



Business Development Strategy at Istana Klasik Laundry

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Abstract: *This research aims to analyze the production, finance, human resources, and marketing conditions of Istana Klasik Laundry and formulate business development strategies using SWOT analysis and Business Model Canvas. The study used a qualitative approach with descriptive methods. Data were collected through observation, interviews, documentation, and supporting questionnaires administered to six respondents consisting of the owner and employees, with purposive sampling used to select informants. Data were analyzed using IFAS, EFAS, SWOT analysis, and Business Model Canvas. The results showed an IFAS score of 2.4343 and an EFAS score of 2.4737, placing Istana Klasik Laundry in Quadrant I, indicating an aggressive strategy position. The findings indicate that the business can utilize its internal strengths and external opportunities by strengthening digital marketing, operational quality, financial management, human resources, and service development. The integration of SWOT analysis and Business Model Canvas provides a structured basis for improving competitiveness, operational efficiency, and business sustainability.*

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Introduction

Micro, Small, and Medium Enterprises (MSMEs) are a business sector that plays a vital role in the Indonesian economy, operating both individuals and business entities across various sectors to produce products and services. The contribution of MSMEs to the national economy continues to show positive growth. According to a press release from the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, MSMEs contribute more than 60% to Gross Domestic Product (GDP), absorb nearly 97% of the national workforce, and have reached over 64 million business units (Coordinating Ministry for Economic Affairs of the Republic of Indonesia, 2025). This demonstrates that MSMEs are a key driver of national economic growth, making the development of their competitiveness and business sustainability a crucial concern.

One of the MSME sectors experiencing growth is the laundry service business. The growing public demand for laundry services is influenced by lifestyle changes that increasingly prioritize practicality and time efficiency, especially in urban areas (Irfan, Mulyati, & Asmawati, 2025). The national laundry industry also shows good development with a membership growth rate of around 20%

annually. By the end of 2025, the Indonesian Laundry Association had more than 1,800 official members absorbing approximately 34,000 workers (Ministry of MSMEs, 2025). This development shows that the laundry business has a large market opportunity, while facing increasing levels of competition, so that business development strategies are needed to increase competitiveness and maintain business continuity.

Despite the ever-expanding market opportunities, not all laundry businesses are able to optimize their performance. Most laundry MSMEs still face various obstacles in production, finance, human resources, and marketing because business management is still carried out simply and not professionally structured (Khairani et al., 2024). This condition prevents business owners from optimally exploiting market opportunities and makes them more vulnerable to changing consumer needs, business competition, and economic pressures. One business experiencing this situation is Istana Klasik Laundry in Palembang City. Based on interviews with the business owner, promotional activities through social media have ceased to be actively carried out, limiting marketing reach and decreasing customer base, as most customers come from existing customers and those in the immediate environment.

In addition to facing marketing constraints, Istana Klasik Laundry also operates in a highly competitive area. Within a one-kilometer radius, several laundry businesses offer relatively similar rates, around Rp5,000 to Rp6,000 per kilogram, located on roadsides and near residential areas and student dormitories. In terms of production, the business still experiences delays in laundry completion when order volume increases or weather conditions are unfavorable for drying, necessitating more planned operational management (Wahyudi & Purwoko, 2022; Larasati et al., 2025). In terms of human resources, there is a lack of formal training programs for employees, either on washing techniques or digital marketing, coupled with a high employee turnover rate, which hampers service consistency (Annisa et al., 2025). Meanwhile, in terms of finance, business record-keeping still focuses on revenue receipts without detailed recording of operational expenses, making it difficult to accurately determine net profit and cash flow (Nada et al., 2025).

These problems are exacerbated by suboptimal marketing practices. Although the business has had Instagram and Facebook accounts since its inception, these two platforms have been inactive due to the owner's infrequent promotional posts, limiting marketing reach. The impact of these challenges is evident in the decline in business turnover from 2023 to 2025, from IDR 230,000,000 to IDR 162,362,532, and then again to IDR 140,456,160. The decline in turnover is influenced by increased competition, a reduction in repeat customers, and low promotional activity, which makes the business less able to attract new customers. These conditions demonstrate the need for a business development strategy that can improve production, human resources, finance, and marketing in an integrated manner to ensure the business remains competitive and can grow sustainably (Purwanda & Permatasari, 2022; Cuandra & Kho, 2026).

Based on these conditions, this study aims to analyze the conditions of production, finance, human resources, and marketing aspects at Istana Klasik Laundry and formulate a business development strategy using SWOT analysis and Business Model Canvas (BMC). SWOT analysis is used to identify strengths, weaknesses, opportunities, and threats as the basis for developing a business development strategy (Agustino et al., 2025), while the Business Model Canvas is used to evaluate and design a business model through nine main elements so that the resulting strategy is more structured (Putri, Larasati, & Putra, 2022). This research is important because it is expected to be able to provide alternative strategies for Istana Klasik Laundry to increase competitiveness, improve business performance, and strengthen business sustainability. The novelty of this research lies in the assessment of business development strategies carried out in an integrated manner by integrating analysis of production, finance, human resources, and marketing conditions using the SWOT and Business Model Canvas approaches on the research object of Istana Klasik Laundry.

Research Methods

This study uses a qualitative approach with descriptive methods to gain a deep understanding of the business development strategy at Istana Klasik Laundry in Palembang City. The qualitative approach was chosen because it is able to gather information based on real conditions found in the field, while the descriptive method is used to systematically describe the business conditions reviewed from the aspects of production, finance, human resources, and marketing. The research design is directed at



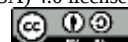
producing a comprehensive picture of the internal and external conditions of the business as a basis for formulating development strategies. The data obtained are then analyzed using SWOT analysis and Business Model Canvas (BMC) to be able to produce strategic recommendations that are in accordance with the business development needs of Istana Klasik Laundry.

