

Exploring the Potential for a Hybrid Laundry Service in Jatinangor

Eugenia Efendy, Wahyudi, Alya Salsabiila, Andika Yudhisira Ramadhan, Annisa Wulandari

Institut Teknologi Bandung, Indonesia

E-mail: eugenia_efendy@sbm-itb.ac.id, Wahyudi_mba69@sbm-itb.ac.id,
alya_salsabiila@sbm-itb.ac.id, andika_yudhistira@sbm-itb.ac.id,
annisa_wulandari@sbm-itb.ac.id

*Correspondence: eugenia_efendy@sbm-itb.ac.id

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ABSTRACT

This study explores the potential for a hybrid laundry service to address the unique challenges faced by the area's predominantly student population. With students juggling academic and extracurricular commitments, the demand for convenient, reliable, and affordable laundry services remains unmet by existing providers, which are often criticized for delays, inconsistent quality, and limited accessibility. Through surveys, interviews, and the application of strategic frameworks such as the Segmenting-Targeting-Positioning (STP) model, Value Proposition Canvas, and Porter's Five Forces, this research identifies key functional needs, such as affordability and speed, alongside emotional preferences like reliability and personalization. The findings highlight a significant market opportunity for a hybrid laundry service that integrates conventional full-service options with self-service facilities to offer flexibility, efficiency, and customer satisfaction. Additionally, a phased marketing strategy encompassing awareness, consideration, and conversion is proposed to effectively engage and retain the student demographic. This study concludes that a strategically designed and marketed hybrid laundry service can bridge gaps in affordability and quality, delivering a sustainable and impactful solution for the Jatinangor market.

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Introduction

Laundry services have become an essential part of modern urban life, particularly in communities where residents lead busy and demanding lifestyles. The need for clean and well-maintained clothing and linens is universal, yet the methods and quality of laundry services vary significantly across different markets (Amalia & Mohammad, 2023). In Jatinangor, a region predominantly inhabited by university students, the demand for effective and convenient laundry services is both critical and unique. Students often face intense academic and extracurricular pressures, leaving little time to manage

essential household tasks like laundry. This creates a substantial market opportunity for tailored laundry solutions that cater specifically to their needs.

Despite the high demand, existing laundry services in Jatinangor are frequently criticized for issues such as long waiting times, inconsistent service quality, and limited accessibility. Many students report dissatisfaction due to delays, unpleasant odors, or color fading in their clothing, which are often the result of inadequate care. Additionally, instances of lost or mixed-up laundry have eroded trust in the reliability of these services. The inconvenience is further compounded by the distant locations of many laundry providers, forcing students to spend valuable time on transportation.

The unique challenges faced by the student population in Jatinangor highlight the potential for innovative solutions in the laundry industry. A hybrid laundry service, which combines the convenience of conventional full-service options with the flexibility of self-service facilities, could effectively address these issues. Such a model would not only meet the functional needs of students—such as affordability and speed—but also provide emotional benefits like reliability, personalization, and peace of mind. By aligning the service offering with the specific requirements of Jatinangor's student community, a hybrid laundry service has the potential to significantly improve customer satisfaction while establishing a strong market presence.

According to Amalia and Mohammad (2023), laundry services play a crucial role in urban areas, particularly for busy student populations who face time constraints due to academic and extracurricular commitments. They emphasize that addressing the issues of convenience and service reliability can significantly improve customer satisfaction. Similarly, Chaffey et al. (2009) highlight the importance of leveraging digital marketing strategies, such as social media campaigns, to engage and retain customers for service-oriented businesses like laundry services.

The urgency of this research stems from the unmet demand for reliable, convenient, and affordable laundry services in Jatinangor, an area predominantly inhabited by university students. These students often struggle to balance academic demands with daily tasks like laundry, making it essential for service providers to offer tailored solutions. The current laundry services in the area are often criticized for long waiting times, inconsistent quality, and limited accessibility. This research aims to address these challenges by exploring the potential of a hybrid laundry service model that combines both traditional full-service options and self-service facilities.

While existing studies have examined the demand for laundry services in urban areas, few have specifically focused on the unique needs of student populations in college towns like Jatinangor. Additionally, there is limited research on the hybrid service model in the laundry industry, which combines the flexibility of self-service with the convenience of full-service options. This study aims to fill this gap by analyzing the feasibility of introducing a hybrid laundry service tailored to the needs of students in Jatinangor, offering a practical solution to the challenges they face.

