

## Service Quality Improvement Strategy Shaka Laundry, Lahat Regency

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**Abstract.** *In an era of globalization marked by technological advancements and rapid changes in consumer behavior, companies are required to improve operational efficiency and service quality to compete effectively. With the increasing number of businesses emerging, competition between companies in the same sector is also intensifying. This demonstrates that every company must have a strategy to maintain operational continuity, particularly in the most crucial aspect, namely human resources. The method applied in this research is qualitative analysis with a case study approach using a SWOT analysis. This method encompasses various activities such as observation, interviews, and document study. Qualitative analysis focuses more on deductive and inductive processes and the interactions between observed phenomena, using scientific logic. Shaka Laundry's current service quality does not fully meet customer expectations. This is demonstrated through a SERVQUAL model analysis that identified negative gaps in all five dimensions of service quality: tangibles, reliability, responsiveness, assurance, and empathy. The tangibles and reliability dimensions have the largest gaps, indicating that the visual aspects of the service and the reliability of delivering on promised turnaround times still need significant improvement.*

**Keywords:** *Improvement; Service Quality; Strategy.*

### 1. Introduction

In an era of globalization marked by technological advancements and rapid changes in consumer behavior, companies are required to improve operational efficiency and service quality to compete effectively (Kholishudin, 2023). With the increasing number of businesses emerging, competition between companies in the same sector is also intensifying. This demonstrates that every company must have a strategy to maintain operational continuity, particularly in the most crucial aspect, namely human resources (Fonna, 2019).

Shaka Laundry is a laundry service provider operating in Lahat Regency. This business was established in response to the growing public demand for practical and efficient services, along with increasingly dynamic lifestyle changes. Laundry services have become a primary choice for busy people, such as office workers, students, and young families, as they offer convenience and time efficiency in managing household needs.

According to data from the Indonesian Laundry Association, the national laundry industry is growing by 15% annually, with demand for professional laundry services increasing (Indonesian Laundry Association, 2022). Along with this growth, laundry business management has also become increasingly complex and requires a more structured system.

Managing a laundry business presents its own challenges, particularly in improving service quality to gain consumer trust (Ramadhan et al., 2025). Locally, Shaka Laundry has successfully established itself as a well-known service, particularly in Lahat and the surrounding area. However, this initial success does not guarantee long-term business sustainability if it is not accompanied by consistent service quality and customer satisfaction.

Over the past five years, based on internal data and customer satisfaction survey results, service quality at Shaka Laundry has experienced a significant downward trend. This is reflected in the increasing number of customer complaints and a decline in the satisfaction index. The following data demonstrates this situation:

Table Customer Satisfaction Index Data and Number of Complaints at Shaka Laundry 2020–2023

Year	Customer Satisfaction Index (%)	Number of Customer Complaints/year	Dominant Complaint Type
2020	82.4%	200	Delay, less clean washing results
2021	79.1%	240	Clothes exchanged, service less friendly
2022	75.6%	268	Damaged clothes, slow service
2023	70.4%	290	Process not as promised, slow communication

Source: Shaka Laundry Internal Data, 2024

This phenomenon aligns with the service quality theory developed by Parasuraman, Zeithaml, and Berry (1988), which posits that service quality is determined by five main dimensions: tangibles, reliability, responsiveness, assurance, and empathy. If one or more of these dimensions is not met, a gap will arise between customer expectations and perceptions of the service received. A study by Sutanto and Wahyuni (2020) also showed that service quality significantly influences customer satisfaction and loyalty in laundry businesses in Jakarta, particularly in terms of reliability and personal attention. This finding is further supported by Parganta (2024), who stated that improving the service system based on SERVQUAL analysis significantly reduces customer complaints and increases customer retention.

