

Marketing Communication Strategy to Reopen A Business Venture

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ABSTRACT. The research aims to find the best marketing communication strategy for reopening the new business venture that engages in washing services in specialized products such as bags and shoes. This research used a descriptive approach. The research was conducted through FGD and market surveys. The observed variable was the perception of cleaning service in terms of the interests, activities, behavior, needs and desires of consumers. The result of the research shows that the approach of restarting the business is looking at a business venture as a startup. The business branding of the new venture is in a disadvantaged position compared to its competitors because it has just opened; therefore marketing strategy is to build and enhance business branding by communicating information about business services to potential customers through social media, key persons, and word of mouth. It is expected to be able to communicate the service features and a variety of information about service, price and discount, location, and other profiles of new venture. The marketing communication strategy is based on the stages of a customer's journey to decide on a purchase, ranging from awareness, education, consideration, purchase, loyalty, to advocacy.

Keywords: *business branding, laundry, middle class, value proposition*

JEL Classification: L21, L84, M30

INTRODUCTION

Indonesia's economic conditions have shown a consistent growth of around five percent. GDP per capita has increased rapidly over the past decade, and reached more than 11 thousand PPP dollars (purchasing power parity) in 2018 (World Bank, 2019). Increasing GDP per capita is considered an important step to develop business activities in various economic sectors. It reflects the increase in consumption or demand of each individual or household to meet their needs.

Indonesia Central Bank (Bank Indonesia, 2019) data show that the Consumer Confidence Index (CCI) continues to improve, reaching above 100. This figure reflects that consumers are very optimistic about perceiving current and future

economic dynamics. This figure was measured from the Current Economic Condition Index (CECI) and the Consumer Expectation Index (CEI). CCI further shows that Indonesian consumers are increasingly optimistic about their economic prospects and personal financial situation. This is in line with the increasing need for various production services and services.

Indonesia places the fourth largest middle class in the world with at least 99 million people and contributes consumption up to 53% of gross domestic product (Nizar, 2015). Middle class groups are often associated with politically active, educated, empowered, and show increased economic status (Chen & Suen, 2017). The middle class group generally has access to the community and utilizes its position to influence decision making. It gives the potential for economic development and social strengthening (Van Klinken & Berenschot, 2014). The middle class spends its income, especially for consumption needs, services, or specific products. Middle class groups buy

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premium consumer goods, especially in urban areas. These needs become trends that follow the development of fashion that is continuously changing and developing. This has implications for the development of industries or competitive businesses to anticipate the demands of urban people.

In urban areas, it is developing services industries to serve the demand for consumer services (Nugroho & Dahuri, 2004). These business services compete with each other to win the market competition and provide satisfying services to consumers. Critical success factors of a business venture come from business innovation, collaboration, and a strong business case, whereas failure factors of business include a lack of suitable investors, a strong incumbent industry and a short-term investor mindset (Bocken, 2015). They also run specific marketing strategies to win the competition. Products such as bags, shoes, hats, jackets, wallets and clothing that use fabrics, leather, suede, vinyl, and others were significantly found in urban lifestyle. These products require special care or treatment to meet consumer demand, adjusting to lifestyle trends.

Business competition in urban business services is very high. Businesses take advantage of the opportunity to seize the market and the specific needs of consumers. A business venture may fail and get out of the competition, while other service players manage to survive to win the competition. In this competitive environment, the business enters and exits in a competitive business climate, to create business ventures that are efficient and to satisfy the needs of consumers.

This research focuses on the marketing strategy of business activity in urban areas in the situation of a highly competitive environment. A business venture that has previously experienced failure desires to re-enter the competition. This business is engaged in the care or cleaning services of goods as general laundry services. The service business is oriented towards trends and lifestyles, specialized in products such as bags, shoes, hats, jackets, wallets, and similar items. As a startup, this business needs to do some analysis to understand the needs of the potential market.

The objective of this research is to find a marketing communication strategy to reopening the new business venture that manages laundry services specializing in bags and shoes.