This research introduces a novel concept by exploring a hybrid laundry service model that blends traditional full-service laundry with self-service facilities. This approach addresses both functional needs, such as affordability and speed, and emotional needs, such as reliability and personalization. The novelty lies in the application of strategic frameworks like the Segmenting-Targeting-Positioning (STP) model, Value Proposition Canvas, and Porter's Five Forces to analyze the laundry service market and develop a tailored service offering for the student population in Jatinangor.

The primary objective of this research is to evaluate the feasibility of a hybrid laundry service in Jatinangor, focusing on identifying customer needs and market dynamics. The study aims to propose a strategic service model that can effectively address the unique challenges faced by students, offering flexibility, convenience, and affordability. The benefits of this research include providing a detailed market analysis for entrepreneurs interested in entering the hybrid laundry service sector and offering actionable recommendations for service providers to improve customer satisfaction and retention. Additionally, the study contributes to the academic literature on service innovation in the laundry industry, particularly in the context of student-centered solutions.

Literature Review

To explore the potential for a hybrid laundry service in Jatinangor, it is essential to draw upon established marketing and business theories that provide a structured framework for understanding market dynamics, customer needs, and competitive positioning. The following sections outline the theoretical foundations that guide this study, ensuring a solid approach to service design and marketing strategy.

Segmenting-Targeting-Positioning (STP) as a Foundation in Developing Marketing Strategy

The Segmenting-Targeting-Positioning (STP) model is a foundational framework in marketing strategy, providing a systematic approach to identifying and addressing the needs of specific customer groups. It emphasizes three key stages: segmentation, targeting, and positioning, which together ensure that a product or service aligns with market demand effectively (P. Kotler & Keller, 2019). Segmentation divides the overall market into smaller, more homogeneous groups based on shared characteristics such as geography, demographics, psychographics, and behavior. This process allows businesses to identify subgroups with distinct preferences and behaviors, making it easier to design tailored marketing efforts (P. T. Kotler & Armstrong, 2017). For this study, segmentation focused on the diverse population of Jatinangor, categorizing them into three primary groups: middle-income urban students, rural low-income residents, and high-income professionals. Each segment differs significantly in spending capacity, service expectations, and priorities. Middle-income urban students, for instance, prioritize affordable and convenient laundry solutions due to their academic schedules and budget constraints, whereas rural low-income residents seek highly cost-effective options, and high-income professionals may value premium services with added features.

Targeting follows segmentation by selecting the most viable and profitable segment to focus on. It involves assessing the attractiveness of each segment based on factors such as size, growth potential, and alignment with business objectives (Hanlon, 2022). In this study, middle-income urban students emerged as the primary target market for the hybrid laundry service. This group represents the largest and most accessible segment within Jatinangor, characterized by a high demand for reliable and affordable laundry services that fit into their busy lifestyles. Targeting this segment allows the business to cater to a specific and well-defined audience, ensuring efficiency in resource allocation and marketing efforts.

The final stage, positioning, entails designing a service or product that meets the target market's specific needs while establishing a distinct identity in the competitive landscape (Kotler & Keller, 2016). Positioning ensures that the service resonates with the chosen segment and highlights its unique value proposition. For the hybrid laundry service, positioning focuses on speed, quality, and affordability—attributes highly valued

by the target audience. By emphasizing these elements, the service is presented as a customer-centric solution that addresses functional needs, such as quick turnaround times and cost-effective options, while also standing out from competitors in the crowded Jatinangor market.

Value Proposition Canvas as a Strategic Tool for Service Design Creation

The Value Proposition Canvas is a strategic tool developed by Osterwalder et al. (2015) as part of the broader Business Model Canvas. It is designed to help businesses create products or services that align closely with the specific needs of their target customers. The framework consists of two primary sections: the Customer Profile and the Value Map. The Customer Profile identifies customer “pains” (challenges and frustrations) and “gains” (desired outcomes), while the Value Map outlines the business’s products and services, which act as “pain relievers” and “gain creators” to address these needs.

The Customer Profile serves as the starting point for understanding the specific characteristics and expectations of the target market. For students in Jatinangor, their pains include long waiting times, inconsistent service quality, and inconvenient locations of existing laundry services. These issues exacerbate the challenges of balancing their academic and extracurricular commitments. Gains, on the other hand, involve faster service turnaround times, dependable service quality, and personalized features, such as customizable detergent options or a choice of fragrances. These gains directly align with the students’ need for convenience and a sense of control over their laundry experience.

