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Enhancing Laundry Service Competitiveness Through Integrated Strategic Marketing Analysis

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Abstract
Intensifying competition in the laundry service industry requires micro, small, and medium enterprises to formulate marketing strategies that are aligned with their internal capabilities and external market conditions. This study analyzes the strategic position of Daffa Laundry, develops feasible marketing alternatives, and determines the most attractive priority strategy for strengthening competitiveness. A descriptive qualitative case-study design was applied, supported by the Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), Internal-External (IE), SWOT, and Quantitative Strategic Planning Matrix (QSPM). Data were collected through observation, semi-structured interviews, and documentation involving six purposively selected informants: the owner, three employees, and two customers. The analysis identified free pick-up and delivery as the principal strength (weighted score 0.56), while limited promotional activity was the most important weakness (0.47). The main opportunity was growing consumer preference for practical services (0.46), whereas intense competition among laundry providers offering similar services and prices was the dominant threat (0.42). The IFE score of 3.39 and EFE score of 3.27 positioned Daffa Laundry in Quadrant I of the IE Matrix, indicating a grow-and-build strategic posture. The QSPM ranked partnerships with residential areas, boarding houses, and apartments for regular laundry services as the first-priority strategy, with a Total Attractiveness Score of 6.29. The study contributes an integrated strategic-analysis framework for service-based MSMEs and provides an actionable partnership-oriented strategy for expanding market reach, strengthening customer relationships, and supporting sustainable growth.

1. Introduction

Micro, Small, and Medium Enterprises (MSMEs) play a central role in Indonesia's economic development through employment creation, income distribution, and local value generation. Recent national policy discussions continue to position MSMEs as important contributors to economic growth and employment, while provincial data show that the number of MSMEs in West Java remains substantial (Open Data Jabar, 2023; Supriyanto, 2024). The expansion of the sector also increases competitive pressure, particularly in consumer-service markets where entry barriers are relatively low. Consequently, MSME owners require systematic marketing decisions that connect customer value, resource allocation, and competitive positioning.

Laundry services have expanded alongside urban mobility and lifestyle changes that increase demand for convenient and time-saving household solutions. Laundry businesses provide washing, drying, ironing, packaging, and specialized cleaning for garments and household items. Industry commentary attributes continued market growth to practical lifestyles and the need to outsource routine domestic work (Asosiasi Laundry Indonesia [ASLI], 2024). Empirical evidence from the laundry industry also shows that customer service, innovation, and competitive pricing are closely connected with customer satisfaction, making convenience only one component of a broader service value proposition (Amoako, 2022).

Daffa Laundry has operated in Kencana Village, Tanah Sareal District, Bogor City, since 2017. The area is characterized by residential activity and substantial daily mobility, conditions that can support demand for accessible laundry services (Badan Pusat Statistik Kota Bogor, 2025). Location influences accessibility and customer convenience, but business success also depends on the ability to differentiate service quality and pricing (Damayanti et al., 2023; Kusuma & Putri, 2023). During the last five years, Princess Laundry, Kang Cuci Laundry, Kencana Laundry, and Sehat Laundry have entered locations near Daffa Laundry and offered comparable weight-based laundry, individual-garment cleaning, and pick-up and delivery services. Such rivalry gives consumers more alternatives and requires providers to develop distinctive value rather than relying only on proximity or price (Niar et al., 2023).

Observations indicate that several competitors have adopted Google Business Profile, TikTok, and other social-media channels, whereas Daffa Laundry still relies on relatively simple and inconsistent promotion through brochures, weekend discounts, free pick-up and delivery, and monthly packages. Evidence from Indonesian SMEs shows that social-media marketing and technology adoption can support business sustainability, while the strategic use of social media strengthens market sensing, brand management, and firm performance when it is connected to customer-linking capabilities (Cao & Weerawardena, 2023; Patma et al., 2021). The difference between competitors' digital visibility and Daffa Laundry's limited promotional routines is therefore a strategic weakness rather than merely a communication issue.