The research instruments consisted of observation guidelines, interview guidelines, documentation guidelines, and a structured questionnaire administered to the owner and employees of Istana Klasik Laundry. Data collection techniques included observation, interviews, documentation, and questionnaires. Observations were used to directly observe business operational activities, location conditions, and the washing and ironing processes (Utami, Sa'diyah, & Munawwarah, 2025). Face-to-face interviews were conducted with the owner and employees to obtain information regarding business development strategies, service quality, and obstacles encountered in running the business (Abrar, 2024). Documentation was conducted by collecting various documents related to business activities, such as photos of the business premises, business permits, and documentation of marketing activities (Ardiansyah, Risnita, & Jailani, 2023). In addition, questionnaires were administered to six people, consisting of the owner and employees, to support the research in obtaining information (Syamsuddin et al., 2022; Sugiyono, 2021).

Data validity was tested using source and method triangulation. Source triangulation was conducted by comparing information obtained from business owners, employees, and consumers to obtain consistent and complementary data (Luthfiyani & Murhayati, 2024). Method triangulation was conducted by comparing the results of observations, interviews, and documentation to test the credibility of the research findings (Ule, Kusumaningtyas, & Widyaningrum, 2023). The collected data were analyzed by identifying the conditions of production, finance, human resources, and marketing aspects, followed by the preparation of the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices, the preparation of the SWOT matrix, the determination of the business position on the SWOT diagram, and the preparation of the Business Model Canvas consisting of nine business model elements as the basis for developing business development strategies (Rangkuti, 2021).

This study used a purposive sampling technique to determine the research informants. Informants were selected based on certain criteria, namely being actively involved in the operations of Istana Klasik Laundry for at least six months, understanding the internal and external conditions of the business, being willing to provide information openly, and being able to convey their experience and knowledge clearly. The key informant in this study was the owner of Istana Klasik Laundry because he has comprehensive knowledge of the history, development, and strategies of the business that have been implemented. Supporting informants consisted of employees who are directly involved in daily operational activities and therefore able to provide relevant information regarding the condition of the business. In addition, questionnaires were also completed by six people consisting of the owner and employees to support the data collection process.

The research procedure began with identifying the business conditions of Istana Klasik Laundry through the collection of primary and secondary data. Primary data was obtained directly through observation, interviews, and questionnaires with the owner and employees, while secondary data was obtained from various business documents, such as turnover data, service lists, and marketing activity documentation (Sugiyono, 2021). Next, the data was analyzed based on four main aspects: production, finance, human resources, and marketing. The results of the identification of internal and external factors were then compiled into IFAS and EFAS matrices to determine the business's strengths, weaknesses, opportunities, and threats (Rangkuti, 2021). The next stage was the preparation of a SWOT matrix and mapping of the business's position on a SWOT diagram as a basis for formulating alternative development strategies. Furthermore, the Business Model Canvas was used to map nine elements of the business model: customer segments, value proposition, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure to obtain recommendations for a more comprehensive business development strategy that is appropriate to the current situation of Istana Klasik Laundry.



Results and Discussion

SWOT Analysis

1. Internal Factor Analysis Strategic (IFAS) Matrix Analysis

Table 1. IFAS Matrix of Istana Klasik Laundry

Table 1. Fuzzy Matrix of Istana Khask Laundry				
Internal Environment		Weight	Rating	Score
Strength				
a.	The quality of the washing results is good and satisfactory	0.047303690	4.83	0.228476821
b.	Neatness of ironing and folding clothes	0.050520341	4.67	0.235929991
c.	Systematic and efficient workflow	0.056764428	3.50	0.198675497
d.	Affordable service prices	0.047303690	4.83	0.228476821
e.	Prices are competitive with other laundry businesses	0.047303690	4.33	0.204824976
f.	Friendly and polite employees	0.050520341	4.33	0.218753075
g.	Easy to reach location	0.047303690	4.17	0.197256386
h.	Cleanliness and tidiness of the place	0.053547777	4.17	0.223294229
i.	The business generates consistent net profits	0.059981079	3.17	0.190140019
j.	Employees have work skills	0.047303690	3.50	0.165562914
Total Strength Score				1,3943
Weakness				
k.	Machines and equipment are still limited	0.059936909	2.67	0.159831756
l.	Promotion is not consistent	0.066246057	2.33	0.154574132
m.	Service variations do not meet needs	0.056782334	2.22	0.126182965
n.	Employee attendance and discipline levels need to be improved	0.056782334	1.78	0.100946372
o.	Employees do not have initiative in working	0.056782334	1.67	0.094637224
p.	Employees are not satisfied with compensation	0.069400631	1.89	0.131090081
q.	Service procedures are not yet consistent	0.056782334	2.22	0.126182965
r.	The ability to cover operational costs from income is not yet stable	0.069400631	2.11	0.146512443
Total Weakness Score				1,0400
Total		1		2.4343

Source: Processed data, 2026

Information:

1. The weight and rating are the average values of 6 respondents, owners and employees of Istana Klasik Laundry.
2. The total weight value must not be more than 1.

Based on the results of the identification of internal factors through the IFAS Matrix, the total strength score was 1.3943 and the total weakness score was 1.0400, so that the overall IFAS score reached 2.4343. This value indicates that in general, the internal strengths of Istana Klasik Laundry are more dominant than the weaknesses it has, with a difference of 0.3543. This means that this business has a strong and healthy internal foundation for further development.

