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LAUNDRY BUSINESS STRATEGY TO INCREASE REVENUE (CASE: SOSOR LAUNDRY)

Lydia Indriana Cristianty[1], Harimukti Wandebori[2]
Institut Teknologi Bandung, Indonesia[1,2]
Email: siagian.lydia@gmail.com[1]

Abstract

The laundry service sector in East Jakarta, especially in the Condet region, has undergone substantial expansion owing to the rising demand for convenient, high-quality laundry services among busy professionals, families, and students. Sosor Laundry, founded in 2019, has developed into a distinguished laundry service with five locations in East Jakarta. Recent challenges, including heightened competition, increasing operational expenses, and stagnating income, have underscored the necessity for a comprehensive strategy to secure sustained development and profitability. This study seeks to formulate a growth strategy for Sosor Laundry through an analysis of its internal and external analysis. The study employs Porter's Five Forces, and an extensive Value Chain Analysis to ascertain Sosor Laundry's principal strengths, weaknesses, opportunities, and threats. The study analyzes market analysis, competition analysis, and market trends to develop an effective strategy plan. The results indicate that Sosor Laundry's competitive edge is derived from its superior service quality, specialized care for delicate fabrics and carpets, and complimentary pickup and delivery services. The report offers essential ways to enhance market position, including service innovation, operational efficiency, targeted marketing efforts, and geographic expansion. A phased implementation strategy is outlined, anticipating a revenue gain of 30-40% within the forthcoming year. This study suggests that Sosor Laundry can mitigate competitive pressures and attain long-term growth and profitability in the highly competitive laundry sector of East Jakarta by enhancing service differentiation, forming strategic partnerships, and implementing sustainable practices.

Keywords: Laundry Service, Growth Strategy, Competitive Advantage, Porter's Five Forces, Value Chain Analysis, East Jakarta

Introduction

The laundry service industry has grown into an important sector in the global economy, especially in urban areas with high levels of community activity. Urbanization, busy lifestyles, and the need for fast and efficient services have made laundry services a basic need for urban communities (Amoako, 2022; Dewi et al., 2021; Maharani et al., 2023). According to the report from Allied Market Research, the global market for laundry services is projected to reach USD 180 billion by 2028, with a compound annual growth rate (CAGR) of 6% from 2021 to 2028. In Indonesia, especially Jakarta, this increasing need is increasingly visible with urbanization. rapid and growing middle class population.

However, global challenges such as increasing competition and operational cost pressures pose a dilemma for many laundry businesses (Darmawati et al., 2020; Dodik Wijaya et al., 2021). In addition, sustainability issues are a major concern due to the increasing chemical waste and high water usage in the industry. With consumers becoming increasingly critical of environmentally friendly practices, laundry businesses

are required to implement innovative and sustainable business strategies to stay relevant in the market.

Various factors contribute to the emergence of problems in the laundry industry, especially in urban areas such as East Jakarta. First, the high level of competition in the local market due to the entry of new players offering lower prices. In the case of Sosor Laundry, there are eight direct competitors in the Condet area that affect their market share. Second, the increase in operational costs such as rent, electricity, and raw materials also limit profit margins. For example, the cost of renting a location in East Jakarta continues to increase every year, requiring Sosor Laundry to find alternative locations.

In addition, changing consumer preferences are also a challenge. Consumers now want faster, more flexible and easily accessible services through digital platforms. Lack of innovation in meeting these needs can lead to loss of customers. Environmental factors, such as the rainy season which temporarily increases demand, also affect the stability of monthly income. Equally important, increasing awareness of sustainability forces business actors to adapt by using environmentally friendly detergents and better waste management (Kusnia et al., 2022; Rahayu et al., 2023).

These factors have a significant impact on business performance (Suryanto Suryanto, 2022). High competition and price wars affect Sosor Laundry's ability to retain existing customers while attracting new customers. In the period from July to October 2024, Sosor Laundry's revenue showed a stagnant trend, with an average monthly revenue of around IDR 63 million. In addition, increasing operating costs such as rent and raw materials reduced profit margins, from an average of 35% in 2023 to 29% in 2024.