Table 1. Daffa Laundry Revenue, 2022–2024

Month	2022 (IDR)	2023 (IDR)	2024 (IDR)
January	29,208,000	28,665,000	29,179,000
February	29,631,000	28,474,000	26,685,000
March	30,560,000	29,030,000	27,199,000
April	28,918,000	30,127,000	29,559,000
May	29,902,000	30,486,000	28,020,000
June	28,050,000	28,790,000	26,827,000
July	30,600,000	31,396,000	26,868,000
August	30,612,000	30,798,000	25,482,000
September	29,711,000	29,329,000	24,856,000
October	28,885,000	28,604,000	23,608,000
November	26,318,000	28,317,000	24,821,000
December	27,344,000	30,258,000	24,106,000
Total	**349,739,000**	**354,428,000**	**317,210,000**

Source: Daffa Laundry financial records (2022–2024).

Revenue increased from IDR 349.74 million in 2022 to IDR 354.43 million in 2023, but declined to IDR 317.21 million in 2024. The decline does not by itself establish causality, yet it provides an important performance signal that the current marketing approach should be evaluated together with internal operational conditions and external competition (Wulansari et al., 2024). Recent laundry studies consistently emphasize that service quality is a major determinant of customer satisfaction and that weaknesses in reliability, responsiveness, and service assurance can reduce trust and repeat use (Dwiyana et al., 2025; Febriana et al., 2025). Interviews further identified limited marketing capabilities, restricted promotional budgets, and increasing nearby competition as practical constraints.

The strategic urgency of this study lies in formulating a feasible marketing response based on Daffa Laundry's actual resources and market environment. Digital marketing can improve SME performance, but its effectiveness depends on managerial capability, innovativeness, organizational readiness, and the capacity to adapt adoption strategies as market pressure changes (Su et al., 2023; Wu et al., 2024). Thus, recommending social media without evaluating operational strengths, weaknesses, opportunities, and threats would produce an incomplete strategy.

Previous MSME studies have applied SWOT and QSPM to generate and prioritize strategic alternatives. However, many case studies remain concentrated in manufacturing or food businesses and do not sufficiently connect strategic prioritization with the convenience, service-quality, and relationship requirements of local laundry services. The present study addresses this gap by integrating IFE, EFE, IE, SWOT, and QSPM analyses in a service-based MSME case. This integration allows the research to identify strategic factors, formulate alternatives, and objectively rank the alternatives according to their relative attractiveness (Ashar et al., 2024; Dimyati et al., 2022). Accordingly, the study aims to identify the internal and external factors influencing Daffa Laundry, formulate alternative marketing strategies, and determine the most appropriate priority strategy for enhancing competitiveness.

2. Literature Review

2.1. Strategic Management

Strategic management is a systematic process for formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives. It links environmental analysis, strategic choice, implementation, and performance evaluation rather than treating strategy as a one-time plan (David & David, 2017). For MSMEs, strategic management is especially important because limited resources require owners to prioritize actions with the strongest fit between internal capabilities and external opportunities (Karta et al., 2023).

David and David (2017) classify organizational strategies into integration, intensive, diversification, and defensive strategies. Integration strategies strengthen control over suppliers, distributors, or competitors. Intensive strategies include market penetration, market development, and product development. Diversification expands products or industries, whereas defensive strategies reduce or discontinue activities in response to unfavorable conditions. This classification provides a basis for interpreting Daffa Laundry's IE position and the alternatives generated by the SWOT matrix.

2.2. Marketing

Marketing is the process of creating, communicating, delivering, and exchanging value while developing mutually beneficial customer relationships. Contemporary marketing therefore extends beyond selling and includes market selection, positioning, relationship management, service design, and resource allocation (Kotler & Armstrong, 2021; Misra et al., 2024). In SMEs, digital marketing can complement direct promotion by enabling customer interaction, market analysis, engagement, and performance measurement. However, the positive effect of digital marketing on organizational performance depends on managerial capabilities and the strategic integration of digital channels with the business model (Wu et al., 2024).