Seeing this reality, Shaka Laundry management should formulate a comprehensive service quality improvement strategy based on actual customer needs and measurable internal

evaluations. This strategy can be initiated by conducting a comprehensive audit of the five dimensions of service quality using the SERVQUAL approach, to measure service gaps, as well as a SWOT analysis to formulate an appropriate and customer-oriented service quality improvement strategy. In addition, regular employee training on excellent service, strengthening interpersonal communication, and customer complaint handling techniques need to be a priority so that employees are able to become the spearhead of professional service. As Article 1 paragraph (9) of Law No. 13 of 2003 concerning employment, it is explained that job training is all actions intended to provide, obtain, improve, and develop work performance, productivity, discipline, attitude, and work in the skill level and qualifications of a particular position and the work performed.

Equally important, digitizing operational processes is an innovative step that can improve service efficiency and transparency, such as through an app-based laundry ordering and status tracking system. Implementing a Key Performance Indicator (KPI) system for each staff member also provides a solution to ensure measurable accountability and work quality. In the long term, establishing a dedicated team tasked with monitoring customer satisfaction and following up on feedback will significantly contribute to building stronger relationships with customers. Rebranding efforts and re-communication campaigns that emphasize a commitment to service quality will also strengthen Shaka Laundry's position as a professional and trusted laundry service provider in Lahat Regency.

According to Indrasari (2019), consumer satisfaction is a feeling of joy or happiness, or disappointment, experienced after conducting a self-assessment (Indrasari, 2021). Satisfied consumers benefit the company. Furthermore, this creates a relationship between the consumer and the company, which leads to repeat purchases and recommendations, thus attracting new customers who are potentially profitable for the company (Nurfi'ah, 2022).

In relation to the problems outlined above, this study aims to formulate an appropriate strategy to improve service quality at Shaka Laundry in Lahat Regency. The approach used in this study includes a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to identify internal and external factors that influence service quality. The results of this analysis are expected to serve as a basis for designing an effective service quality improvement strategy, thereby meeting customer expectations and increasing business competitiveness amidst the increasingly fierce competition in the laundry service industry.

## **2. Research Methods**

The method applied in this research is qualitative analysis with a case study approach using a SWOT analysis. This method encompasses various activities such as observation, interviews, and document study. Qualitative analysis focuses more on deductive and inductive processes and the interactions between observed phenomena, using scientific logic.

### 3. Results and Discussion

#### 3.1. Discussion of Results in the Context of Previous Research

The analysis of the results of this study shows that all SERVQUAL dimensions experience a negative gap, indicating a mismatch between customer expectations and perceptions of Shaka Laundry services in Lahat Regency. The Tangibles and Reliability dimensions are the two aspects with the largest gap (-0.6), while Responsiveness, Assurance, and Empathy have a smaller gap (-0.4), but remain significant.

These results align with various previous studies showing that laundry service quality is significantly influenced by service reliability, staff responsiveness, and physical condition and interpersonal communication. The following is a thematic comparative analysis:

##### a. Reliability and Tangibles Dimensions as Critical Factors

A study conducted by Pirganta and Diana (2013) on Zhahira Laundry showed that the dimensions of reliability and tangibles play a significant role in creating customer satisfaction. They found that timeliness, cleanliness of laundry, and comfort of facilities were the main determinants of customer loyalty. "All SERVQUAL dimensions have gap values, with the main focus of improvement being on timeliness and responsiveness to special requests" (Pirganta & Diana, 2013).

This is consistent with research findings at Shaka Laundry, where service reliability (such as promises of completion and accuracy of washing) and physical appearance (such as waiting areas and washing machines) were the main causes of dissatisfaction.

##### b. The Importance of Responsiveness and Assurance in Customer Interactions

Research by Vinni Febriana et al. (2024) on Sahabat Laundry Coin in Medan shows that responsiveness and assurance significantly impact perceptions of professionalism and customer trust. Customers are less likely to be loyal if staff respond slowly or don't provide a sense of security in handling their laundry. "A quick response to complaints, along with a friendly and responsible staff attitude, are key factors in improving the customer experience" (Febriana et al., 2024).

In the context of Shaka Laundry, the responsiveness and assurance dimensions are also weaknesses that need improvement. While the gap isn't as significant as reliability, its psychological impact on customers is significant, particularly in fostering trust and a sense of security in using the service.