The most prominent strength factor is the neatness of the ironing and the folding of the clothes, with a rating of 4.67 and a final score of 0.2359 which is the highest value among all strength factors. This indicates that customer perception of the neatness of the final result is very positive and is a major competitive advantage that can be relied upon to maintain customer loyalty. Other strength factors that also have high scores are the quality of the washing results are good and satisfactory (0.2285), affordable service prices (0.2285), and prices that can compete with other laundry businesses (0.2285). This shows that in terms of product quality and price, Istana Klasik Laundry has succeeded in meeting customer expectations and has good competitiveness in the market.

Meanwhile, on the weaknesses side, the factors with the highest scores were limited machinery and equipment, with a score of 0.1598, followed by inconsistent promotions, with a score of 0.1546. These limitations require more targeted investment scheduling and promotional planning. These weaknesses are major challenges that need to be addressed immediately, as equipment limitations can hamper production capacity, while inconsistent promotions narrow marketing reach and make it difficult to reach new customers.

Other weaknesses that require serious attention are employee dissatisfaction with compensation (0.1311) and unstable revenue (0.1465) in covering operational costs. These two factors are interrelated



and indicate that financial management and employee welfare need to be improved to ensure more stable and productive business operations.

2. EFAS Analysis

Table 2. EFAS Matrix of Istana Klasik Laundry

External Environment		Weight	Rating	Score
Opportunity				
a.	Technology opens up opportunities for operational efficiency	0.067669173	2.67	0.180451128
b.	Potential demand for laundry in the surrounding area	0.063909774	3.00	0.191729323
c.	There is an opportunity to expand the variety of services	0.067669173	2.33	0.157894737
d.	Utilization of digital platforms	0.082706767	2.56	0.211361738
e.	Good relationship with old customers	0.067669173	2.78	0.187969925
f.	Population growth increases demand	0.071428571	2.22	0.158730159
g.	Business development provides investment benefits	0.071428571	2.11	0.150793651
Total Chance Score				1.2389
Threat				
h.	Business competition is increasing	0.071428571	3.11	0.222222222
i.	Increase in raw material prices and operational costs	0.082706767	2.89	0.238930660
j.	Changes in consumer behavior	0.063909774	1.89	0.120718463
k.	The ability to bear the burden of capital costs is increasingly under pressure	0.078947368	2.33	0.184210526
l.	It is difficult to find skilled and loyal employees.	0.067669173	2.00	0.135338346
m.	The emergence of a new laundry business	0.075187970	2.33	0.175438596
n.	Unexpected equipment failure	0.067669173	2.33	0.157894737
Total Threat Score				1.2348
Total		1		2.4737

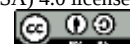
Source: Processed data, 2026

Based on the results of external factor identification through the EFAS Matrix, a total opportunity score of 1.2389 and a total threat score of 1.2348 were obtained, so that the overall EFAS score reached 2.4737. This value indicates that overall, Istana Klasik Laundry has slightly greater opportunities than the threats faced, with a difference in opportunity and threat scores of 0.0041. This means that the external environment is still quite supportive of business development, even though the threats faced are almost balanced with the available opportunities.

In the EFAS table, the most prominent opportunity factor is the utilization of digital platforms, with the highest score of 0.2114. This indicates that customers view optimizing social media and digital platforms as a highly strategic step in increasing business visibility. Another significant opportunity is the potential demand for laundry services in the surrounding area, with a score of 0.1917, indicating that the market around the business location still has potential that can be further developed.

Other opportunity factors, such as good relationships with existing customers (0.1880) and technology opening up opportunities for operational efficiency (0.1805), also showed significant scores. This confirms that social capital in the form of customer loyalty and technology adoption are two important factors that can be leveraged to drive business growth.

Meanwhile, the most significant threat factor is rising raw material prices and operational costs, with the highest score of 0.2389. This threat indicates that cost fluctuations are a major concern, potentially reducing business profit margins. Another significant threat is increasing business competition, with a score of 0.2222, indicating that intense competition in the laundry industry is a serious challenge that must be addressed.



3. SWOT Quadrant Analysis

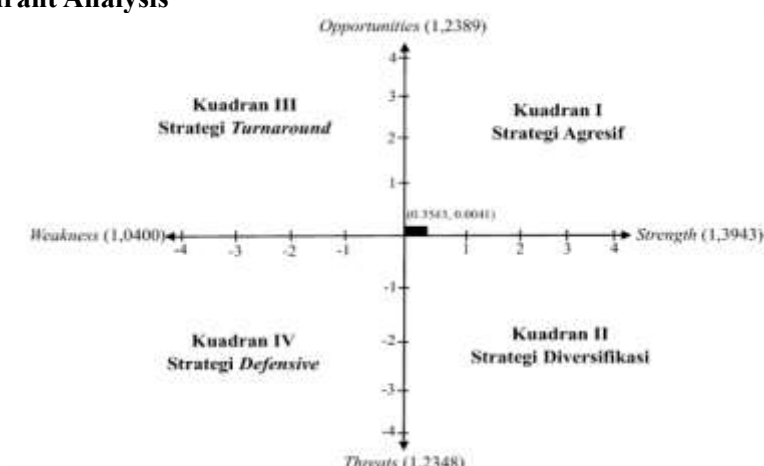


Figure 1. SWOT Quadrant of Istana Klasik Laundry

Source: Processed data, 2026

Based on the calculation results, the strength value of Istana Klasik Laundry is 1.3943, while the weakness value is 1.0400, so the difference shows the dominance of the strength factor with a difference of 0.3543 and a total IFAS score of 2.4343. On the other hand, the opportunity value is recorded at 1.2389, and the threat value is 1.2348, so the total EFAS score reaches 2.4737 with a difference between opportunities and threats of 0.0041. The position of the company's coordinate point is at the intersection between the X axis = 0.3543 and the Y axis = 0.0041, which is located in Quadrant I in the SWOT diagram.