2.3. Business Competition

Business competition occurs when firms independently attempt to attract and retain customers by offering superior value through price, quality, convenience, innovation, or service. Healthy competition encourages continuous improvement, whereas unhealthy competition involves practices that unfairly disadvantage rivals (Niar et al., 2023). In laundry services, competition is intensified by low switching costs, similar service packages, and transparent local pricing. Customer satisfaction consequently depends on a combination of customer service, innovation, and competitive pricing (Amoako, 2022).

2.4. External Environment Analysis

External environment analysis identifies opportunities and threats that may influence strategic decisions. The macro environment includes social-demographic, economic, technological, environmental, and political-legal factors, while the industry environment encompasses rivalry, substitute services, new entrants, supplier power, and buyer power (David & David, 2017). For local laundry businesses, lifestyle changes, technology adoption, population mobility, substitute household solutions, and price rivalry are particularly relevant.

2.5. Internal Environment Analysis

Internal environment analysis identifies strengths and weaknesses across management, marketing, finance, and operations. The analysis evaluates whether available resources and capabilities can support strategic alternatives and create competitive value (David & David, 2017). In service businesses, operational reliability, employee experience, location, pricing, promotional capability, financial administration, and service recovery are important internal considerations.

2.6. Internal-External (IE) Matrix

The IE Matrix combines total weighted IFE and EFE scores to position an organization in nine cells. Cells I, II, and IV indicate grow-and-build strategies; Cells III, V, and VII indicate hold-and-maintain strategies; and Cells VI, VIII, and IX indicate harvest-or-divest strategies (David & David, 2017). Applied studies show that integrating IFE, EFE, and IE matrices creates a transparent link between factor evaluation and strategic direction before alternatives are prioritized (Dimyati et al., 2022).

2.7. SWOT Matrix

The SWOT Matrix matches strengths and weaknesses with opportunities and threats to generate four categories of strategic alternatives. SO strategies use strengths to capture opportunities; ST strategies use strengths to address threats; WO strategies use opportunities to overcome weaknesses; and WT strategies minimize weaknesses and avoid threats (David & David, 2017). SWOT is useful for generating alternatives, but it does not by itself determine which alternative should be implemented first.

2.8. Quantitative Strategic Planning Matrix (QSPM)

QSPM is a decision-stage tool that compares strategic alternatives using the key factors and weights derived from IFE and EFE analyses. Decision makers assign an Attractiveness Score (AS) to indicate how effectively each alternative responds to a factor; the score is multiplied by the factor weight to obtain a Total Attractiveness Score (TAS). The alternative with the highest cumulative TAS receives the highest priority (David & David, 2017). Recent MSME applications confirm that QSPM can structure the selection of marketing alternatives after the input and matching stages (Ashar et al., 2024; Dimyati et al., 2022).

2.9. Previous Studies and Research Gap

Recent studies provide three relevant streams of evidence. First, laundry-service research shows that customer satisfaction is influenced by customer service, pricing, location, reliability, responsiveness, and assurance (Amoako, 2022; Dwiyana et al., 2025; Febriana et al., 2025; Kusuma & Putri, 2023). Second, SME research indicates that digital marketing and social media use contribute to sustainability and performance when supported by market sensing, brand management, managerial capability, and organizational readiness (Cao & Weerawardena, 2023; Patma et al., 2021; Su et al., 2023; Wu et al., 2024). Third, strategic-planning studies demonstrate that SWOT and QSPM can identify and rank feasible alternatives (Ashar et al., 2024; Dimyati et al., 2022). The present study connects these streams by applying integrated strategic analysis to a local laundry-service MSME and translating service-specific evidence into a prioritized implementation strategy.