##### c. Empathy as a Long-Term Service Differentiator

A study by Kaligis & Rawung (2022) on Bless Laundry in Manado emphasized the importance of empathy and personal communication in building long-term relationships with customers. They noted that the feeling of "personal attention" is often the reason customers remain loyal to the service, despite higher prices. "Staff's attention to individual customer needs is a strong service differentiation amidst price competition" (Kaligis & Rawung, 2022).

At Shaka Laundry, the empathy gap (-0.4) indicates that customers haven't fully experienced the personal approach of staff. This presents a strategic opportunity to build customer intimacy, for example by recording customer preferences and building more intimate, repeat interactions.

d. Compliance with SERVQUAL Theory and Service Strategy Concept

These findings reinforce the basic assumption of SERVQUAL theory, which states that service quality is formed from a comparison between customer expectations and perceptions (Parasuraman et al., 1988). A negative gap indicates that the quality received has not met expectations and requires strategic intervention. "Perceived service quality will be high if customer perceptions are greater than or equal to their expectations" (Zeithaml et al., 2018). In addition, the strategic approach discussed in subsection 5.2 is also in line with Kotler & Keller's (2016) view that service improvement strategies should include: Meeting physical standards, Improving HR skills, Two-way communication, and a customer-based performance measurement system.

e. Shaka Laundry's Position in the Dynamics of the Local Laundry Industry

Compared to Zain et al.'s (2024) research on laundries in Pekanbaru, which demonstrated the importance of service strategy in responding to business competition and changing customer behavior, Shaka Laundry has superior potential but needs to be optimized. With its strategic location and loyal customer base (students and office workers), Shaka Laundry only needs to make improvements at critical service quality points.

**3.1.1. Internal Strategic Factor Analysis (IFAS)**

A strategic internal factor analysis, or Internal Factor Evaluation Matrix (IFEM), was conducted to assess Shaka Laundry's strengths and weaknesses in its efforts to improve service quality. This evaluation is crucial because the company's internal strengths will determine its readiness to respond to challenges and capitalize on market opportunities.

Overall, the analysis results show that Shaka Laundry's internal strengths outweigh its weaknesses, with a total IFAS score of 3.002. This indicates that the organization has a strong enough internal foundation to support a service quality improvement strategy, as long as existing weaknesses can be systematically addressed.

a. Internal Strengths

Shaka Laundry's main strength lies in its strategic and accessible location, allowing easy access for customers from various segments, including office workers, students, and housewives. A good location is a crucial element in a service differentiation strategy because it directly influences customers' perceptions of convenience and comfort (Kotler & Keller, 2016).

Furthermore, fast service and clean, fragrant, and tidy laundry results reflect the efficiency of core business processes. This is supported by the friendly and professional attitude of employees, which is another strength in shaping positive customer experiences. Lovelock



and Wirtz (2011) emphasize that in the service industry, interaction between customers and employees is key to shaping loyalty and perceptions of quality.

Having a reliable and efficient shuttle service system is also a significant added value, especially in today's fast-paced lifestyle. This service not only provides convenience for customers but also provides a competitive advantage that is difficult for competitors to quickly replicate.

Other strengths include management actively monitoring services and smooth communication between customers and staff. These aspects reinforce the assurance and empathy dimensions of SERVQUAL theory, which form the basis for evaluating service quality (Parasuraman et al., 1988).

#### b. Internal Weaknesses

However, Shaka Laundry faces several internal weaknesses that need to be addressed seriously. One major issue is inconsistent service schedules, such as delays in returning promised laundry. This directly impacts the reliability dimension, namely the reliability of keeping promises, which, according to Parasuraman et al. (1988), is the most important dimension in assessing service quality.

Suboptimal customer complaint handling is also a concern. Complaints that are not handled quickly and appropriately can damage the service's image and erode customer trust. This reflects a weak responsiveness dimension, which, according to Zeithaml, Bitner, and Gremler (2018), is closely related to a company's willingness to actively assist customers.

Another significant weakness is the lack of service innovation, whether in the form of new packages, digital systems, or complementary product offerings. In the increasingly competitive laundry industry, innovation is essential for business survival and growth. David (2011) states that companies that fail to innovate tend to fall behind in the face of changing consumer preferences and competitive pressures.