Istana Klasik Laundry's location in Quadrant I indicates that the company is in a favorable position, with internal strengths outweighing weaknesses and external opportunities slightly outweighing threats. This position illustrates that the most appropriate strategy to implement is an aggressive (growth-oriented) strategy. This strategy encourages the company to actively grow by leveraging all its strengths to maximize market opportunities.

In quadrant I, Istana Klasik Laundry is advised to continue strengthening internal aspects such as product quality, neatness of workmanship, competitive pricing, and employee service, while also seizing external opportunities such as optimizing digital platforms, utilizing technology, and expanding service offerings. This position provides a strong foundation for the company to expand and continuously improve its performance.

4. SWOT Matrix Analysis

Table 3. IFAS & EFAS SWOT Matrix

	External	
	O (Opportunities)	T (Threats)
Internal	1. Utilization of digital platforms	1. Increase in raw material prices and operational costs
	2. Potential demand for laundry in the surrounding area	2. Business competition is increasing
	3. Good relationship with old customers	3. The ability to bear the burden of capital costs is increasingly under pressure
	4. Technology opens up opportunities for operational efficiency	4. The emergence of a new laundry business

S (Strength)	SO	ST
1. Neatness of ironing and folding clothes	1. Optimizing digital platforms to promote superior quality and neatness of laundry results.	1. Maintaining operational efficiency to reduce costs amid rising raw material prices.
2. The quality of the washing results is good and satisfactory	2. Take advantage of the high demand potential around the location by highlighting competitive prices and the best quality.	2. Improving service quality and procedural consistency as a form of differentiation from competitors.
3. Affordable service prices	3. Strengthen relationships with existing customers through loyalty programs and special discounts.	3. Optimizing revenue from existing customers and collaborating with boarding house owners to maintain cash flow.
4. Prices are competitive with other laundry businesses	4. Adopting laundry management technology to improve workflow efficiency and financial record keeping.	4. Maintaining customer loyalty through consistent quality laundry results and neatness.
5. Cleanliness and tidiness of the place		
6. Friendly and polite employees		
W (Weakness)	WO	WT
1. Machines and equipment are still limited	1. Leveraging digital platforms as the primary promotional channel to address marketing inconsistencies.	1. Looking for alternative raw material suppliers with more competitive prices to maintain profit margins.
2. Promotion is not consistent	2. Adding a variety of services such as express laundry or special care to meet diverse market needs.	2. Consistently improve service procedures to avoid customer complaints.
3. The ability to cover operational costs from income is not yet stable	3. Increase employee satisfaction by improving the compensation system so that customer service remains optimal.	3. Prepare a thorough financial plan to anticipate capital cost pressures.
4. Employees are not satisfied with compensation	4. Using technology to manage finances and monitor income stability more accurately.	4. Strengthening branding through consistent promotions
5. Service variations do not meet needs		
6. Service procedures are not yet consistent		
W (Weakness)	WO	WT
7. Machines and equipment are still limited	5. Leveraging digital platforms as the primary promotional channel to address marketing inconsistencies.	5. Looking for alternative raw material suppliers with more competitive prices to maintain profit margins.
8. Promotion is not consistent	6. Adding a variety of services such as express laundry or special care to meet diverse market needs.	6. Consistently improve service procedures to avoid customer complaints.
9. The ability to cover operational costs from income is not yet stable	7. Increase employee satisfaction by improving the compensation system so that customer service remains optimal.	7. Prepare a thorough financial plan to anticipate capital cost pressures.
10. Employees are not satisfied with compensation	8. Using technology to manage finances and monitor income stability more accurately.	8. Strengthening branding through consistent promotions
11. Service variations do not meet needs		
12. Service procedures are not yet consistent		

Source: Processed data, 2026

The following is an alternative business strategy for Istana Klasik Laundry which is based on adjustments between internal and external factors:



A. SO Strategy (Strength-Opportunity)

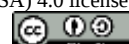
An SO strategy is an approach that aims to optimally utilize a company's internal strengths to seize opportunities in the external environment. This strategy is ideal when a business has a strong internal position and is faced with promising opportunities. At Istana Klasik Laundry, the following SO strategies can be implemented:

- a. Optimizing digital platforms to promote superior quality and neatness of laundry. Istana Klasik Laundry already has a strong reputation for quality laundry and neat ironing, which are key advantages for customers. This strength can be leveraged by creating engaging visual content on social media platforms like Instagram and Facebook to showcase neat and clean work. Content such as before-and-after photos of laundry processes, neat ironing results, and customer testimonials will build trust and attract new customers. This aligns with the opportunities for utilizing digital platforms, which were deemed highly potential by respondents in this study.
- b. Capitalize on the potential high demand in the surrounding area by highlighting competitive prices and superior quality. Locations in densely populated areas and near student dormitories offer significant market potential. This strategy utilizes banners highlighting superior price and quality, as well as leveraging word-of-mouth recommendations from existing customers.
- c. Strengthen relationships with existing customers through loyalty programs and special discounts. A strong relationship with existing customers is a valuable asset that can be leveraged to increase revenue sustainably. Programs like stamp cards, loyalty discounts, or monthly membership packages can retain existing customers and encourage referrals through the still-effective word of mouth.
- d. Adopting laundry management technology to improve workflow efficiency and financial record-keeping. The power of a systematic and efficient workflow can be enhanced by adopting app-based laundry management technology. This system will help record orders, manage inventory, monitor finances, and provide customers with accurate information regarding estimated completion times. The use of this technology aligns with the operational efficiency opportunities offered by current technological developments, while also making it easier for owners to monitor business performance in real time.

