in matrix SWOT is laundry shoes Step'nShu must learn about competitors with the same services, held certain events on socialization of shoe hygiene and improve the quality of shoe

laundry services Step'nShu has a checking process.

IFE	STRENGTH(S) 1. Step'nShu <i>laundry</i> employee Training and Development Program 2. Ultraviolet and Ozone Tools 3. Step'nShu Brand in Bogor City 4. Employees respond to complaints, advice and education 5. Relatively affordable price 6. Provide free delivery services of a certain radius 7. Provide attractive promos, such as discounts, coupons, gifts 8. Step/Shu shoe wash quality	WEAKNESS (W) 1. Less clothesline for shoes 2. Not yet innovated service 3. Not yet able to Compile financial statements in a structured manner 4. Promotions that tend to be passive 5. Limited SD 6. There are no branches and <i>drop point</i> 7. Pick up and drop off service is not optimal	
EFE	Opportunities (O) 1. Millennials love the use of a variety of shoes 2. Increased number of customers due to activity 3. People's laziness to wash shoes 4. Open market share 5. Competitors exist but not so much as laundry clothes 6. Shoes are part of daily <i>fashion</i> (demand up) 7. Weather changes make shoes dirty 8. Use of <i>Eco-labelling</i>	STRATEGY (SO) 1. Make the most of social media to inform and educate the public about Step'nShu Shoe Laundry 2. Positioning Laundry Shoes Step'nShu more clearly so that differentiation becomes the main force in facing competitors	STRATEGY (WO) 1. Promotion conducted by Step'nShu Shoe Laundry is expected to be active and consistent. 2. Step'nShu Shoe Laundry must recruit well and prospective employees must be fully aware of shoe washing and other important things.
THREAT (T)	STRATEGI (ST)	STRATEGY (WT)	
1. The emergence of competitors laundry shoes with large capital 2. Bad weather conditions affect the process of washing shoes 3. People do not understand about cleanliness, especially shoe hygiene 4. Types of businesses that are easily emulated by competitors 5. Congestion conditions and small roads that make access a bit difficult 6. Unexpected operational costs (pick up)	1. Step'nShu Shoe Laundry should learn about competitors with the same services. 2. Held a specific event on the socialization of shoe hygiene. 3. Improved quality of laundry shoes services	1. The use of technological tools is enough to improve the quality of shoe washing. 2. Open a new branch with easy access to the community.	

Source: Data processed (2020)

Figure 2 SWOT matrix shoe laundry Step'nShu

WO strategy in step'nshu shoe laundry is an external strategy that is weakness and opportunities that can then be known WO strategy in matrix SWOT is promotion done by step'nshu shoe laundry is expected to be active and consistent and laundry step'nshu shoes must do recruitment well and prospective employees must fully understand about shoe washing and other important things. WT strategy in laundry shoes Step'nShu is an external strategy that is weakness and threat that can then be known WT strategy in matrix SWOT is the use of tools that are technologically sufficient to improve the quality of shoe washing and open new branches with easy access to the public.

Priority Strategy Analysis

Priority assessment of QSPM method strategy by multiplying the weights on the IFE and EFE matrices, multiplying them by the attractive score to produce a Total Attractive Score (BAG). From the value of TAS can be known priority strategies that can be implemented for the development of Step'nShu, among which has the highest TAS value is the promotion carried out by step'nShu shoe laundry is expected to be active and consistent. In addition, other alternatives can be used as a reference as a form of priority strategy Step'nShu is promotion conducted by Laundry shoes Step'nShu expected to be active and concentration, positioning

Laundry shoe Step'nShu more clearly so that differentiation becomes the main force in the face of competitors, increase the quality of laundry services shoes, utilize social media to the maximum to inform and educate the public about Laundry shoes Step'nShu, the use of tools that are technologically sufficient to improve the quality of shoe washing, open a new branch with easy access to the public, held certain events about the socialization of shoe hygiene, laundry shoes Step'nShu must do recruitment well and prospective employees must fully understand about shoe washing and other important things and Step'nShu laundry shoes must learn about competition on the same service.

Managerial Implications

Managerial implications that can be formulated for the shoe laundry service business Step'nShu, first, promotions can be done more consistently on Instagram media and Facebook ads periodically by doing paid advertising. Second, Step'nShu shoe laundry positioning is further clarified so that differentiation becomes the main

strength in facing competitors done by means in addition to providing additional more complete services such as washing helmets, bags and strollers also by developing their own-brand shoe cleaner products and improving services in the re-checking process will be improved. Third, create shoe-related content such as tips on taking care of shoes, what shoes are suitable according to their activities and using the latest tools such as more shoe dryers and improving the quality of cleaner.

Fourth, many drop points by partnering with cafes or restaurants that have high crowded and population dominated by young people to facilitate consumers and increase brand awareness of service products, after having enough drop point locations can then open a new branch that has a more strategic location. Lastly, Step'nShu learns about competition in similar services so that if there are new things in terms of service or suppliers of services, such as new tools or new types of services that can add value to shoe washing services can be immediately implemented into step'nShu shoe laundry.

Table 1 QSPM result analysis Laundry Shoes Step'nShu

No	Alternative Laundry Strategy Step'nShu Shoes	TAS Value
1	Promotion conducted by Step'nShu Shoe Laundry is expected to be active and consistent.	4.2
2	Positioning Laundry Shoes Step'nShu more clearly so that differentiation becomes the main force in facing competitors	4.04
3	Improved quality of laundry shoes services	3.84
4	Make the most of social media to inform and educate the public about Step'nShu Shoe Laundry	3.51
5	The use of technologically sufficient tools to improve the quality of shoe washing	3.31
6	Opening a new branch with easy access to the community	3.24
7	Held a specific event on the socialization of shoe hygiene	2.9
8	Step'nShu Shoe Laundry must recruit well and prospective employees must be fully aware of shoe washing and other important things.	2.8
9	Step'nShu Shoe Laundry should learn about competitors with the same services	2.81

CONCLUSIONS AND SUGGESTIONS

Competition in the shoe laundry industry in Bogor city until now is quite tight. Relatively small initial capital is one of the strong factors in the interest of businesses in the shoe laundry industry. Some of the shoe laundry businesses that compete in the city of Bogor include Sneaklin, Shoes and Care Bogor, Scratch Shoes, Darmawan, Rain Shoes and My Feet. To compete with competitors, Step'nShu believes that the main strength in competing

is education and service. identification that the strength possessed by Step'nShu is training and development program of step'nshu laundry employees, ultraviolet and ozone tools, step'nshu shoe laundry brand in Bogor City, employees who are quick to respond to complaints or suggestions from customers and education, relatively affordable prices, provide free delivery services within a certain radius, provide attractive promos, such as discounts, coupons, gifts, and quality laundry shoes

laundry shoes Step'nShu. In QSPM analysis, the main priority strategy is to conduct promotions.

Suggestion given for management to make maximum use of social media as a means of information and educate the public about step'nShu laundry shoe and hold certain events about the socialization of shoe hygiene. Then, Step'nShu is recommended to find competent employees in the field of finance and use tools such as financial applications. Also, it shows that Step'nShu has no branches or drop points, therefore it is recommended to conduct a survey of the location of the new branch and create a business plan complete with design in order to prepare a new branch of Step'n Shu shoe laundry.

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