The Value Map then helps businesses tailor their offerings to address these customer insights. In the case of the hybrid laundry service, functional values like affordability, speed, and convenience are designed to act as pain relievers (Osterwalder et al., 2015). For instance, the introduction of coin-operated self-service machines provides students with an option to control the pace of their laundry while reducing delays. Similarly, pick-up and drop-off services address the inconvenience of distant laundry locations, saving students valuable time. Emotional values such as reliability, personalization, and peace of mind serve as gain creators. For example, offering reliable tracking systems for pick-up orders ensures transparency, while the ability to choose specific detergents or fragrances enhances personalization, creating a sense of care and trust.

The Value Proposition Canvas goes beyond simply addressing functional and emotional needs—it ensures that every element of the service is deeply customer-focused. By addressing the pains and amplifying the gains, businesses can position themselves as indispensable to their target market. This approach ensures not only higher customer satisfaction but also stronger loyalty and repeat usage. Moreover, the Value Proposition Canvas complements other strategic frameworks, such as the Segmenting-Targeting-Positioning (STP) model. While STP identifies the ideal customer segment, the Value Proposition Canvas provides the tools to craft a tailored offering that resonates with that segment. In this study, the canvas ensures the hybrid laundry service aligns specifically with the unique demands of middle-income urban students, who value both cost-efficiency and personalized service.

Porter’s Five Forces for Assessing the Market and Competitive Dynamics

The Porter’s Five Forces framework, developed by Michael E. Porter, is a widely recognized tool for analyzing the competitive dynamics of an industry. This framework evaluates five critical forces that influence an industry’s profitability, attractiveness, and potential for growth: the bargaining power of buyers, the bargaining power of suppliers,

the threat of substitutes, the threat of new entrants, and the intensity of competitive rivalry (Porter, 1989). By systematically examining these forces, businesses can uncover insights into the external pressures they face and identify strategic opportunities to improve their market position. For businesses like a hybrid laundry service, this framework is particularly valuable for navigating the competitive and dynamic market of Jatinangor, where both challenges and opportunities abound.

First, the bargaining power of buyers is a key factor that significantly influences business strategies. This force reflects the extent to which customers can dictate pricing, quality, and service expectations. When buyers possess high bargaining power, they can demand competitive pricing, higher quality, or enhanced service offerings, thereby reducing the profitability of businesses in the industry (Dobbs, 2014). In Jatinangor, the abundance of conventional laundry providers amplifies buyer power, as customers have numerous alternatives to choose from. To mitigate this, a hybrid laundry service can differentiate itself by introducing unique features, such as self-service machines, customizable options, and convenient pick-up and drop-off services. By creating a strong value proposition, the service can retain customers and reduce their inclination to switch providers, even in a buyer-driven market.

Second, the threat of new entrants examines how easily new competitors can enter the market and disrupt existing businesses. Industries with low barriers to entry, such as minimal capital requirements and easily accessible supplies, are particularly vulnerable to increased competition (Grant, 2024; Porter, 2008). This is evident in the Jatinangor laundry market, where new providers can quickly set up operations to compete for the same customer base. However, hybrid laundry services can address this challenge by leveraging innovation and differentiation. For example, integrating advanced technologies like laundry trackers or online booking systems enhances convenience and modernizes the customer experience. Additionally, offering a blend of conventional and self-service options creates a competitive edge, establishing entry barriers for new competitors.

Third, the threat of substitutes evaluates the extent to which alternative products or services can replace existing offerings (Goyal, 2020). In the laundry market, this force is relatively low because professional laundry services are essential for students who have limited time and resources. Handwashing, while technically a substitute, is often impractical due to the time and effort required, especially for students balancing academic and extracurricular commitments. To solidify its indispensability, a hybrid laundry service must address common customer pain points such as long wait times and inconvenient locations. By doing so, the service can ensure it remains the preferred choice for its target audience, reinforcing its position in a market with minimal substitutes.

Fourth, the bargaining power of suppliers reflects their influence over pricing, quality, and the availability of essential inputs. In industries where inputs are commoditized, such as detergents, fabric softeners, and washing machines, supplier power tends to be low. Businesses can source these materials from multiple vendors, allowing them to negotiate favorable terms and maintain cost control. For hybrid laundry services, this low supplier power creates a significant advantage. It enables the business to secure high-quality supplies while managing operational costs effectively, ensuring that customers benefit from competitive pricing without compromising on service quality.