B. WO (Weakness-Opportunity) Strategy

The WO strategy is an approach used by companies to improve or overcome internal weaknesses by exploiting opportunities in the external environment. This strategy is particularly relevant for companies that recognize internal limitations but also recognize external potential that can be used as a tool for business development. The WO strategy implemented by Istana Klasik Laundry is explained below:

- a. Leveraging digital platforms as a primary promotional channel to address marketing inconsistencies. Istana Klasik Laundry's primary weakness is inconsistent promotions, which narrows its market reach and makes it difficult to reach new customers. Leveraging digital platforms can be an effective solution to address this weakness. Istana Klasik Laundry needs to reactivate its existing social media accounts and establish a regular posting schedule with engaging and informative content. This content can include service information, attractive promotions, customer testimonials, or clothing care tips that are useful for followers.
- b. Expanding service offerings to meet diverse market needs. Istana Klasik Laundry could add specialized care services for specific fabrics or reinstate its previously available pick-up and delivery service. This opportunity to expand service offerings would attract new customer segments and increase overall revenue.
- c. Improving employee satisfaction through improved compensation systems. Weaknesses related to employee dissatisfaction with compensation and lack of initiative in their work can be addressed by improving the payroll and incentive systems. Owners can provide performance-based bonuses, holiday allowances, or awards for employees who demonstrate high dedication. Satisfied employees will be more motivated to provide excellent customer service, ultimately increasing customer satisfaction and loyalty to Istana Klasik Laundry.
- d. Using technology to manage finances and monitor income stability. The weakness in being able to cover operational costs from unstable income can be addressed by implementing a



digital-based financial record-keeping system. With clear financial data, owners can better plan their budgets and anticipate income fluctuations.

C. ST (Strength-Threat) Strategy

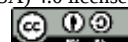
The ST strategy aims to leverage internal strengths to mitigate or overcome the impact of external threats. At Istana Klasik Laundry, this strategy is crucial to addressing increasingly fierce business competition, rising raw material prices, and the emergence of new competitors in the surrounding area. Alternative ST strategies are as follows:

- a. Maintaining operational efficiency to reduce costs amid rising raw material prices. The threat of rising raw material prices and operational costs can be addressed by maintaining operational efficiency. Istana Klasik Laundry can save on electricity and water consumption, find alternative raw materials of similar quality but at a more affordable price, and optimize workflows to eliminate wasted time and energy.
- b. Improving service quality and procedural consistency as a form of differentiation from competitors. With increasing competition, differentiation is key to customer retention. Istana Klasik Laundry can leverage its strengths in terms of laundry quality, neatness of ironing, and friendly staff to create a superior customer experience. Consistent implementation of service procedures will also build customer trust in the quality of service provided, thus maintaining customer loyalty despite the presence of new competitors.
- c. Optimizing revenue from existing customers and collaborating with boarding house owners to maintain cash flow. The threat of capital cost pressures can be anticipated by maintaining a stable cash flow. Istana Klasik Laundry can leverage its strong relationships with existing customers to encourage repeat purchases through a loyalty program. Furthermore, collaborating with nearby boarding house owners will provide reliable, recurring income to cover operational costs. This strategy leverages the strengths of its accessible location and established customer relationships.
- d. Maintaining customer loyalty through consistent laundry quality and neatness. Istana Klasik Laundry maintains customer loyalty by consistently maintaining the quality of its laundry and neat ironing, its primary strengths. Satisfied customers are more likely to remain loyal despite the emergence of new competitors, as they have experienced firsthand the consistent quality of service provided by Istana Klasik Laundry.

D. WT (Weakness-Threat) Strategy

The WT strategy is a form of defensive strategy implemented to minimize internal weaknesses while avoiding the impact of external threats. This strategy is crucial when a company faces dual pressures, both internal and external. The WT alternatives for Istana Klasik Laundry are as follows:

- a. Seeking alternative raw material suppliers with more competitive prices to maintain profit margins. Weaknesses in covering unstable operating costs and the threat of rising raw material prices can be addressed by seeking alternative suppliers. Istana Klasik Laundry can negotiate prices with distributors or find other suppliers offering more competitive prices without sacrificing quality. Proper raw material cost management will help maintain the business's financial stability amidst economic pressures.
- b. Consistently improve service procedures to avoid customer complaints. Weaknesses such as inconsistent service procedures and the threat of intense competition can be addressed by developing and implementing written Standard Operating Procedures (SOPs). Clear SOPs ensure that every employee performs their duties in the same manner, thus maintaining consistent service quality. This consistency reduces the risk of errors and customer complaints, which can damage the business's image in the eyes of consumers.
- c. Develop a thorough financial plan to anticipate capital cost pressures. Weaknesses in the ability to cover unstable operating costs and the threat of capital cost pressures can be addressed with



better financial planning. Owners should create a monthly budget, record all income and expenses in detail, and set aside a reserve fund for emergencies.

- d. Strengthening branding through consistent promotion to maintain recognition amidst numerous new competitors. Weaknesses such as inconsistent promotion and the threat of new competitors can be addressed by strengthening branding. Istana Klasik Laundry needs to reactivate its social media presence and create consistent content to build brand awareness. Strong branding will make your business more memorable and easier for consumers to choose from a multitude of choices.