3. Methods

This study employed a descriptive qualitative case-study design at Daffa Laundry in Kencana Village, Tanah Sareal District, Bogor City. Qualitative case research was selected to obtain an in-depth understanding of the firm's operational, marketing, and competitive conditions in its natural context (Sugiyono, 2023). The qualitative design was supported by structured strategic-factor scoring through IFE, EFE, IE, SWOT, and QSPM matrices.

Informants were selected purposively according to their knowledge of and direct involvement in Daffa Laundry's activities. Six informants participated: one owner, three employees, and two customers. Primary data were collected through direct observation, semi-structured interviews, and documentation. Observations focused on operational processes, service delivery, promotional practices, and customer interactions. Employees and customers provided supporting perspectives for identifying internal and external factors. Secondary data were obtained from financial records, institutional publications, books, and relevant journal articles.

Data analysis proceeded in six stages. First, descriptive analysis summarized the business condition and revenue pattern. Second, internal factors were identified and evaluated in the IFE Matrix. Third, opportunities and threats were evaluated in the EFE Matrix. Factor weights represented relative importance and collectively summed to 1.00. For each factor, the weight was calculated by dividing its aggregate informant score by the aggregate score for all factors, while the rating was calculated as the mean score provided by the six informants on a four-point scale. Each weighted score was then obtained by multiplying the unrounded weight by the unrounded mean rating. Fourth, the total IFE and EFE scores were mapped in the IE Matrix. Fifth, the SWOT Matrix matched internal and external factors to formulate SO, ST, WO, and WT alternatives. Finally, QSPM was applied to prioritize the alternatives using Attractiveness Scores assigned by the owner as the principal decision maker. For every applicable factor-strategy combination, the factor weight was multiplied by its Attractiveness Score; these products were summed to obtain the Total Attractiveness Score (TAS) for each alternative, following the input-matching-decision logic used in previous strategic-planning applications (Ashar et al., 2024; Dimyati et al., 2022).

Data credibility was strengthened through source and technique triangulation. Information obtained from the owner was compared with employee and customer accounts, while interview findings were checked against observations, documentation, and financial records. Strategic factors and alternatives were reviewed for consistency with the collected evidence before matrix scoring was finalized.

4. Results and Discussion

4.1. External Environment Analysis

External environment analysis identified five opportunities and five threats affecting Daffa Laundry. Six informants assessed the relative condition of each factor, producing the scores summarized in Table 2.

Table 2. Evaluation of External Opportunity and Threat Factors

No.	External factor	1	2	3	4	5	6	Total
Opportunities								
1	Population growth around the business location	4	4	3	4	3	3	21
2	Changes in people's lifestyle toward practical living	4	4	4	3	4	4	23
3	Development of technology and communication	3	3	3	4	3	3	19
4	Increasing public interest in using laundry services	4	4	3	4	4	3	22
5	Easy availability of raw materials (detergent, etc.)	3	3	2	3	2	1	14
Threats								
1	Increasing number of new laundry businesses	4	4	4	3	3	3	21

No.	External factor	1	2	3	4	5	6	Total
2	Availability of substitutes: home washing machines, domestic helpers, and self-service laundries	3	4	3	2	3	4	19
3	Customers can easily switch to competitors	3	2	3	4	3	2	17
4	Intense competition from businesses offering similar services and prices	4	4	4	3	4	3	22
5	Fluctuations in raw material prices	3	3	2	2	1	1	12
	Total score							**190**

Source: Questionnaire data from informants, 2025.

The total assessment score of 190 was used to determine the weights and ratings in the EFE Matrix. Table 3 presents the weighted external-factor evaluation.