Finally, the intensity of competitive rivalry assesses the degree of competition among existing players within the market. High levels of rivalry often emerge in industries with numerous competitors, slow market growth, or undifferentiated offerings.

In Jatinangor, while many laundry providers operate, few cater specifically to the unique needs of the student population. This creates an opportunity for hybrid laundry services to distinguish themselves by offering innovative solutions that combine affordability, convenience, and flexibility. By tailoring their offerings to the demands of students, hybrid laundry services can mitigate the effects of competition and establish a sustainable position in the market.

Consumer Behavior Study as an Input for Designing Consumer-Centric Service

Another important dimension of this study is consumer behavior, particularly within the service industry. Consumer behavior refers to the actions and decision-making processes individuals undergo when selecting, purchasing, and using products or services (Solomon et al., 2020). In service industries, where intangibility and customer experience play significant roles, factors such as convenience, trust, and customization are critical in influencing customer preferences and purchase decisions (Zeithaml et al., 2018). Convenience is often linked to the ease and speed with which a service can be accessed, and it is particularly valued by individuals with time constraints, such as students managing academic and extracurricular commitments. Trust, on the other hand, stems from reliability and consistent service quality, both of which are crucial for building customer confidence in a service provider (Parasuraman et al., 1988). Customization adds another layer of value, allowing services to cater to individual preferences and needs, which enhances perceived value and customer satisfaction (Schmenner, 2004).

In the context of the hybrid laundry service, customization might include allowing students to choose specific detergents or fragrances or providing options for additional care for delicate fabrics. This level of personalization creates a sense of control for the customer, a key driver of loyalty in service industries. Moreover, emotional factors such as peace of mind and reduced stress also play a role in decision-making, particularly for students who value hassle-free solutions that fit seamlessly into their routines (Solomon, 2010). By addressing these behavioral drivers—convenience, trust, and customization—the hybrid laundry service ensures alignment with the needs and preferences of the student population. This customer-centric approach not only fosters loyalty but also contributes to long-term customer retention and advocacy.

Phased Marketing Strategies for Engaging and Retaining Customers

The success of a service like the hybrid laundry model hinges significantly on its marketing strategies, which are essential for engaging the target audience and maintaining a competitive edge. Effective marketing for small-scale services requires a carefully crafted mix of targeted promotions, loyalty programs, and partnerships, as these tactics help businesses reach and retain customers efficiently (Hollensen, 2003). Targeted promotions involve tailoring campaigns to specific customer segments, ensuring relevance and resonance with their needs and preferences (P. Kotler & Keller, 2016). For instance, students in Jatinangor can be reached effectively through digital platforms, leveraging content that highlights convenience, affordability, and reliability—attributes highly valued by this demographic.

The study employs a phased marketing strategy, which consists of three critical stages: awareness, consideration, and conversion. The awareness stage aims to introduce the service and generate interest. Social media platforms, particularly Instagram, play a role in this phase, given their popularity among younger audiences. Visual content such as short videos, reels, and testimonials provides an engaging way to capture attention, while paid advertisements extend reach to a broader audience (Chaffey et al., 2009).

Additionally, promotional contests and giveaways encourage participation and increase brand visibility (Baines et al., 2017).

The consideration stage focuses on nurturing interest and building trust. Loyalty programs, where customers can earn points or rewards for repeat usage, encourage ongoing engagement. Referral programs also play a key role, incentivizing existing customers to recommend the service to peers in exchange for rewards or discounts. Collaborations with local universities, such as Institut Teknologi Bandung (ITB) and Universitas Padjajaran (Unpad), enhance trust and credibility by aligning the service with trusted institutions (Varadarajan, 2010). Strategic placements of flyers, brochures, and posters in high-traffic areas, such as dormitories, gyms, and cafes frequented by students, reinforce awareness and consideration.

The final stage, conversion, involves turning potential customers into loyal users. Sales promotions such as free laundry trials or discounts for first-time users reduce the risk of trying the service while showcasing its quality and value. Referral and loyalty programs further reinforce engagement, ensuring that satisfied customers remain active promoters of the service. By combining digital and in-person marketing efforts, this phase drives conversions and builds long-term customer relationships.

These efforts go beyond attracting new customers; they foster customer retention and loyalty, which are critical for sustained success in the service industry. Personalized marketing strategies, such as tailored discounts during exam periods or exclusive perks for loyal customers, cater to the unique needs of the target demographic. This approach aligns with research highlighting the importance of creating emotional and functional value to encourage long-term loyalty (Sheth et al., 1991).