The lack of innovation in digital services also reduces Sosor Laundry's appeal to the younger generation who rely more on technology. On the other hand, the pressure to implement sustainable practices requires additional investments, such as purchasing energy-efficient machines or using biodegradable detergents, which can increase short-term operating costs but are essential for long-term competitiveness (Nurrosyidah et al., 2023; Pierrat et al., 2016; Yusriadi et al., 2020).

In this study, the main variables analyzed are growth strategy (X) and revenue increase (Y) in the laundry service sector. Growth strategy involves a series of steps such as service innovation, operational efficiency improvement, targeted marketing, and geographic expansion. Strategy analysis uses Porter's Five Forces and Value Chain Analysis approaches to identify opportunities and threats in the market (Bruijl, 2018; Pangarkar & Prabhudesai, 2024). The second variable, revenue increase, reflects the impact of strategy implementation on the company's financial performance, as measured by indicators such as monthly revenue and profit margin.

The growth strategy focuses not only on increasing the number of customers but also on developing value-added services, such as special fabric care and free pick-up and drop-off services. In the context of Sosor Laundry, these services have become a competitive advantage that needs to be continuously maximized to create a clear differentiation from competitors.

This study offers a new approach in integrating internal and external analysis to create a holistic growth strategy in the laundry service industry (Punjatewakupt & Manasoontorn, 2023)**.** Most previous studies have focused on only one aspect, such as market analysis or operational efficiency. The approach used in this study, which includes Porter's Five Forces analysis and Value Chain Analysis, provides a more comprehensive framework. In addition, this study also considers the sustainability aspect, which has not been widely discussed in the context of the laundry business in Indonesia.

The urgency of this research lies in the need for strategic solutions to overcome the challenges faced by small and medium enterprises (SMEs) in the laundry service industry. With increasingly fierce competition and pressure to implement sustainable practices, companies like Sosor Laundry need strategies that not only focus on increasing revenue but also on long-term sustainability. Without strategic steps, companies risk losing competitiveness, which can ultimately impact business sustainability.

This study aims to formulate an effective growth strategy for Sosor Laundry to increase revenue and competitiveness in the market. Through internal and external analysis, this study aims to identify the strengths, weaknesses, opportunities, and threats faced by the company. In addition, this study also aims to develop an implementation plan that includes service innovation, operational efficiency, and targeted marketing, and evaluate its impact on the company's financial performance.

This research has theoretical and practical benefits. Theoretically, this research enriches the literature on growth strategies in the laundry service sector, especially in Indonesia. The results of this study can be a reference for academics and practitioners in developing business strategies in a competitive industry. Practically, this study provides applicable guidance for laundry business owners to increase their income and competitiveness through a measurable strategic approach. In addition, this study also provides insight into the importance of sustainability in business operations.

Research methods

Research Approach

This research is qualitative research with a descriptive approach that aims to formulate growth strategies and increase revenue in the laundry service sector (Creswell & Creswell, 2018). This research was conducted by integrating internal and external analysis of the company to understand the factors that influence business performance. The descriptive approach is used to describe market conditions, business operations, and consumer preferences in detail so that it can provide a comprehensive picture of the problems faced.

Location and Time of Research

This research was conducted in East Jakarta, focusing on the Condet area, where Sosor Laundry operates. This area was chosen because it reflects the main market for laundry businesses with a high level of competition. This research was conducted over a period of six months, from January to June 2024. This implementation time was chosen to cover seasonal variations that affect the demand for laundry services, such as the rainy season and the holiday season.

Aspects Studied

This study covers several key aspects relevant to business growth strategies, namely: market analysis, consumer preferences, operational efficiency, and marketing practices. The market analysis aims to identify trends, competition, and opportunities in the laundry sector. Consumer preferences are examined through in-depth interviews to understand customer needs and expectations. Operational efficiency is evaluated to identify constraints in the production and distribution process. Marketing practices are analyzed to assess the effectiveness of marketing campaigns and their impact on customer loyalty.