5. Business Model Canvas (BMC) Analysis

Table 4. Business Model Canvas of Istana Klasik Laundry

<i>Key Partnerships</i>	<i>Key Activities</i>	<i>Value Propositions</i>	<i>Customer Relationships</i>	<i>Customer Segments</i>
1. Distributor of detergents and fragrances 2. Boarding house owners around the location 3. Raw material suppliers	1. Receiving and recording orders 2. Washing, drying and ironing process 3. Packaging and delivery of laundry 4. Customer service and cashier	1. Laundry service by the kilo at affordable prices 2. Clean washing results and neat ironing 3. Wide variety of services 4. Express service with fast time	1. Friendly and personal service 2. Monthly member package program 3. Discounts for regular customers	1. Student 2. Housewife 3. Male/female employees 4. Boarding house owner
		<i>Key Resources</i>	<i>Channels</i>	
		1. 2 washing machines & 2 dryers 2. Steam iron and ironing board 3. Loyal employee HR	1. Word of mouth recommendations 2. Signboard on the side of the road 3. Social media	

<i>Cost Structure</i>	<i>Revenue Streams</i>
1. Employee salary 2. Electricity and water costs 3. Cost of detergent and fragrance 4. Machine maintenance costs 5. Other operating costs	1. Income from washing & ironing services per kilogram 2. Revenue from express services 3. Income from monthly member packages

Source: Processed data, 2026

6. Business Development Strategy at Istana Klasik Laundry

A. Business Development Strategy Production Aspect

a. Addition and Maintenance of Machines and Equipment

Limited machinery and equipment is a weakness that must be addressed immediately to increase production capacity. Istana Klasik Laundry can add more washing machines and dryers to accommodate more orders, especially during times of high laundry volume. Routine

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maintenance of existing equipment is also necessary to prevent unexpected breakdowns that could disrupt operations.

b. Preparation of Written Standard Operating Procedures (SOP)

Despite a systematic workflow, the lack of written SOPs has resulted in inconsistent service procedures. Istana Klasik Laundry needs to develop and document written SOPs for all service stages, from receiving laundry, sorting, washing, and packaging. These written SOPs will serve as a guide for new employees and ensure consistent service quality.

c. Optimizing the Use of Technology

Technology opens up opportunities for operational efficiency that can be leveraged to increase business productivity. Istana Klasik Laundry can adopt a digital-based laundry management application to record orders, manage inventory, and monitor finances in real time. This technology will reduce manual recording errors, speed up service processes, and make it easier for owners to monitor business performance.

B. Business Development Strategy Financial Aspect

a. Implementation of Integrated Financial Recording System

The inability to cover operational costs from unstable revenue is a weakness that needs to be addressed through improved financial record-keeping. Istana Klasik Laundry needs to implement a digital-based financial record-keeping system that records all income and expenses in a structured manner. With accurate financial data, owners can determine their monthly net profit and create better budget planning.

b. Managing the Risk of Increasing Raw Material Prices

The threat of rising raw material prices and operational costs can be mitigated with proper risk management. Istana Klasik Laundry can negotiate prices with distributors, seek alternative suppliers with more competitive prices, or purchase raw materials in bulk to obtain discounts. Strict operational cost management will maintain stable profit margins. This step also helps the business survive in increasingly competitive conditions.

c. Developing New Revenue Sources

Istana Klasik Laundry can develop new revenue streams to improve its financial stability. Collaboration with nearby boarding house owners should be optimized by offering special packages for boarding houses. Express services, which have higher profit margins, should also be promoted more intensively. Diversifying revenue streams will reduce reliance on a single service.

C. Business Development Strategy Human Resources Aspect

a. Improving Employee Satisfaction through Compensation Improvements

Employee dissatisfaction with compensation is a weakness that can impact employee performance and loyalty. Istana Klasik Laundry needs to review its payroll system and provide incentives or bonuses based on performance. Providing holiday allowances, annual bonuses, or awards for outstanding employees will increase employee motivation and job satisfaction, making them feel valued and more enthusiastic about providing the best service to customers.

b. Employee Training and Skills Development

Employees with job skills are a strength that needs to be continuously developed through regular training. Istana Klasik Laundry can provide technical training in washing, ironing, and customer service to improve employee competency. This training will make employees more skilled and confident in carrying out their duties, thereby improving service quality.

c. Improving Employee Initiative and Discipline

Employees who lack initiative in their work and attendance rates that need to be improved are weaknesses that must be addressed immediately. Owners need to provide clear direction regarding each employee's responsibilities and encourage them to be proactive in



completing their work. Implementing a firm and consistent reward and punishment system will improve employee discipline and initiative.

D. Business Development Strategy Marketing Aspect

a. Optimizing Promotion Through Digital Platforms

Leveraging digital platforms offers a significant opportunity to address the weakness of inconsistent promotions. Istana Klasik Laundry needs to reactivate its Instagram and Facebook accounts with engaging and consistent content. This content can include photos of neat laundry results, videos of the washing process, customer testimonials, promotional information, or clothing care tips. Scheduling regular posts will increase business visibility and reach new customers.

b. Reactivation of Shuttle Service

The lack of a pick-up and delivery service is a weakness that makes the business less competitive compared to competitors. Istana Klasik Laundry needs to reinstate its pick-up and delivery service, either independently using the company's vehicles or through collaboration with online motorcycle taxis. This service will provide added value for busy customers and increase the business's competitiveness in the market.

c. Development of Promotional Programs and Attractive Packages

Istana Klasik Laundry could develop promotional programs such as discounts for new customers, bundled packages for several services, or a referral program that offers benefits to customers who invite friends. The existing monthly membership package program needs to be promoted more intensively to increase awareness and utilization of it by more customers.

d. Adding Service Variations

The lack of service variety that meets customer needs is a weakness that needs to be addressed. Istana Klasik Laundry could add new services such as shoe laundry, helmet laundry, or specialized care for specific clothing materials. Increasing service variety will attract new customer segments and increase business revenue.