Research Methods

This study employed a mixed-method approach, integrating both qualitative and quantitative research methods to comprehensively explore the feasibility of a hybrid laundry service in Jatinangor. This approach enabled a thorough understanding of market dynamics, customer preferences, and competitive positioning, addressing both numerical insights and context-driven analysis.

Quantitative Data Collection: Surveys

To gather foundational market data, surveys were distributed to a wide sample of students from ITB Jatinangor (257 respondents). The survey focused on laundry habits, including frequency of use, preferred service features, and budget constraints. These quantitative insights were critical for applying the Segmenting-Targeting-Positioning (STP) model from Kotler & Keller. Segmentation identified distinct groups within the student population based on geographic, demographic, and behavioral characteristics, highlighting three primary customer segments: middle-income urban students, rural low-income residents, and high-income professionals. This structured segmentation ensured a targeted marketing strategy that aligned with the needs of the most viable customer base, particularly middle-income urban students. Targeting this group provided focus for resource allocation and service design, while positioning emphasized speed, affordability, and reliability to differentiate the service from competitors.

Qualitative Data Collection: In-Depth Interviews

To complement the quantitative findings, in-depth interviews were conducted with select participants (16 respondents). This qualitative phase explored frustrations, preferences, and overall experiences with existing laundry services, aligning closely with consumer behavior studies. Pain points such as dissatisfaction with service quality,

delays, and inconvenient service locations were identified, reinforcing the need for tailored solutions. Insights gained from these interviews also informed the application of the Value Proposition Canvas (Osterwalder et al., 2015). Customer “pains” such as long waiting times and inconsistent quality were addressed by proposed “pain relievers” like coin-operated self-service machines and reliable pick-up/drop-off services. Similarly, emotional needs such as trust, personalization, and convenience were integrated as “gain creators,” ensuring the service design resonated with the target audience.

Analytical Frameworks: STP, Value Proposition Canvas, and Porter’s Five Forces

The study utilized a range of established analytical frameworks to ensure a solid market analysis and actionable strategy development. The Value Proposition Canvas served as a strategic tool to map the hybrid laundry service’s offerings against customer needs, highlighting features such as affordability, speed, and personalized options as essential to addressing both functional and emotional values.

To assess market attractiveness, Porter’s Five Forces framework provided an evaluation of competitive dynamics, analyzing buyer power, supplier power, the threat of substitutes, the threat of new entrants, and the intensity of competitive rivalry. High buyer power and the low threat of substitutes underscored the need for differentiation, positioning the hybrid laundry service as a solution that bridges affordability and quality. This analysis informed the service’s ability to address competitive pressures and seize market opportunities by tailoring its offerings to meet unmet needs within the student population.

Alignment with Phased Marketing Strategies

The research also considered phased marketing strategies to engage and retain the target audience. This strategy encompasses the awareness, consideration, and conversion stages, as outlined in Hollensen’s (2019) model for effective small-scale service marketing. The insights from surveys and interviews guided the design of tailored promotional campaigns. For example, social media platforms like Instagram were identified as key channels for awareness-building through engaging visuals, testimonials, and targeted ads. Loyalty and referral programs were conceptualized to nurture customer relationships, while first-time user discounts were proposed to encourage trial and conversion.

By combining these quantitative, qualitative, and analytical approaches, this study established a comprehensive foundation for designing and marketing a sustainable hybrid laundry service. Each method ensured alignment with theoretical frameworks, enabling a customer-centric and strategically positioned service offering that addresses the unique challenges of the Jatinangor market.

Results and Discussions

This section analyzes the market potential, customer needs, competitive positioning, and marketing strategies for the hybrid laundry service in Jatinangor. Using frameworks like the STP model, Value Proposition Canvas, and Porter’s Five Forces, it examines target segmentation, aligns service offerings with functional and emotional values, and evaluates competitive dynamics. The discussion also outlines a phased marketing strategy, such as awareness, consideration, and conversion, to ensure effective engagement with the student demographic. These insights demonstrate the hybrid laundry service's ability to address market gaps and meet customer expectations, establishing a sustainable competitive advantage.