Table 3. External Factor Evaluation (EFE) Matrix

No.	External factor	Weight	Rating	Weighted score
	Opportunities			
1	Population growth around the business location	0.11	3.5	0.39
2	Changes in people's lifestyle toward practical living	0.12	3.8	0.46
3	Development of technology and communication	0.10	3.2	0.32
4	Increasing public interest in using laundry services	0.12	3.7	0.42
5	Easy availability of raw materials (detergent, etc.)	0.07	2.3	0.17
	Threats			
1	Increasing number of new laundry businesses	0.11	3.5	0.39
2	Availability of substitute services	0.10	3.2	0.32
3	Customers can easily switch to competitors	0.09	2.8	0.25

No.	External factor	Weight	Rating	Weighted score
4	Intense competition from businesses offering similar services and prices	0.12	3.7	0.42
5	Fluctuations in raw material prices	0.06	2.0	0.13
	Total EFE score			**3.27**

Source: Processed Data, 2025.

The EFE score of 3.27 indicates that Daffa Laundry is relatively capable of exploiting opportunities and responding to threats. The strongest opportunity is the shift toward practical living (0.46), consistent with laundry-industry evidence that convenience, customer service, and innovation shape satisfaction (Amoako, 2022). The dominant threat is intense competition among providers offering similar services and prices (0.42). This pattern suggests that the business cannot rely on price matching alone; it must combine convenient service, visible promotion, and differentiated customer value. The technological opportunity also supports gradual adoption of digital channels, but such adoption should be aligned with organizational readiness and existing capabilities (Su et al., 2023).

4.2. Internal Environment Analysis

Internal analysis identified five strengths and four weaknesses. The six informants' evaluations are presented in Table 4.

Table 4. Evaluation of Internal Strength and Weakness Factors

No.	Internal factor	1	2	3	4	5	6	Total
Strengths								
1	Strategic business location with easy customer access	4	4	4	4	4	3	23
2	Affordable service prices compared with nearby competitors	4	4	4	4	3	3	22
3	Use of modern washing machines	4	4	3	3	3	3	20
4	Free laundry pick-up and delivery service	4	4	4	4	4	4	24
5	Experienced employees	4	4	3	4	3	3	21
Weaknesses								
1	Limited human resources, especially in marketing	2	1	1	2	1	2	9

No.	Internal factor	1	2	3	4	5	6	Total
2	Financial recording and bookkeeping are not well organized	3	1	2	2	1	1	10
3	Limited promotional activities	4	4	3	4	3	4	22
4	Occasional service errors that may reduce customer trust	3	2	3	4	3	4	19
	Total score							**170**

Source: Questionnaire data from informants, 2025.

The total assessment score of 170 was converted into factor weights and ratings in the IFE Matrix, as shown in Table 5.

Table 5. Internal Factor Evaluation (IFE) Matrix

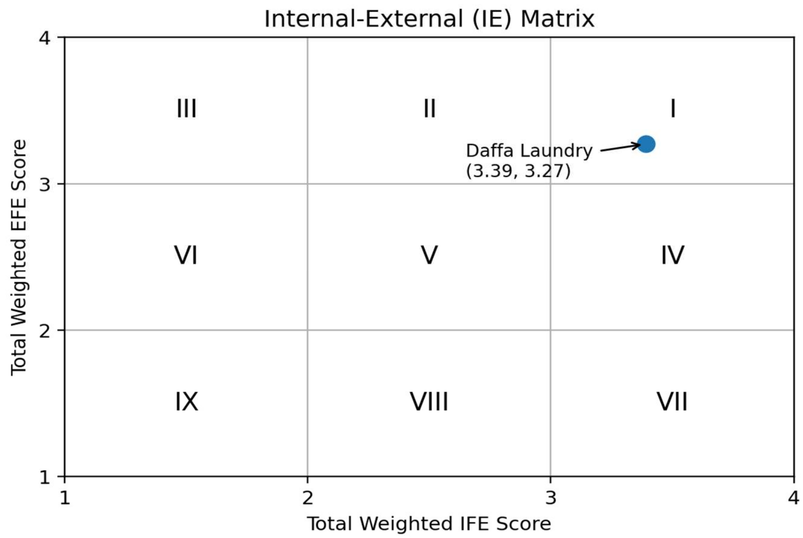
No.	Internal factor	Weight	Rating	Weighted score
	Strengths			
1	Strategic business location with easy customer access	0.14	3.8	0.519
2	Affordable service prices compared with nearby competitors	0.13	3.7	0.475
3	Use of modern washing machines	0.12	3.3	0.392
4	Free laundry pick-up and delivery service	0.14	4.0	0.565
5	Experienced employees	0.12	3.5	0.432
	Weaknesses			
1	Limited human resources, especially in marketing	0.05	1.5	0.079
2	Financial recording and bookkeeping are not well organized	0.06	1.7	0.098
3	Limited promotional activities	0.13	3.7	0.475
4	Occasional service errors that may reduce customer trust	0.11	3.2	0.354
	Total IFE score			**3.388**