Population and Research Sample

The research population includes active customers of Sosor Laundry and potential customers in the East Jakarta area. The research sample was taken purposively, with 50 respondents consisting of old customers, new customers, and potential customers. This sample was selected to represent various market segments based on demographics, frequency of service use, and preferences for laundry services. In addition, this study also involved interviews with five internal stakeholders, including the owner, operational manager, and staff.

Research Instruments

The research instruments used include interview guidelines, questionnaires, and field observations. The interview guidelines were designed to explore in depth the views and experiences of customers regarding laundry services. The questionnaire was used to collect quantitative data on frequency of use, level of satisfaction, and service preferences. Field observations were conducted to directly observe the operational processes at Sosor Laundry outlets and interactions between staff and customers. Data obtained from these three instruments were analyzed using triangulation to increase the validity of the research results.

Data Collection Procedure

Data collection was conducted in three main stages. The first stage was field observation to identify the actual operational and service conditions at Sosor Laundry. The second stage involved in-depth interviews with customers and internal stakeholders to gain insight into their experiences and expectations. The third stage was the distribution of questionnaires to a sample of customers to obtain relevant quantitative data. The data obtained was then processed and analyzed to develop a growth strategy that was in accordance with business needs.

Data Analysis Techniques

The collected data were analyzed using a descriptive approach with reference to a predetermined framework. Data analysis was carried out in two stages, namely qualitative and quantitative analysis. Qualitative data from interviews and observations were analyzed using thematic analysis techniques to identify key patterns and relevant issues. Quantitative data from questionnaires were analyzed using descriptive statistics to describe customer characteristics and their preferences. The results of the analysis from both methods were combined to produce a holistic understanding of the business conditions and growth opportunities.

Validity and Reliability

To ensure the validity and reliability of the data, this study used the triangulation technique of data sources, namely comparing information obtained from interviews, questionnaires, and observations. In addition, the validation process was carried out by member-checking, namely asking respondents to review the results of their interviews to ensure accuracy. The reliability testing of the questionnaire was carried out through a trial with a small sample before being used widely.

Results and Discussion

Products

Sosor Laundry offers a comprehensive range of washing services tailored to the diverse needs of its East Jakarta consumers. The core offering is the "Wash & Dry" service, which is available in three options: standard (3-day), express (same-day), and express (six-hour service), answering the needs of budget-conscious consumers and those who require faster service. Sosor Laundry distinguishes itself by offering specialized services, such as shoe cleaning, carpet washing, and meticulous care for delicate fabrics such as kebaya, batik, and bedcovers, which are not typically provided by all rivals. These specialized offers augment the brand's worth and attract clients in search of high-quality solutions for products requiring greater attention and knowledge. Sosor Laundry has also introduced uniform cleaning services for schools, offices, and small businesses, broadening its business-to-business (B2B) portfolio. The addition of premium services, including as ironing, folding, and careful packaging items, dramatically increases client satisfaction by providing a complete, ready-to-use product. Sosor Laundry provides free pickup and delivery services in proximate areas, catering to the requirements of busy professionals and families who may not have the opportunity to visit locations personally. Sosor Laundry's dedication to environmentally sustainable practices is an additional facet of its product strategy. Sosor Laundry aligns with sustainability trends by using biodegradable detergents like Rinso Liquid Matic, which appeals to environmentally conscious customers. Sosor Laundry's combination of low prices, diverse service options, and specialized care distinguishes it as a dependable and high-quality service provider in the competitive laundry industry, drawing both budget-conscious and quality-conscious customers.

Price

For the "Price" element of the Marketing Mix, Sosor Laundry provides affordable and competitive costs for most services, particularly for Kilat (fast laundry), specialty items (eg, Shirts and Bedcovers), and large items. Sosor Laundry offers competitive costs with extra value, such as consistent quality, unlike competitors like Ririn Laundry who focus solely on low Cuci Iron. Sosor Laundry targets price-sensitive segments, including middle-income families, students, and small businesses looking for economical and dependable laundry services.