RESEARCH METHOD

This research framework is derived from the conception of marketing management. This conception is used to analyze the development of a business venture. The object of this research was a business venture, says ABC. ABC business is engaged in washing services in specialized products such as bags, shoes, hats, jackets, wallets, strap watches, belts, and similar items. ABC business was established in 2011 and experienced failed and then stopped business activities in 2014. In 2017, ABC business tried to get back up to develop businesses in the same field in which it requires thorough preparation. The ABC business is a laundry business that is different from the general laundry business because it has a service that specializes in bags and shoes. In the laundry industry, ABC business tries to provide high service quality, pay attention to changes in fashion and trends, as well as explore what needs are desired by customers.

This research used a descriptive approach. The research was conducted through FGD, which was followed by eight respondents (men and women) aged 18-34 years. They worked as students, employees, entrepreneurs, and housewives, who are potential consumers of ABC business service users. Respondents have expenses above two million rupiahs per month, living in urban areas in Jakarta. The observed variable was the perception of cleaning service services of ABC in terms of the interests, activities, behavior, needs and desires of consumers.

This study also conducted a market survey through a questionnaire of 200 respondents about washing services. Market research was carried out by distributing questionnaires to male and female respondents, aged 18 to 45 years who are ABC business market segments. Market research seeks to explore data regarding laundry services that are used to meet daily needs, find out the problems faced by target markets regarding laundry service choices for bags and shoes and find out the

behavior of the target market for using laundry services.

The results of the FGD and market survey were then analyzed using relevant concepts in marketing management (Stanton, Etzel, & Walker, 1991; Kotler & Keller, 2012; David & David, 2016), including situation analysis, Porter's five strength analysis, competitor profile analysis, and SWOT analysis (Rangkuti, 2006). The results of the analysis were then compiled to find a strategy and formulate the best implementation of marketing communication to reopen ABC's business ventures. This article does not mention specific brand or trade names of businesses for ethical reasons of research.

RESULT AND DISCUSSION

Business Environment

The laundry business environment was analyzed through industry analysis. Industry analysis is useful for assessing the current business environment and helps companies or business ventures understand their position relative to others that produce similar products or services. This industrial analysis conducted using Porter's five forces model (Grundy, 2006; Porter, 2008).

The first is rivalry among competitors. Currently, the laundry service industry business has developed quite well in Indonesia, but not in the bag and shoe laundry business. Laundry bags and shoe business is still rarely found in Jakarta. Based on field observations, competition in the bag and shoe laundry business is at a moderate level. It can be seen from only a few similar laundry services in several places. Customers are quite enthusiastic about the existence of a bag and shoe laundry business to meet their needs.

The second is the bargaining power of suppliers. Suppliers from the laundry industry are primary dealers of cleaning chemical products and laundry equipment. Cleaning chemicals and laundry equipment are very essential in the laundry business activities. There are many alternative choices of the suppliers with the quality and price as desired. Competition among suppliers is also relatively high; they are competing to find a laundry business to become their customers. In the case of ABC business ventures, the bargaining

power of suppliers is low because the number of laundry business ventures is found everywhere.

The third is the bargaining power of the buyer. The bargaining power of buyers for laundry specialized in bag and shoe is still low because there are only a few laundries offering laundry specialized in bags and shoes. What distinguishes competition between the specialist laundry industry is mostly from its price and quality. Buyers cannot easily choose the laundry because they do not have many choices to find laundry specialized in bags and shoes.

The fourth is the threat of laundry business new entrants. To enter the laundry business industry, especially laundry which specializes in bags and shoes, the owner should have human resources who have high ability and skills. They determine the quality of laundry services and customer satisfaction. Besides, business investment and initial costs for new laundry operations require enormous investment costs. It reflects that the new laundry business is not too flexible to enter or exit the business industry (Chandra, 2014). This lack of flexibility reduces the chances of newcomers doing business, especially those specializing in bags and shoes.