Source: Processed Data, 2025.

The IFE score of 3.388 indicates a strong internal position. Free pick-up and delivery is the strongest factor (0.56), demonstrating that convenience is already embedded in Daffa Laundry's service model. The major weakness is limited promotional activity (0.47), followed by service errors that may weaken trust (0.35). These findings are consistent with recent laundry research that identifies service quality as a principal determinant of customer satisfaction, particularly through reliability, responsiveness, and assurance (Dwiyana et al., 2025; Febriana et al., 2025). Competitive pricing should be supported by dependable service and clear communication (Kusuma & Putri, 2023).

4.3. Internal-External Matrix

The IFE score of 3.388 and EFE score of 3.27 position Daffa Laundry in Cell I of the IE Matrix, corresponding to a grow-and-build posture. Figure 1 presents the mapping.



Source: Processed Data, 2025.

Figure 1. IE Matrix Position of Daffa Laundry

Cell I supports intensive strategies, including market penetration, market development, and service development, as well as selective integration strategies. For Daffa Laundry, market penetration can be pursued through stronger promotion and loyalty programs; market development can be pursued through residential and boarding-house partnerships; and service development can be pursued through shoe, bag, and household-item cleaning. Digital promotion should be treated as a capability-building process rather than an isolated social-media account. Strategic social-media use can strengthen market sensing and brand management, while managerial capability influences whether digital marketing produces better performance (Cao & Weerawardena, 2023; Wu et al., 2024).

4.4. SWOT Matrix

The SWOT Matrix matched the internal and external factors to generate nine strategic alternatives. Table 6 summarizes the SO, ST, WO, and WT strategies.

Table 6. SWOT Matrix for Daffa Laundry

Internal / External factors	Strengths (S) 1. Accessible location 2. Competitive prices 3. Modern machines 4. Free pick-up and delivery 5. Experienced employees	Weaknesses (W) 1. Limited marketing human resources 2. Weak financial records 3. Limited promotion 4. Occasional service errors

Opportunities (O) 1. Population growth 2. Practical lifestyles 3. Technology development 4. Rising interest in laundry services 5. Available raw materials	SO Strategies 1. Build partnerships with residential areas, boarding houses, and apartments. 2. Expand the free pick-up and delivery coverage. 3. Add shoe, bag, and household-item cleaning.	WO Strategies 1. Increase brochure distribution and promotional programs. 2. Begin consistent social-media promotion. 3. Improve financial records using simple digital applications.
Threats (T) 1. New laundry businesses 2. Substitute services 3. Customer switching 4. Similar services and prices 5. Raw-material price fluctuations	ST Strategies 1. Maintain competitive prices without reducing service quality. 2. Create loyalty programs using vouchers or service bonuses.	WT Strategy 1. Develop standard operating procedures to reduce service errors and maintain trust.

Source: Processed Data, 2025.