Table 1. Price List of Sosor Laundry and its competitors

Price	Pop Laundry	Rahma Laundry	Laundry Diamond	Ruby Clean	Ririn Laundry	Laundry Sosor
Wash Iron	IDR 7,000.00	IDR 7,000.00	IDR 6,000.00	IDR 7,000.00	IDR 5,000.00	IDR 7,000.00
Express	IDR 12,000.00	IDR 10,000.00	IDR 10,000.00	IDR 10,000.00	IDR 15,000.00	IDR 10,000.00
Lightning	IDR 15,000.00	IDR 15,000.00	IDR 15,000.00	IDR 15,000.00	IDR 20,000.00	IDR 12,000.00
Shoe	IDR 35,000.00	IDR 40,000.00	IDR 35,000.00	N/A	IDR 35,000.00	IDR 35,000.00
Shirt	IDR 25,000.00	IDR 15,000.00	IDR 20,000.00	N/A	IDR 25,000.00	IDR 20,000.00
Bed cover	IDR 25,000.00	IDR 30,000.00	IDR 15,000.00	IDR 30,000.00	IDR 25,000.00	IDR 20,000.00
Blanket	IDR 15,000.00	IDR 15,000.00	IDR 25,000.00	IDR 20,000.00	IDR 17,000.00	IDR 15,000.00
Jacket	IDR 30,000.00	IDR 25,000.00	IDR 15,000.00	N/A	IDR 15,000.00	IDR 15,000.00
Sheet	IDR 25,000.00	IDR 20,000.00	IDR 20,000.00	N/A	IDR 20,000.00	IDR 20,000.00

For Cuci Iron (Basic Wash and Iron), Sosor Laundry's IDR 7,000/kg price is comparable to Pop Laundry, Rahma Laundry, and Ruby Clean. Ririn Laundry has the lowest price at IDR 5,000/kg (but only during promotion season), which could attract

price-sensitive clients. Cuci Iron Express Service, Sosor Laundry costs IDR 10,000, which is comparable to Berlian Laundry, Ruby Clean, and Rahma Laundry. However, Ririn Laundry has the highest price of IDR 15,000, catering to consumers who value immediacy. Looking at Cuci Setrika Kilat Service, Sosor Laundry's price of IDR 12,000 is the lowest among competitors, with most charging IDR 15,000 and Ririn charging IDR 20,000. Sosor Laundry provides specialty items such as shoes, shirts, and bedcovers at a lesser cost than competitors. In item Kemeja offers Sosor Laundry for IDR 20,000 rather than IDR 25,000, which is the normal price for this service. Sosor Laundry sells bedcovers for IDR 20,000, but competitors charge between IDR 25,000 and IDR 30,000. Sosor Laundry charges IDR 35,000 for shoes, which is consistent with industry standards with good packaging. Sosor Laundry offers competitive costs for large items like as Blankets, Jackets, and Bed Sheets among other competitors. In item Jacket, priced at IDR 15,000, coincides with Berlian Laundry and Ruby Clean.

Sosor Laundry is competitive for key services like Kilat, Bedcovers, Jackets, and Bed Sheets, which can attract customers looking for affordability in these areas. By pricing "Cuci Iron" at IDR 7,000, it aligns with mid- to premium-tier competitors, potentially positioning itself for quality-conscious customers. Sosor Laundry has not adopted the lowest price strategy across all services but selectively focuses on affordability for some and competitive pricing for others. Sosor Laundry balances affordability and competitiveness, with strategic price positioning for certain services. This approach can attract price-sensitive customers while maintaining its competitive edge.