Furthermore, there are issues with equipment availability and maintenance, as well as a lack of regular employee training. This indicates gaps in operational systems and human resource management. When staff are poorly trained, it impacts overall service quality, particularly in terms of work efficiency and ability to handle challenging situations.

Finally, the lack of a clear performance appraisal system, such as a reward and punishment mechanism, discourages staff from improving their work quality. This can also lead to inconsistent service delivery across staff, ultimately impacting the customer experience.

#### 3.1.2. Strategic Implications

The IFAS analysis results, which show the dominance of strengths over weaknesses, provide a significant strategic opportunity for Shaka Laundry to improve and develop more adaptive, competitive, and sustainable services. The total IFAS score of 3.002, which is above the median value of 2.5, indicates that Shaka Laundry has a stable and progressive internal position to design a strategy to improve service quality. However, these strengths must be managed effectively and accompanied by improvements to weaknesses to prevent them

from becoming vulnerable points amidst increasingly fierce competition in the laundry industry.

### 1. Enhancing Competitiveness Through Utilization of Operational Strengths

Key strengths such as strategic location, quality laundry results, efficient pick-up and delivery services, and friendly staff form the foundation of a strong service. The strategic implications of these strengths are that Shaka Laundry can:

- a) A differentiation strategy is based on service quality, not just price. Customers will be willing to pay more if they perceive added value from the service, such as fragrant laundry and consistent pick-up and delivery.
- b) Developing promotions based on actual advantages, such as emphasizing “fast, clean, and pick-up” as a marketing slogan, which reflects the actual strengths of the business.

According to Kotler & Keller (2016), sustainable competitive advantage must come from internal advantages that are difficult to imitate and are truly felt by consumers.

### 2. Human Resources Transformation as a Pillar of Service

Although Shaka Laundry employees were friendly and professional (a strength), it was found that not all staff received regular training and there was no performance evaluation system (a weakness). The strategic implication is the need for HR management transformation, through:

- a) Implementation of periodic training and certification systems, to improve technical competence and customer service.
- b) The creation of a performance appraisal system (KPI) based on SERVQUAL dimensions, which serves as the basis for incentives and sanctions. This also helps internalize quality values into the work culture.

According to David (2011), one indicator of a healthy internal strategy is the organization's ability to manage and develop human resources as a primary asset.

### 3. Innovation and Service Diversification as a Solution to Structural Weaknesses

Shaka Laundry's weaknesses lie in its limited innovation, service variety, and digitalization system. The strategic implications of this are the need to:

- a) Service innovations based on local needs, such as express laundry services, shoe laundry, doll laundry, or weekly subscription packages.
- b) Simple digitalization implementations, such as using a WhatsApp Business ordering system, QR codes for tracking laundry status, or a digital cashier system to avoid manual input errors.
- c) This move not only covers weaknesses, but also makes Shaka Laundry more responsive to market trends and new customer expectations.

As stated by Porter (1985), innovation is one of the main sources of competitive advantage in saturated and homogeneous markets, such as the laundry industry.

### 3.1.3. External Strategy Factor Analysis (EFAS)

External strategic factor analysis (EFAS) was used to evaluate the extent to which the external environment influences the competitiveness and sustainability of Shaka Laundry. The external environment consists of two main elements: opportunities and threats, which are dynamic and uncontrollable by the company. Therefore, it is important for management to recognize and respond adaptively to changes in the external environment. Based on the EFAS results, a total score of 3.401 was obtained, indicating that Shaka Laundry has a strong and prospective external position. In other words, opportunities in the surrounding environment are relatively large and can be optimally utilized, while existing threats can still be managed with appropriate strategies.

#### a. Opportunities

Shaka Laundry's biggest strategic opportunity lies in the growing demand for laundry services, reflected in the changing lifestyles of increasingly busy urbanites who rely on outsourcing services for household chores like laundry. This is further reinforced by demographic trends in Lahat Regency, particularly around educational and office areas, which represent a key potential market for students, civil servants, and professional workers.