Market Potential and Target Segmentation in Jatinangor

The Jatinangor market presents significant potential for a hybrid laundry service due to its large and diverse student population, which constitutes the majority of the area's demographic. Leveraging the Segmenting-Targeting-Positioning (STP) model (Kotler & Keller, 2016), this study identified three distinct customer groups: middle-income urban students, rural low-income residents, and high-income professionals. Among these, middle-income urban students emerged as the primary target segment, given their demand for convenient, reliable, and cost-effective laundry services. This group's prioritization of affordability and convenience informed the hybrid laundry model's focus on tailored offerings that align with their unique preferences and needs.

As shown in Figure 1, the Total Addressable Market (TAM) for laundry services in Jatinangor includes 102,610 residents (Badan Pusat Statistik, 2024). This figure represents the total potential market size, encompassing all individuals who could theoretically use laundry services. Narrowing the focus to the student demographic, calculations incorporating external and internal data from Universitas Padjajaran (Unpad), Institut Pemerintahan Dalam Negeri (IPDN), and Institut Teknologi Bandung (ITB) estimate approximately 50,000 students living in Jatinangor. This refined figure constitutes the Serviceable Available Market (SAM), reflecting the realistic target audience for a student-focused laundry service. Within this group, the Serviceable Obtainable Market (SOM) further narrows to about 30,000 students, assuming the target penetration rate is 60%, representing the segment of the student population that is both geographically and economically accessible for the hybrid laundry service.

These metrics highlight the market's viability for a hybrid laundry service, particularly one designed to address both functional needs such as affordability, accessibility, and efficiency, as well as emotional preferences, such as reliability and customization. By concentrating on the 30,000 students within the SOM, the business can strategically target the group most likely to adopt the hybrid model, ensuring a focused and effective approach to customer acquisition.

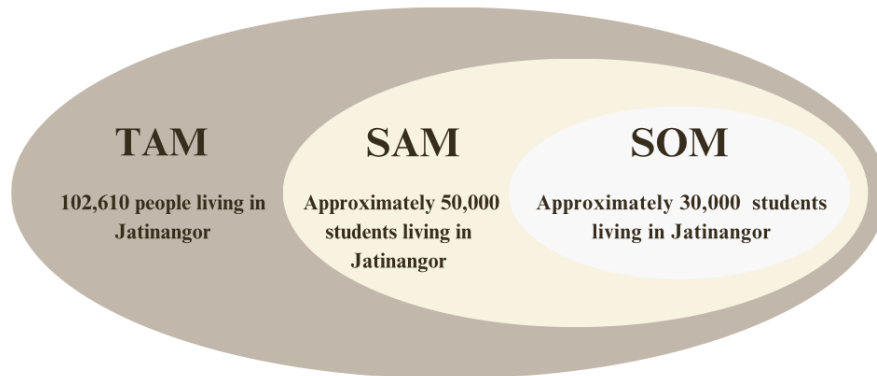


Figure 1. Market Projection Using TAM SAM SOM Metrics

Functional and Emotional Needs Addressed via Value Proposition Canvas

The Value Proposition Canvas (Osterwalder et al., 2014) provided a strategic lens for aligning the hybrid laundry service's offerings with customer needs. The research revealed several critical customer needs, which are illustrated in the Value Proposition Canvas in Figure 2. Functional values emerged as a top priority, highlighting the importance of convenience, affordability, professional cleaning, and flexible service options. Students expressed a strong preference for services that save time, are cost-

effective, and maintain the quality of their garments. These functional needs align with their busy schedules and budget constraints, making them a critical focus for the hybrid laundry service.

In addition to functional values, emotional values played a significant role in shaping customer preferences. Students valued reliability, personalization, and control over the laundry process. Reliability was associated with consistent service quality and timely delivery, while personalization involved the ability to choose options like detergents, fragrances, and specialized care for delicate fabrics. The sense of control came from having the flexibility to use self-service options when preferred or rely on full-service solutions for more complex laundry needs. These emotional values enhanced the overall customer experience and satisfaction, providing peace of mind to users who trust the service to handle their laundry with care.

Pain points such as delays, faded or damaged clothing, and unpleasant odors further underscored the need for a service designed to address these frustrations. The hybrid model, as shown in Figure 2, offers specific solutions to alleviate these issues. Pain relievers include choices of fragrances and detergents, professional cleaning to avoid damage, and the availability of self-service options for users who want more control over the process. Gain creators, such as a laundry tracker for monitoring progress, a pick-up feature for added convenience, and long-lasting fragrance, further enhanced the service’s appeal.

The insights gained from the Value Proposition Canvas informed the design of a hybrid laundry model that integrates conventional full-service options with coin-operated self-service features. This approach provides customers with flexibility and control, allowing them to select the most suitable service based on their needs. By addressing functional and emotional values while alleviating customer pain points, the hybrid model ensures a high standard of service that meets the diverse demands of its target market.