Place

Sosor Laundry is located on Jalan Raya. Condet is an important commercial district in East Jakarta, renowned for its high traffic, residential subdivisions, and small enterprises. The location on a main road makes it easily accessible to motorcycles, cars, and public transportation, which is prevalent in Jakarta. The Condet neighborhood is ideal for laundry businesses due to its high population density and consistent demand from surrounding housing complexes. Students and working professionals looking for convenience. Sosor Laundry's proximity to residential areas attracts returning consumers. This is an opportunity to attract new customers who visit frequently. Since there are some competitors near the area, Sosor Laundry can differentiate itself by offering pickup and delivery services, given the dense population and competitiveness in East Jakarta.

Table 2. Laundty Place Analysis Figures in Marketing Mix

Aspect	Laundry Sosor Analysis	Impact on Customers
Accessibility	Located on a main road (Jalan Raya Condet).	- Easily accessible by car, motorcycle, or public transportation. - Draws walk-in and drive-by consumers.
Visibility	High traffic flow improves visibility for passerby.	Increases awareness and foot traffic, particularly among commuters.
Proximity to Customers	Surrounded by residential neighborhoods and local businesses.	Convenient for consumers who require regular, nearby laundry services.
Competition	There are competitors in the region (Pop Laundry, Ririn Laundry, Ruby Clean).	Competition can influence customer preferences based on convenience and price.

Aspect	Laundry Sosor Analysis	Impact on Customers
Parking Facilities	Parking availability varies on shop location.	Adequate parking makes it easier for consumers to drop off and pick up their laundry.
Service Area	Typically includes surrounding residential and commercial sectors.-	Opportunity to provide pickup and delivery services to broaden reach.
Operational Hours	Operating hours are competitive with other laundries (08:00-21:00).	Allows for flexibility for customers with busy schedules.

Competitors include Ririn Laundry and Ruby Clean, both located in the same location as Sosor Laundry. To retain consumers, Sosor Laundry must compete in terms of convenience, service quality, and price. The downside is limited parking places along a busy main route can discourage customers with cars. Heavy traffic during peak hours may impede speedy access for some consumers.

Solving those problems by providing Pickup and Delivery Services to help extend accessibility to clients encountering traffic or parking challenges. Establish a drop-off and pick-up location to reduce wait times. Providing flexible hours or same-day express alternatives to accommodate busy customers. Enhance delivery alternatives to distinguish Sosor Laundry from its competitors. Sosor laundry also needs to utilize vibrant signage and banners along Jalan Raya Condet to distinguish from competing laundry business and easier to promote on regional platforms or partners with adjacent housing communities. Another option is to do partnership collaboration with adjacent apartments, housing complexes, offices, and educational institutions to foster loyalty and enhance client retention.

Promotion

Current promotions in Sosor Laundry are done once a month, such as discounts on items like shoes, kebaya, jacket, etc. This shows that Sosor Laundry needs more promotion each month or whenever needed. Sosor Laundry depends on its competitive pricing to attract clients but lacks structured promotional efforts by executing:

1) Discounts, loyalty initiatives, and referral incentives,
2) Social media campaigns and digital marketing strategies,
3) Bundle deals and free delivery for bulk orders,

Sosor Laundry can substantially enhance its visibility, customer retention, and competitive advantage in Condet, East Jakarta.

Table 3. Laundry Promotion Analysis Figures in Marketing Mix

Promotional Strategy	Description	Objective
Discount Campaigns	Offer limited-time discounts, "10% off for 5 kg laundry."	Attract price-sensitive customers.
Loyalty Program	Create a loyalty card ("5 washes, get 1 free").	Encourage repeat customers and retention.
Referral Discounts	Provide a "Refer a Friend" promotion with discounts for both parties.	Drive customer acquisition via referrals.
Bundle Promotions	Offer bundled services like "Wash Iron + Bedcover" at reduced prices.	Increase average order value.

Promotional Strategy	Description	Objective
Social Media Campaigns	Promote affordable prices and services on Instagram, Facebook, or TikTok.	Enhance brand visibility among locals.
Google My Business Listing	Optimize Google with reviews, photos, and promotions.	Improve local search visibility online.
Free Pick-Up/Delivery Deals	Offer free delivery for orders exceeding a certain weight	Attract busy professionals and families.