Another opportunity worth capitalizing on is customer openness to digital services. People are now more familiar with the use of apps, online services, and tracking systems, which Shaka Laundry can leverage to improve convenience, speed, and transparency. According to Kotler and Keller (2016), service companies that can integrate digital technology into their service processes will have a significant competitive advantage in meeting modern customer expectations.

Furthermore, the low level of professional competition in the local laundry sector also creates opportunities for business growth. The lack of competitors offering standardized services provides Shaka Laundry with an opportunity to emerge as a pioneer in building a superior, measurable, and reliable service system.

With a total opportunity score of 1.8054, it can be concluded that Shaka Laundry has a very supportive external environment for expansion and strengthening of its market position, provided it is able to take advantage of market moments and needs quickly and innovatively.

#### b. Threats

Despite the significant opportunities, Shaka Laundry also faces various external threats that, if not addressed, could disrupt its business continuity. The primary threat stems from intense competition among laundry service providers. The sheer number of competitors, both home-based and franchised, leaves customers with numerous choices and prone to switching businesses, especially if service quality declines or prices become uncompetitive.

Another significant threat is the rising price of raw materials, such as detergents, fragrances, electricity, and water, which directly increases operational costs. If not balanced with internal efficiency or a careful pricing strategy, this condition can erode a business's profit



margins. This aligns with Michael Porter's (1985) Five Forces Model, which states that supplier power can exert significant pressure on business profitability.

Furthermore, aggressive promotions from competitors and rapid advances in digital technology require Shaka Laundry to not only survive but also continuously innovate. Failure to do so could shift customer loyalty and undermine brand perception. A total threat score of 1.595 indicates that, although external pressures are quite high, they are still within the controllable threshold if Shaka Laundry can respond adaptively and innovatively.

#### **3.1.4. Strategic Implications of EFAS Results**

The EFAS results indicate that Shaka Laundry is in a favorable external position. Therefore, external strategies that can be designed include:

- a) Strategies for utilizing digitalization opportunities include, for example, starting to implement a WhatsApp ordering system, laundry status tracking, and social media-based promotions.
- b) Market segmentation based on customer lifestyle, such as offering express laundry packages for busy customers or monthly subscription packages for students and families.
- c) Cost efficiency strategies, by managing raw material stocks more carefully, collaborating with local suppliers, or carrying out regular machine maintenance to reduce repair costs.
- d) Strong positioning strategy, highlighting the superiority of pick-up and delivery services, quality of laundry, and professionalism of staff as key differentiators from competitors.

According to David (2011), companies that have high EFAS values are required to adopt an opportunity-driven strategy, namely a strategy that is focused on pursuing large opportunities in the market while remaining aware of existing pressures.

Overall, Shaka Laundry has an external environment that supports growth and increased competitiveness, provided it can respond quickly to market trends and competitor dynamics. Opportunities stemming from customer needs, openness to digitalization, and the wide openness of new markets can be key drivers of growth. However, the company must remain vigilant against changes in pricing, technology, and competitor strategies that could disrupt its current market position.

#### **3.2. SWOT Analysis Matrix**

The SWOT matrix is a strategic tool used to formulate strategies based on a combination of strengths, weaknesses, opportunities, and threats facing a company. SWOT-based strategy development helps organizations identify their competitive position and design appropriate responses to internal and external dynamics.

Quantitative data from the Internal Factor Evaluation Matrix (IFEM) and External Factor Evaluation Matrix (EFEM) analyses show that Shaka Laundry has an IFAS score of 3.002 and an EFAS score of 3.401. These scores indicate that internal strengths outweigh weaknesses, and external opportunities outweigh threats.

### 3.2.1. Internal–External (IE) Matrix

The Internal–External (IE) Matrix is a strategic tool that positions a company in nine strategy cells based on two main dimensions, namely the IFEM (Internal Factor Evaluation Matrix) Score on the horizontal axis, which reflects internal strengths and weaknesses and the EFEM (External Factor Evaluation Matrix) Score on the vertical axis, which reflects external opportunities and threats.