The alternatives show that competitiveness should be strengthened through a combination of relationship development, operational reliability, service diversification, and promotion. The SO strategies use the existing location, price, pick-up and delivery, and employee experience to capture demand for practical services. The WO strategies address promotional and administrative weaknesses through direct and digital channels. Social-media adoption can support sustainability, but the content and channel strategy must be connected to customer needs and organizational capacity (Patma et al., 2021; Su et al., 2023). The WT strategy is also important because a growth strategy without stronger operating procedures could increase service errors and undermine customer trust.

4.5. QSPM Analysis

QSPM was used to rank the nine alternatives generated by the SWOT Matrix. The owner assigned Attractiveness Scores according to how effectively each strategy responded to the weighted internal and external factors. The resulting Total Attractiveness Scores are presented in Table 7.

Table 7. Ranking of Alternative Marketing Strategies

Rank	Alternative strategy	TAS
1	Build partnerships with residential areas, boarding houses, and apartments for regular laundry service	6.29
2	Increase promotional activities through brochures and promotional programs	6.20
3	Add shoe, bag, and household-item cleaning services	6.06
4	Promote the business through social media using service information and promotional offers	5.98
5	Maintain competitive prices while maintaining service quality	5.87
6	Expand the free pick-up and delivery service area	5.75
7	Develop standard operating procedures to reduce errors and maintain trust	5.37

Rank	Alternative strategy	TAS
8	Create customer loyalty programs through vouchers or service bonuses	5.33
9	Improve financial records using simple digital applications	2.86

Source: Processed Data, 2025.

The highest-ranked strategy is partnership development with residential areas, boarding houses, and apartments (TAS 6.29). This alternative combines Daffa Laundry's accessible location and free pick-up and delivery service with the external demand for convenient solutions. Implementation can include institutional or community agreements, regular-service packages, scheduled collection routes, consolidated billing, and referral incentives for residential managers. The strategy can expand reach without requiring an immediate additional outlet and can support more predictable service volume. Its relationship orientation is also consistent with evidence that customer service and convenience strengthen satisfaction in laundry markets (Amoako, 2022).

The second priority is stronger direct promotion (TAS 6.20), followed by service diversification (TAS 6.06). These alternatives can support the partnership strategy rather than operate independently. Brochures and introductory offers can be targeted to prospective partner locations, while new cleaning services can increase revenue per customer. Social-media promotion ranks fourth (TAS 5.98) and should be phased in through accurate location information, service menus, before-and-after content, testimonials, and rapid response through messaging platforms. Strategic digital marketing is more likely to improve performance when it is supported by managerial capability, proactive learning, and consistent customer-linking processes (Cao & Weerawardena, 2023; Wu et al., 2024).

5. Conclusion

The integrated analysis identified a strong internal and external position for Daffa Laundry. The IFE score of 3.388 and EFE score of 3.27 place the business in Cell I of the IE Matrix, indicating a grow-and-build posture. Free pick-up and delivery is the principal strength, limited promotion is the major weakness, practical consumer lifestyles provide the strongest opportunity, and intense competition among providers with similar services and prices is the dominant threat. The SWOT Matrix generated nine alternatives, and QSPM ranked partnerships with residential areas, boarding houses, and apartments as the first-priority strategy with a TAS of 6.29.

Theoretically, the study demonstrates how IFE, EFE, IE, SWOT, and QSPM can be integrated to move from strategic diagnosis to priority selection in a service-based MSME. Practically, Daffa Laundry should implement partnership packages supported by scheduled pick-up and delivery, targeted promotion, service diversification, consistent digital communication, and clearer operating procedures. These supporting actions are necessary to ensure that growth does not weaken service reliability or customer trust.

The study is limited to a single business and six informants, while QSPM attractiveness scores were assigned by the owner as the main decision-maker. The findings should therefore be interpreted as context-specific strategic guidance rather than general evidence for all laundry businesses. Future research should compare multiple laundry providers, involve broader customer samples and multiple QSPM decision-makers, and evaluate strategy implementation using longitudinal indicators such as customer acquisition, retention, service-error rates, revenue, and profitability.

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