Implementation Phases and Timeline

Table 4. Implementation Phase of Sosor Laundry

Phase	Activities	Timeline	Expected Outcome
Phase 1 : Operational Efficiency	- Purchase 2 new industrial washers and dryers to increase capacity. - Upgrade the POS system to a cloud-based solution. - Implement regular equipment maintenance schedule.	Month 1-3	- 20% increase in production capacity. - Reduced operational downtime. - Improved tracking and customer management.
Phase 2 : Service Expansion	- Introduce new specialty services (eg, wedding dress cleaning, leather care). - Launch subscription plans for regular customers. - Develop partnerships with offices, schools, and apartments for bulk laundry orders.	Month 4-6	- Attract B2B clients for recurring income. - Expand service offerings for niche customers. - Increase revenue streams.
Phase 3 : Marketing & Branding	- Launch a social media campaign (Instagram, Facebook, TikTok). -Offer promotions: discounts, bundle deals, and referral programs.- Launch Google My Business optimization for local SEO.	Month 7-9	- 25% increase in new customers. - Improved brand awareness. - Higher customer retention.
Phase 4 : Geographic Expansion	- Open 1 new outlet in an underserved area with high demand. - Expand pickup and delivery services using 2 new delivery vehicles.	Month 10-12	- Increased market share. - Improved accessibility and convenience for customers.

Cost and Profit Projection

The financial projection estimates the costs and profit growth over the implementation period, assuming moderate success in expanding services, attracting customers, and improving operational efficiency.

Table 5. Investment Plan for Sosor Laundry

Component	Cost (IDR)	Timeline	Expected Revenue Increase (Monthly)
2 New Washers & Dryers	50,000,000	Month 1-3	15% growth due to increased capacity.
POS System Upgrade	5,000,000	Month 1-3	Improved customer retention.

Component	Cost (IDR)	Timeline	Expected Revenue Increase (Monthly)
Service Expansion	20,000,000	Month 4-6	20% from B2B and specialty services.
Marketing Campaign	10,000,000	Month 7-9	25% growth in new customer acquisition.
1 New Outlet	75,000,000	Month 10-12	30% revenue growth from new customers.
2 Delivery Vehicles	45,000,000	Month 10-12	Faster & Better accessibility and service.
Total Investment	**205,000,000**		

Profit Projection (Cumulative)

Table 6. The Profit Projection for Sosor Laundry in 2025

Year	Revenue (IDR)	Cost (IDR)	Profit (IDR)	Profit Margin
2023	756,000,000	525,000,000	231,000,000	31%
2024	1,050,000,000	710,000,000	340,000,000	32%
2025	1,400,000,000	920,000,000	480,000,000	34%

Assumptions
1) The initial revenue for 2023 is IDR 63 million per month.
2) Revenue increases incrementally: 15% (Phase 1), 20% (Phase 2), 25% (Phase 3) and 30% (Phase 4).
3) Costs include investment, marketing, labor, and operating expenses.

Milestones
1) Phase 1 (Q1 2025): Improved production efficiency and upgraded POS system.
2) Phase 2 (Q2 2025): Launch new services and win B2B partnerships.
3) Phase 3 (Q3 2025): marketing campaigns increase client acquisition by 25%.
4) Phase 4 (Q4 2025): a new outlet will be operational and pickup/delivery services expanded.

Conclusion

Sosor Laundry, which started in 2019, has developed as a notable laundry service provider in East Jakarta, particularly in the Condet area. Despite its consistent development, Sosor Laundry is currently facing issues such as decreasing revenue, slow client acquisition, higher operational costs, and fierce competition in a saturated market. The study's findings show that Sosor Laundry's competitive edge stems from its devotion to high-quality laundry services, such as specific care for delicate textiles, shoes, and carpets, as well as its free pickup and delivery services. However, the company is struggling to remain profitable due to price-sensitive customers and competitors offering lower-cost alternatives.

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