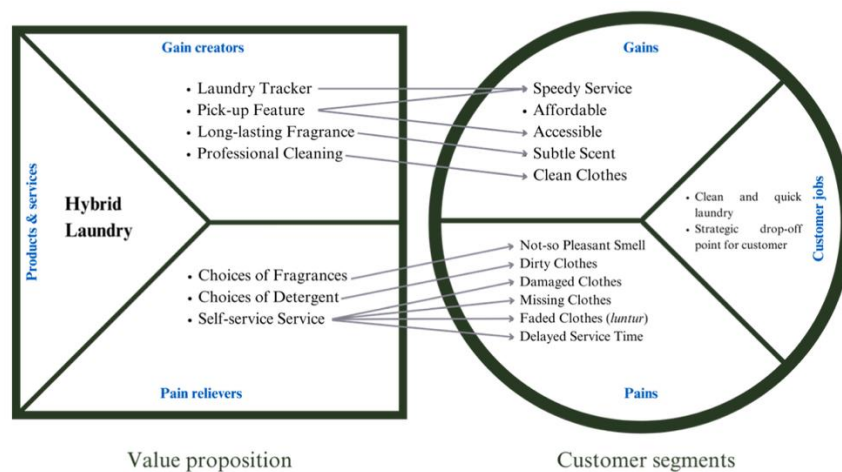


Figure 2. Value Proposition Canvas

Market Differentiation via Porter’s Five Forces

The competitive landscape of Jatinangor, analyzed using Porter’s Five Forces framework (Porter, 1979; Dobbs, 2014), highlights the challenges and opportunities in the market. The competitive landscape in Jatinangor highlights significant opportunities for differentiation, especially given the limitations of existing laundry services. Current providers in the region often fail to strike a balance between affordability and quality.

Many inexpensive services offer subpar results, such as delayed delivery, damaged clothing, or poor cleaning standards, while premium options are often priced beyond the reach of most students. This creates a gap in the market for a hybrid service model that combines high quality with reasonable pricing, catering specifically to the diverse needs of the student population.

Porter's Five Forces analysis, as depicted in Figure 3, provides a detailed evaluation of the competitive environment for a hybrid laundry service. The bargaining power of buyers is high in this market, driven by the abundance of existing laundry options, which gives customers significant leverage in demanding better pricing and service quality. Additionally, the threat of new entrants is considerable due to the low barriers to entry in the laundry industry, such as minimal initial investment requirements and easily available resources. These factors necessitate a strong differentiation strategy to maintain competitiveness.

However, the market remains attractive despite these challenges. The threat of substitutes is low because laundry remains an essential and irreplaceable service for students, who require consistent and reliable solutions for maintaining their clothing. Similarly, the bargaining power of suppliers is manageable, as the equipment and materials needed for laundry services, such as detergents, packaging, and machinery, are widely available and competitively priced. The intensity of rivalry among existing competitors is moderate, as many services lack innovation or fail to address the specific needs of the student demographic effectively.

These dynamics position a hybrid laundry service as a sustainable and competitive business opportunity. By addressing the high bargaining power of buyers through better quality, affordability, and flexibility, and by differentiating itself from competitors, the hybrid model can establish a strong foothold in the market. Furthermore, the low threat of substitutes and manageable supplier power provide a stable foundation for long-term operational success.

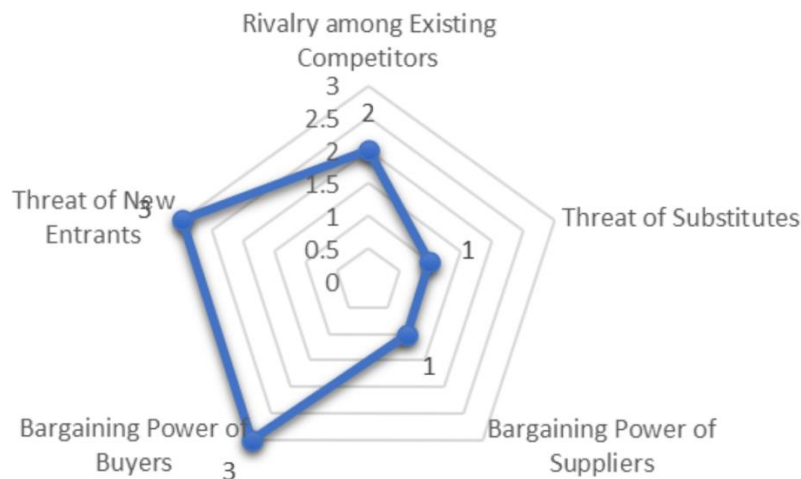


Figure 3. Porter's Five Forces of Hybrid Laundry

Alignment with Phased Marketing Strategies

The phased marketing strategy aligns with **Hollensen's (2019)** model for engaging and retaining customers, progressing through awareness, consideration, and conversion stages. The marketing strategy for the hybrid laundry service adopts a multi-phased