Fifth, the threat of substitute service. When customers decide to wash and clean their own bags or shoes without laundry services, the costs may be low. However, not all bags and shoes can be washed or cleaned independently without the skills in cleaning certain chemicals. Based on surveys, people do not clean or wash their belongings due to time reasons, fear of damage, and not having an understanding of how to wash or clean the materials. It raises the impression of the need to use a laundry service.

Business Competition Situation

Competitor analysis was used to identify ABC business competitors and evaluate strategies in determining strengths and weaknesses of the business services. After determining the strengths and weaknesses of each competitor, the next analysis used was the Competitive Profile Matrix (CPM) (Sohel, Rahman, & Uddin, 2014) to compare the performance of competitors with ABC business ventures (Table 1).

The benefits of laundry or cleaning services are increasingly needed by the community, especially for the upper-middle class. Laundry business services are useful for facilitating work and saving time. They need a reliable laundry service to clean up their favorite or expensive items. The ABC laundry business seeks to reduce customers' fears by providing cleaning services that specialize in bags and shoes with the guarantee of safe service.

Table 1 shows that the competitors of ABC business have the strengths to compete with one another to meet the needs of consumers who

widely spread in Jakarta and outside Jakarta. The competitors have a weakness in service periods that takes ten days to two weeks. While ABC Business is the most superior in the speed of service time, which only requires three days. In terms of service quality, GHI and JKL business businesses show a score of 4 because they can do recoloring services. In terms of price, ABC and DEF business ventures provide advantages in more competitive prices. While in customer relations services, ABC business has advantages over its competitors.

Table 1. Competitive Profile of ABC Business and Competitors

Performance item	Weight	ABC		DEF		GHI		JKL	
		rating	score	rating	score	rating	score	rating	score
Adversiting	0.12	3	0.36	3	0.36	1	0.12	3	0.36
Service quality	0.20	3	0.60	3	0.60	4	0.80	4	0.80
Customer relation	0.10	4	0.40	2	0.20	1	0.10	2	0.20
Price competitiveness	0.20	4	0.80	4	0.80	4	0.80	1	0.20
Location	0.12	2	0.24	4	0.48	4	0.48	3	0.36
Service variation	0.15	4	0.60	1	0.15	3	0.45	3	0.45
Service duration (time)	0.11	4	0.44	2	0.22	2	0.22	1	0.11
Total	1.00		3.44		2.81		2.71		2.48

Furthermore, Table 1 also reflects the value proposition or values of ABC business advantages compared to its competitors. These advantages also reflect positive things or the advantages of ABC business, including variations in service, quality, time, and price of services. Service variation is the ability to provide several laundry services in addition to laundry bags and shoes, as well as other items. Quality of service means a series of services, ways of serving and hospitality that are satisfying to customers. Service time is the laundry service time from the initial arrival of the customer until the service is complete.

In general, the services provided by ABC businesses are very positive. ABC business is established based on the desire to provide satisfying services to customers. Service time is categorized as relatively fast with only 3-4 days, compared to its competitors who need one week. ABC strives to provide reliable, high-quality and timely services. The essence of the ABC brand symbolizes the struggle and effort to instill thoughts and satisfy customers through a laundry service that specializes in cleaning bags and shoes. The positioning statement of the ABC business

departs from the critical situation of the target market, the definition of the market, business branding, and reasons to believe. The positioning statement of the ABC business is stated: "Anyone who needs reliable, high-quality, timely care and laundry services, at an affordable price, the ABC business is ready to offer special laundry services for bags and shoes and other items such as wallets, belts, watch straps, hats and the like".

Based on the competitiveness profile, a SWOT analysis can be done about ABC's business performance. It will help map the internal potential (strengths and weaknesses) and external conditions (threats and opportunities) of ABC business ventures. The following is a description of the SWOT analysis related to the business performance of ABC business.

Strength. ABC business has the strength of service time, which only requires 3 days to finish washing bags or shoes, while competitors need 10 days to 2 weeks to complete the laundry. Another strength is that ABC business has trusted expert trainers and environmentally friendly production vendors for cleaning chemicals.