Discussion

Implementation of Production, Finance, Human Resources, and Marketing Aspects at Istana Klasik Laundry

1. Production

The production aspect at Istana Klasik Laundry prioritizes service quality as the primary measure of customer satisfaction. The laundry process is carried out in stages, sorting clothes by material and color before proceeding to the machine wash, drying, and ironing stages. This consistent quality has proven to be effective in maintaining the loyalty of existing customers who continue to use Istana Klasik Laundry's services.

The business's daily production capacity averages 80 to 90 kg of laundry, making systematic workflow planning essential. The current production equipment consists of two washing machines, two dryers, a steam iron, and an ironing board to support the service process from start to finish. This limited amount of equipment presents a significant obstacle to dealing with surges in laundry volume, particularly on days with high demand.

The use of operational support technology at Istana Klasik Laundry remains limited. The new owner utilizes a simple cashier application that only records the types of services sold, without comprehensively recording operational expenses. This situation prevents the owner from obtaining an accurate picture of his business's net profit. Furthermore, production equipment maintenance is still reactive, only repaired when damage occurs, thus not being able to optimally minimize the risk of sudden operational disruptions.

2. Finance

Istana Klasik Laundry's financial condition shows a significant downward trend in revenue over the past three years, from Rp230,000,000 in 2023 to Rp162,362,532 in 2024 and again to Rp140,456,160 in 2025. This decline was triggered by a combination of factors, ranging from increasingly fierce competition in the laundry industry around the location, a decrease in loyal



customers who have moved, to the lack of active promotional activities carried out by the business owner. This condition has a direct impact on the business's ability to cover operational costs stably every month.

The total estimated monthly operating costs for Istana Klasik Laundry are Rp9,075,000, comprising employee salaries, electricity and water costs, detergent and fragrance costs, and packaging costs. While these operating costs are manageable, a major weakness lies in the financial accounting system, which only records income without detailed expenditure records, preventing the owner from accurately calculating net profits. This inaccuracy in financial data makes it difficult to plan for future business development in a structured manner.

The financial feasibility evaluation through four indicators shows positive results. The Payback Period value of 1 year and 3 months reflects the business's ability to return the initial investment in a short time, while the NPV value of Rp95,466,405 indicates that investment in this business is still financially feasible. The IRR value of 88.45%, which far exceeds the 9% discount rate, and the Profitability Index of 2.12 further strengthen the conclusion that Istana Klasik Laundry has a good capacity to generate profits, although the downward trend in turnover needs to be immediately anticipated through planned strategic steps.

3. Human Resources

Human resource management at Istana Klasik Laundry operates without standardized selection and recruitment procedures, resulting in variable employee quality and not always meeting expected service standards. All employees are required to master all operational tasks, from washing and ironing to packaging and cashiering, without a clear and written job description. This flexibility offers advantages under normal circumstances, but can potentially reduce efficiency if employees are less skilled in certain areas.

A relatively high employee turnover rate presents a challenge in maintaining consistent service quality for customers. New employees require time to adapt to the applicable verbal SOPs, while the lack of written guidelines makes the onboarding process less effective. Despite this, employee attendance is relatively good because most live directly on the business premises or in boarding houses nearby, minimizing the risk of tardiness and absenteeism.

Employee job satisfaction still needs to be improved, given that some employees consider the compensation they receive to be inadequate. The absence of a structured incentive program, regular training, or formal performance evaluations means that employee motivation and initiative remain entirely dependent on the employer's encouragement. Employees with high job satisfaction tend to be more loyal and provide better service, making improvements to compensation and competency development a priority that requires immediate attention.

4. Marketing

Istana Klasik Laundry's current marketing strategy relies on conventional word-of-mouth recommendations from satisfied customers, without any planned and consistent promotional efforts. The business already has social media accounts on Instagram and Facebook, but these platforms have been inactive since 2024, leaving them untapped in their potential as digital marketing channels. This situation has limited market reach and made it difficult to achieve new customer growth.

Istana Klasik Laundry offers a wide variety of services, including laundry by the kilo, ironing by the kilo, express service, and specialized services for various large household items. This diversity of services adds value to the business, as it accommodates the needs of customers from various segments, from daily needs to the care of large items that not all local laundries can handle. Istana Klasik Laundry's pricing of Rp5,000 per kilogram is competitive compared to similar laundry businesses in the area.

The existing membership package program has become an effective customer retention tool, although it has not been fully promoted to a wider market segment. The lack of a previously

operated laundry pick-up and delivery service poses a distribution weakness, especially considering that nearby competitors already offer this convenience through online motorcycle taxi partners. The physical evidence of the business is quite good, as evidenced by the cleanliness of the service area, the roadside signage, and payment receipts that display the business logo. However, the lack of consistent employee uniforms means that a visual impression of professionalism has not yet been fully established in the eyes of customers.

Entrepreneurship Development Strategy Using SWOT

The SWOT analysis of Istana Klasik Laundry resulted in a comprehensive mapping of internal and external factors as the basis for formulating business development strategies. Based on the IFAS Matrix calculation results, the total strength score of 1.3943 is more dominant than the total weakness score of 1.0400, so that the difference of 0.3543 indicates a fairly strong internal business foundation. In the EFAS Matrix, the total opportunity score of 1.2389 slightly exceeds the total threat score of 1.2348, which indicates that the external environment is still relatively supportive of business growth even though the threat pressure is almost comparable.