approach as shown in Figure 4, to ensure effective engagement with the target market, primarily students in Jatinangor. The first phase focuses on creating awareness by leveraging social media platforms, particularly Instagram, which is popular among the student demographic. Engaging content, such as visually appealing posts, educational reels about laundry care, and testimonials, is used to connect with potential customers. Targeted Instagram advertisements extend the service's reach, while promotional contests and giveaways generate excitement and incentivize participation. Collaborations with student ambassadors and partnerships with local businesses, such as gyms and student housing facilities, enhance visibility and build trust within the community.

In the consideration phase, the strategy shifts to nurturing interest and building trust. Direct marketing materials, including flyers and brochures, are distributed at key locations like apartment complexes, gyms, and university campuses to inform students about the service. The introduction of personalized rewards programs, where customers earn points or receive discounts for regular usage, aims to foster loyalty and encourage repeat business. Special student-focused perks, such as free delivery or express services during exam periods, further address the unique needs of the audience, positioning the hybrid laundry service as a reliable and customer-focused solution.

The conversion phase prioritizes turning potential customers into loyal users. Sales promotions, such as offering a free laundry day with weight limits for first-time customers, allow individuals to experience the service's quality firsthand. A referral program incentivizes existing customers to recommend the service to peers by providing attractive rewards for successful referrals. Competitive pricing strategies, including discounts for bulk orders or subscription packages, are tailored to appeal to different customer segments. The flexibility of the hybrid model, which combines conventional and self-service options, ensures that customers can choose services that best suit their preferences and budgets.

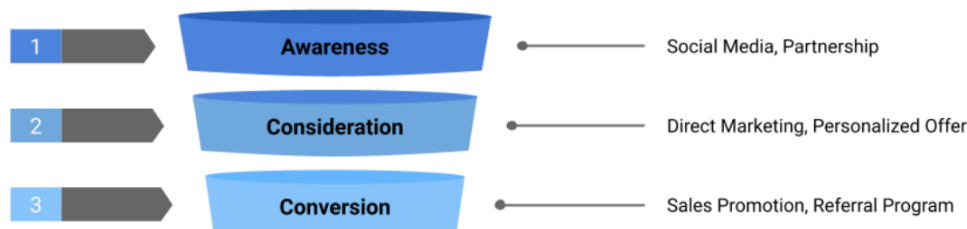


Figure 4. Promotional Strategy Steps for Hybrid Laundry

Strategic partnerships with local universities, including ITB, Unpad, and IPDN, play an important role in promoting the hybrid laundry service. Sponsoring university events or offering exclusive discounts for staff and students reinforces the brand's presence within the academic community. These partnerships, combined with consistent promotional efforts, create a strong connection with the target audience and establish the service as an essential part of student life.

To measure the effectiveness of these marketing efforts, key performance indicators (KPIs) such as customer acquisition costs, referral program participation rates, and retention metrics should be tracked. Customer feedback should also be actively collected and integrated into future campaigns to ensure continuous improvement. This marketing strategy ensures that the hybrid laundry service not only attracts customers but also

nurtures long-term relationships, creating a sustainable competitive advantage in the Jatinangor market.

Conclusion

This study highlights the significant market opportunity within the area's large student population. By leveraging the STP model, Value Proposition Canvas, and Porter's Five Forces, the research identifies key functional and emotional needs. The hybrid laundry model effectively addresses these needs through a combination of conventional and self-service options, offering affordability, convenience, and personalization. Targeting middle-income urban students, the service fills a critical gap for reliable and cost-effective laundry solutions. A phased marketing strategy, supported by awareness campaigns, loyalty programs, and university partnerships, enhances engagement and retention. The hybrid model bridges the gap between affordability and quality, establishing itself as a differentiated, sustainable solution to Jatinangor's laundry challenges while fostering long-term customer loyalty.

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