Weaknesses. ABC management has the lowest experience among competitors in terms of laundry services. Besides, the ABC brand is not yet well known compared to the other competitors.

Opportunities. The target market for shoe and bag laundry businesses is still huge, in Jakarta or outside Jakarta. This service business is increasingly accepted and appreciated by consumers because it is a necessity for those who want a trusted service to clean their personal belongings. The target market also relatively price-sensitive because it is the ABC business opportunity to offer affordable prices below its competitors. Information technology continues to develop, which can be an alternative in marketing communication media.

Threats. Brands from the competitors are better known to consumers because they are longer-standing and experienced, with a wide-spread market in Jakarta and some outside Jakarta. Besides, the threat to ABC's business is the possibility of new players imitating the concept of laundry services.

Target Market

Market research has been carried out to understand the needs of the target market regarding laundry services that are used to meet daily needs, find out the problems faced by target markets regarding laundry service choices for bags and shoes and find out the behavior of the target market for the use of laundry services.

Table 2. Respondent's Perspectives on ABC Service Business

Personality	Interests	Activities
<ul style="list-style-type: none"> – High mobility and outgoing – Fashionable/up to date – Caring for luxury goods 	<ul style="list-style-type: none"> – Traveling – Socializing – Interest with branded bags or shoes 	<ul style="list-style-type: none"> – Student – Professional – Entrepreneur – Housewife
Behaviors	Needs	Desires
<ul style="list-style-type: none"> – Economic: concerned with the affordable prices of a service – Functionality: concerned with the quality and warranty of service – Symbolic: prioritizing the prestige of a service 	<ul style="list-style-type: none"> – A trusted service that can clean and care for their favorite belongings, with affordable prices according to their capabilities 	<ul style="list-style-type: none"> – Quality: free from stain, not damage, odorless – Service time is no more than a week – Guarantee safe – Affordable price – The reputation and integrity of the service

Market research results produce a description of the target market's behavior as follows (Table 2).

First, the respondents are generally more interested in bag laundry services. The materials for the bags that are difficult for the respondents to clean are leather, satin, and suede. The respondents stated that the problem in bag laundry services was the high price. The time desired by respondents in the service for laundry bags is five days to one week. The price of bag laundry which is considered reasonable by the majority of respondents, is 100 thousand to 150 thousand rupiahs.

Second, the respondents are more interested in shoe laundry services than washing themselves. Materials that are difficult for them to clean are suede and leather. The problem encountered in shoe laundry services is that laundry results are

often unclear. One week is the longest time in shoe laundry service. The price of shoe laundry that is considered reasonable by the majority of respondents is 100 thousand to 150 thousand rupiahs.

Third, the most concerning factors for the respondents about laundry services are the service reputation and integrity, service time, and service price. Fourth, the respondents' dissatisfaction occurs because the washing of their bags or shoes leaves stain, thus it is not completely clean. Fifth, the respondents want to try the new laundry bag or shoes, but they also want guaranteed cleanliness service.

As explained before, the ABC business has been closed for more than two years. It has fundamental implications primarily for customer behavior. It will undoubtedly change and shift customer preferences

to choose laundry from the previous ABC target market. Some ABC customers may have found other brands of laundry for their laundry services. In addition, many laundry service businesses have also emerged that provide services which is similar to ABC, especially in shoe laundry. The number of laundry services for bags is not as many as the shoe laundry. In addition, the price of bag laundry services is still relatively high and not affordable by young people, in which they are still price-sensitive.

ABC business needs to find the right position in the market. At this time, the ABC business branding is in a disadvantaged position compared to its competitors because it has just opened. Meanwhile, although ABC has an affirmative value proposition and shows excellent service quality, it does not appear to be meaningful because the target market or the customers do not know about it. Therefore, an effective and efficient marketing strategy needs to be built to send the information about ABC business services to the target market.

Table 2 further shows the respondents' preferences regarding laundry services. Matters that become the respondent's preference include the clean quality (not stained), safe (goods not damaged and lost), no smell, speed of service time, and reasonable price. These preferences can be used as a value proposition of ABC's business, which always becomes concern and is continuously improved to provide customer satisfaction.