The coordinates of Istana Klasik Laundry on the SWOT Cartesian diagram are at (0.3543 and 0.0041), placing the business in Quadrant I, or Aggressive Strategy. This position reflects a favorable situation, where the business's internal strengths outweigh its weaknesses, while external opportunities slightly outweigh the existing threats. An aggressive strategy encourages businesses to actively grow by optimizing all strengths to maximize market opportunities.

The main finding of this study, which places Istana Klasik Laundry's strategic position in Quadrant I (Aggressive Strategy), is reinforced by relevant previous studies. This position, characterized by the dominance of internal strengths and optimally exploited external opportunities, reflects a business that is in an active growth and development phase. Similar results were found in a study conducted by Aulia Shalsabila and RR Wening Ken Wiodasih on the IIN Collection MSME in Central Cikarang. Based on the IFAS and EFAS scores, the IIN Collection MSME is also in Quadrant I with a difference between strengths and weaknesses of 0.47 and a difference between opportunities and threats of 0.54. This condition encourages the implementation of an aggressive strategy that focuses on the SO (Strengths-Opportunities) strategy, namely utilizing all existing strengths to seize available market opportunities.

The consistency of these findings indicates that a Quadrant I position provides a strong foundation for implementing an aggressive strategy to drive business expansion and growth. Thus, Istana Klasik Laundry's position in Quadrant I is not isolated but represents a pattern identified in previous studies in similar business sectors. This further strengthens the argument that an aggressive strategy is the most rational path to maximizing internal strengths and external opportunities, as also recommended in the IIN Collection's MSME research.

The SWOT matrix yielded four groups of alternative strategies that can be implemented in stages. SO strategies focus on optimizing digital platforms to promote superior laundry quality, leveraging potential demand in the surrounding area, strengthening relationships with existing customers through loyalty programs, and adopting digital laundry management technology. WO strategies address promotional weaknesses through consistent use of social media, expanding service offerings, improving employee compensation systems, and implementing digital financial records.

The ST strategy is designed to leverage business strengths in facing external threats, including operational efficiency to reduce the impact of rising raw material prices, increasing the consistency of service procedures as a form of differentiation from competitors, and strengthening cooperation with boarding house owners around the location to maintain cash flow stability. The WT strategy is defensive, including finding alternative, more competitive raw material suppliers, preparing written SOPs to minimize customer complaints, more mature financial planning, and strengthening branding through consistent promotions so that the business position remains strong amidst increasingly fierce competition.

Entrepreneurship Development Strategy Using Business Model Canvas (BMC)

Business Model Canvas (BMC) Istana Klasik Laundry maps nine interrelated key elements to provide a comprehensive overview of its current business model. Its primary customer segments include

students, housewives, employees, and boarding house owners in the surrounding area, all of whom require affordable laundry services with reliable quality. The value proposition offered includes competitively priced laundry by the kilo, clean laundry results, neat ironing, a wide variety of services, and express service with flexible turnaround times.

Current service distribution channels still rely on three main channels: word-of-mouth recommendations, roadside signs, and social media, which has not been actively utilized. Customer relationships are built through a friendly, personal approach, a monthly membership program, and discounts for repeat customers as a token of appreciation for their loyalty. Key resources include two washing machines, two dryers, a steam iron, an ironing board, and staff experienced in running daily operations.

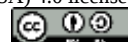
Key business activities encompass the entire service process, from receiving and recording orders, through washing, drying, ironing, packaging, and delivering the laundry to customers. Key partnerships are established with detergent and fragrance distributors, raw material suppliers, and boarding house owners in the surrounding area, who have the potential to become sustainable sources of corporate customers. The business's revenue structure is derived from per-kilogram laundry and ironing services, higher-margin express services, and monthly membership packages that provide recurring revenue.

Based on the BMC mapping, several areas require strategic strengthening to optimize the development of the Istana Klasik Laundry business model. Distribution channels need to be strengthened through consistent social media reactivation and the development of the previously available laundry pick-up and delivery service. The cost structure, which includes employee salaries, electricity and water costs, and raw material costs, needs to be managed more efficiently through the implementation of a digital financial recording system capable of monitoring cash flow in real time. The integration of the SWOT analysis and BMC mapping yields comprehensive and applicable business development recommendations, encompassing production, finance, human resources, and marketing aspects simultaneously.

Conclusion

This study shows that the internal conditions of Istana Klasik Laundry are dominated by strengths rather than weaknesses, while external conditions show slightly greater opportunities than threats. The results of the IFAS analysis obtained a score of 2.4343 and EFAS of 2.4737, which places the business in Quadrant I in the SWOT analysis so that the most appropriate strategy is an aggressive strategy. The main strengths of the business lie in the quality of laundry results, neatness of ironing, competitive prices, and good service, while the main weaknesses include limited equipment, inconsistent promotions, suboptimal financial records, and human resource management that still needs to be improved. The integration of the SWOT analysis and the Business Model Canvas produces strategic recommendations that focus on strengthening aspects of production, finance, human resources, and marketing through the use of digital technology, improving service quality, developing service variations, and strengthening relationships with customers.

This study has limitations because it was conducted on a single business entity with a limited number of informants, so the results cannot be generalized to all laundry businesses or other service MSMEs. Furthermore, this study used a qualitative approach, so the effectiveness of the formulated strategy has not been tested through long-term implementation. Future research is recommended to involve more research objects, use a quantitative or mixed-methods approach, and evaluate the success of strategy implementation longitudinally. Practically, the results of this study can serve as a reference for the owner of Istana Klasik Laundry and similar service MSMEs in developing more targeted business development strategies, increasing competitiveness, improving operational efficiency, strengthening digital marketing, and maintaining business sustainability.



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