Figure Internal-External (IE) Matrix

In the case of Shaka Laundry, an IFEM score of 3.002 indicates that the company's internal strengths are very dominant and capable of serving as a key strategic driver. Meanwhile, an EFEM score of 3.401 indicates that the company also finds itself in a highly supportive external environment with numerous market opportunities to capitalize on, and that existing threats can still be addressed rationally.

#### Internal-External (IE) Matrix Explanation

a) Cell I – Grow and Build: Cell I is the most advantageous position in the IE Matrix. Companies in this cell possess strong internal strengths and a highly supportive external environment. Appropriate strategies for this situation include aggressive strategies such as market development, new service development, digitalization, and expansion. Organizations are encouraged to leverage their internal strengths to optimally seize external opportunities. For example, Shaka Laundry can expand its reach to new areas, add innovative services (shoe laundry, express delivery), and implement a digital tracking system to enhance the customer experience.

b) Cell II – Grow and Build: Cell II indicates the company's internal position is still quite strong (above average), and external opportunities are also quite high. The recommended strategy remains growth-oriented, but with a more measured and selective approach than Cell I. Companies are advised to enhance their core strengths while addressing some internal weaknesses. For example, a laundry with reliable human resources and a strategic location, but an unregistered management system, can start implementing an online reservation system while streamlining its internal operations.

c) Cell III – Hold and Maintain: Cell III describes a situation where market opportunities are substantial, but the organization's internal capabilities remain weak. In this situation, the best strategy is to focus on rapid internal improvements to avoid losing external momentum. Companies should consolidate resources, such as strengthening staff training, improving service quality, and increasing efficiency, before attempting major expansion or growth. The primary goal is to maintain a presence and prepare for growth once internal strengths have stabilized.

### 3.2.2. Quadrant Matrix

After identifying strengths (S), weaknesses (W), opportunities (O), and threats (T) through IFAS and EFAS analysis, the next step is to formulate alternative strategies using the SWOT Quadrant Matrix.



Figure Shaka Laundry SWOT Quadrant Matrix

This matrix aims to develop strategies that are offensive, adaptive, defensive, and survival based on the relationships between these factors.

a) SO (Strengths – Opportunities) Strategy: Leveraging internal strengths to capture external opportunities such as developing a digital service system (tracking, notifications, online ordering) to increase the convenience of customers with high mobility.

b) ST (Strengths – Threats) Strategy: Using internal strengths to overcome external threats. Such as establishing a service advantage that is difficult to imitate, such as an “on-time guarantee” or “free pick-up and drop-off service.” Or developing a customer loyalty program, such as a points card or discounts for repeat users, to prevent switching to competitors.

c) WO (Weaknesses – Opportunities) Strategy: Leveraging opportunities to address internal weaknesses. For example, conducting employee training based on modern and digital services to support service expansion and maintain service consistency.

With a company's strong internal position and a supportive external environment, the most ideal primary strategy to implement is the SO (Growth Strategy). However, ST, WO, and WT strategies remain relevant for improving quality control, efficiency, and risk management.

#### 1. Shaka Laundry's Position in the Grand Strategy Matrix

Based on the results of the IFAS and EFAS analysis, Shaka Laundry shows:

- a) Strong internal position: IFAS score = 3.002
- b) Huge external opportunities in the local laundry industry: EFAS score = 3.401

The laundry industry is a service sector experiencing moderate to high growth, marked by increasing demand from individual customers and institutions, as well as the trend toward digitalization of services. Therefore, Shaka Laundry is positioned in Quadrant I of the Grand Strategy Matrix, meaning companies with strong competitive strengths and operating in a rapidly growing industry.

## 2. Strategy Implications in Quadrant I: Aggressive Growth Strategy

Companies in Quadrant I are in the most ideal position to expand and strengthen their market position. They possess strong internal resources and a growing market. The primary strategies recommended by Pearce & Robinson (2013) in this quadrant are:

### a) Market Development

- 1. Reaching new segments such as institutions (campuses, offices, boarding houses) by offering periodic laundry service contracts.
- 2. Establish service points (pick-up points) in strategic locations with high density.