The ABC business has used a variety of promotional media to demonstrate its superiority as a bag and shoe laundry specialist with high-quality services. This effort can meet the needs of the middle class who want to keep their favorite items clean. ABC Business is also obliged to provide satisfactory treatment by providing competitive prices according to the size and type of material that needs to be cleaned. The priority of marketing activities is to increase sales by building the business branding. This effort was carried out by communicating the information about the target market. This marketing strategy must be applied to the right steps of marketing activities before being implemented in the marketing plan. The marketing strategy is carried out through stages of identification of segmentation, determination of target markets, and positioning statement.

ABC needs to identify customer segments to find out who the desired target market is. Customer segmentation can be done by dividing the market into small groups that have similar characteristics and determining what the service needs will be provided. Market segmentation is determined based on specific criteria, such as geography, demographics (age, gender, occupation, monthly expenses), psychological (lifestyle and personality), and behavior (concerning the nature of the purchase, use, and brand loyalty). Customer segmentation is intended to enable business service groupings to adjust the characteristics of market segments. After analyzing customer segments, then the owner needs to determine which markets or customer groups are the top priority in marketing and sales strategies (Table 3).

Table 3. Target Market of ABC Business

Item	Description
Area	Jakarta
Age	18-34 year old
Gender	Male, female
Occupation	Student, professional, housewife
Expenditure per month	2 million to 3 million rupiahs; more than 3 million rupiahs,-
Lifestyle	High mobility, like traveling, want to pay a higher price to make a better appearance
Personality	Like socializing, care for their luxury belongings
Refers to the nature of the purchase	<ul style="list-style-type: none"> •Economic: concerned with the affordable prices of a service •Functionality: concerned with the quality and warranty of service •Symbolic: prioritizing the prestige of a service
Usage level	Medium user
Brand loyalty	Hardcore loyals

A significant challenge for new businesses in marketing is to choose marketing methods that are suitable for multimedia technology, which conditions respondents for future situations, simulates user experience, and encourages consumers to actively seek information about products (Urban, Weinberg, & Hauser, 1996).

ABC business as a start-up had severe challenges in starting business activities. Many aspects faced by business start-ups are usually related to the results of business ventures. Various activities at the beginning of the start-up process are associated with profitability, fewer termination,

and fewer the long tenure. The start-up business will show the ability to survive when carrying out strengthening efforts such as promotion, assembling company infrastructure, and implementing production processes related to initial profitability (Reynolds, 2016).

Marketing Strategy

The marketing strategy formulation uses the concept of the product marketing mix (7P) (Kotler & Keller, 2012), which includes products, prices, promotions, places, people, processes, and physical evidence.

Product. ABC Business specializes in laundry services for bags and shoes, as well as other items such as wallets, belts, watch straps, hats and other similar items. The service is provided for a period of only 3-4 days, with affordable prices ranging from 50 thousand to 250 thousand rupiahs. Items that are cleaned include various types of materials ranging from canvas, fabric, leather, suede,

parachutes, and others. The quality of the laundry service is accompanied by a guarantee to give customers confidence that the items being cleaned are safe from damage.

Price. ABC Business tries to provide competitive prices for the laundry services provided. In determining prices, ABC business uses pricing strategies based on a cost-plus pricing approach. This is a way to determine the cost of goods sold for each type of service and then raise prices to follow the desired margin, which is at least 200%. ABC is cautious in determining prices because competition in the laundry industry is very competitive and fierce. Furthermore, prices are annually raised by an average of 10% to compensate for the inflation rate and the increase of the raw material prices. In serving payments, customers are charged in advance according to the terms of service, and then pay off payments when the service is completed.