### b) Market Penetration

- 1. Increase sales volume through loyalty programs, customer referrals, and digital promotions.
- 2. Encourage repeat orders with a weekly/monthly subscription system.

### c) Product/Service Development

- 1. Adding new services such as express laundry, shoe laundry, and eco-friendly services.
- 2. Integrating technologies such as tracking systems, online ordering, and digital payments.

### d) Strategic Alliance

- 1. Establish partnerships with boarding house or apartment providers for exclusive services.
- 2. Collaborate with laundry equipment vendors or raw material suppliers for operational efficiency.

According to Wheelen & Hunger (2012), an aggressive growth strategy in Quadrant I is ideally implemented when the company has a sustainable competitive advantage and market demand is increasing.

## 3. Potential Success of Shaka Laundry's Growth Strategy

With its robust pick-up and delivery service, high-quality laundry results, and relatively professional staff, Shaka Laundry has the potential to become a pioneer in technology-based professional laundry services in Lahat Regency. Significant external opportunities, such as increased community mobility and low levels of system-based competition, further strengthen the likelihood of a successful growth strategy. However, for this aggressive strategy to be optimal, Shaka Laundry needs to:

- a) Closing previously identified gaps in weaknesses (e.g., human resources are not evenly trained, lack of service innovation).
- b) Setting up a flexible and growth-supporting organizational structure, including a performance evaluation system and ongoing training.

Positioned in Quadrant I, Shaka Laundry is advised to implement an aggressive growth strategy through market development, service development, and customer penetration. This aligns with the results of the previous SWOT analysis, which demonstrated that internal strengths can be leveraged to optimally capture external opportunities. With the right strategy implementation, Shaka Laundry will not only be able to maintain its presence but also grow as a key player in the local laundry industry, professional and adaptable to technology.

#### 4. Conclusion

Based on the results of research and discussions that have been conducted regarding strategies for improving service quality at Shaka Laundry, Lahat Regency, the following conclusions can be drawn: 1. Shaka Laundry's current service quality does not fully meet customer expectations. This is demonstrated through a SERVQUAL model analysis that identified negative gaps in all five dimensions of service quality: tangibles, reliability, responsiveness, assurance, and empathy. The tangibles and reliability dimensions have the largest gaps, indicating that the visual aspects of the service and the reliability of delivering on promised turnaround times still need significant improvement. 2. The low service quality is caused by several internal and external factors, including inadequate maintenance of physical facilities, uneven human resource training, limited service innovation, and suboptimal customer complaint handling. Externally, Shaka Laundry faces intense competition from competitors, changing customer preferences, and the challenges of service digitalization, which has not yet been fully adopted. 3. The SWOT analysis results indicate that Shaka Laundry is strategically positioned for growth and development. With an IFAS score of 3.002 and an EFAS score of 3.401, Shaka Laundry possesses adequate internal strengths and a relatively favorable external environment. This position places the company in Quadrant I of the IE Matrix, meaning an aggressive growth strategy is the most appropriate strategy. 4. The SWOT strategy formulation produces four main strategy groups, namely: a) SO strategy: leveraging strengths to seize opportunities, such as service digitalization and market expansion. b) ST strategy: using strengths to overcome threats, such as building a customer loyalty system. c) WO strategy: improving internal weaknesses with the support of external opportunities, such as staff training and increasing service variety. d) WT strategy: minimize weaknesses and face threats with operational efficiency and price adjustments. 5. The mapping results in the Grand Strategy Matrix also confirm that Shaka Laundry is in Quadrant I, meaning it has a strong competitive position and is in a growing industry. Therefore, the recommended strategies are market development, service penetration, product innovation, and strategic alliances that support sustainable growth. 6. The strategic recommendations formulated in this study have operational and managerial implications, including: a) Improving the quality of facilities and equipment. b) Regular HR



training and development. c) Implementation of technology-based service systems. d) Strengthening quality control and service SOPs. e) Implementation of a performance-based reward & punishment system. Overall, the strategies resulting from this research are expected to be concrete solutions in improving the quality of Shaka Laundry services, improving customer satisfaction, and strengthening the company's competitiveness in facing increasingly tight competition in the laundry service industry.

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