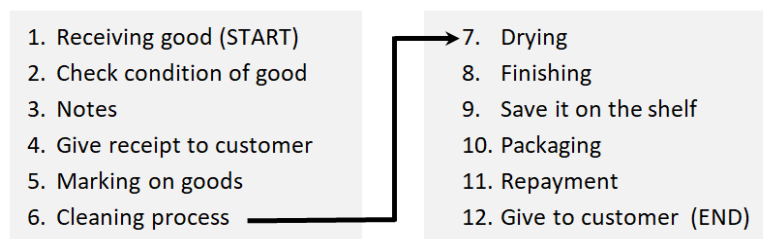


Figure 1. Service process of ABC business

Promotion. Promotion activities are carried out through various approaches by ABC business. ABC displays advertisements on social media networks, electronics, and printed platform. The substance of information about location, range of services, and prices is promoted through social media such as Line, Instagram and Facebook. ABC business uses the method of stamp member, membership card, discount voucher, quiz, and sweepstakes to drive the sales. A 50% discount is given to customers during the first month launching. It also developed publications through social media, key persons, and word of mouth. Media promotion is also carried out following the target market, in the form of magazines, television, radio, and social media accounts.

Place. ABC business occupies at the main road, in South Jakarta. The position is relatively strategic because there are many restaurants, coffee shops, as well as convenience stores that are relevant to the target market. To make customer service easy to get the service, ABC provides delivery services to customers and works closely with motorcycle applications to drop or ship their goods. Shipping costs depend on the distance of the customer's position.

People. The people involved in the service business have an important position because their ability to serve is the product that will determine customer satisfaction. To do excellent service, ABC needs to conduct training for staff to meet the operating and procedure standards. Operational staff needs to learn how to clean bag and shoe

materials such as leather, suede, canvas, satin. Front desk staff must be excellent customer service

in welcoming and serving customers with excellent product knowledge.

Table 4. Steps of Marketing Communication

AWARENESS	EDUCATION	CONSIDERATION	PURCHASE	LOYALTY	ADVOCACY
Key channel					
Outlet Social media Multimedia	Social media (IG, line, FB, path, etc) Group	Social media (IG, line, FB, path, etc) Group	Outlet Pick up point	Social media Email Membercard	Service Guarantee
Key metric					
The increase in people aware that ABC is bags and shoes cleaner service	People know their favorite belongings need care	People know their favorite belongings need care	ABC become top of mind of bags and shoes cleaner service	The increase in the membership number	Customer believes that ABC has good quality in cleaning /laundry service

Process. The business undertakes processes to manage inputs into outputs, including planning, implementing, and controlling. The process is intended to provide services to customers. Figure 1 shows the simple process of ABC business services.

Physical attributes and evidence. The physical attributes of a product or service play a great role in helping the potential customers to evaluate a product before the customer decides to purchase. Therefore physical evidence is needed to build a positive impression on customers about physical things related to a product. ABC business venture needs to place and prioritize positive impressions through physical evidence or physical services that customers can perceive.

The customer is the final target of a marketing communication plan. Customers are expected to receive a positive understanding of a product or product brand in order to decide to buy. ABC business needs to instill an understanding of a product to the customers and recognize the customer's journey to the point of deciding on a purchase. This is very useful for determining marketing strategies to be more precise and how to provide information according to customer needs (Finne & Grönroos, 2009). There are six stages in the purchase journey, such as awareness, education, consideration, purchase, loyalty, and advocacy. It is always in the formulation of marketing strategies (Table 4). Furthermore, ABC business needs to ensure the integrated and consistent marketing communications at each

stage, to build strong relationships with customers (Belch & Belch, 2017).

CONCLUSION AND SUGGESTION

The ABC business has been closed for almost two years, and the approach to restart the business is to see it as a startup. Meanwhile, ABC's business branding is still low compared to its competitors; therefore, ABC's marketing strategy is to increase the sales through developing and improving business branding by communicating the information about ABC services to the potential customers.

ABC needs to formulate the implementation steps of relevant marketing activities, including (i) determining segmentation and target markets, (ii) determining the position statement of the value proposition in the market as a laundry specialist in bags and shoes, and (iii) developing a marketing communication strategy. The marketing communication strategy needs to consider the customer's journey to purchase, from awareness, education, consideration, purchase, loyalty, to advocacy.

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