

Strategic Formulation Analysis to Create a Repair Service Business in Indonesia, "Fix and Clean"

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ABSTRACT

PT Hygeia Vulcan Indonesia, a trademark of Fix n Clean, is an application-based repair service company. Fix n Clean is here as a solution to the increasing need for repairs by offering repair services in one location (One Stop Service) based on fashion applications and household products. The strategy method uses the Value Proposition Canvas, IFE, EFE, VRIO, CPM, SWOT, IE, QSPM, Porter's Generic Strategy and Lean Business Canvas Model. From external analysis, Fix n Clean has 5 opportunities and 4 threats. The analysis of the competitiveness of the Porter's Five Forces industry is moderate. The results of the internal analysis of Fix n Clean have 7 resources and 3 capabilities. As a result of the IE matrix analysis, as a new company, Fix n Clean is in a position to grow and build. The main strategy chosen based on the QSPM stages is market penetration.

Keywords: repair, One Stop Service, Porter's Generic Strategy, Lean Business Canvas Model

1. INTRODUCTION

Along with the development of increasingly sophisticated times and busy activities, Indonesian people, especially big cities, do not have time to repair their fashion items and household items. Many people need everything instantly and reliably in terms of helping with personal matters that may often be delayed due to work demands. In the midst of the COVID-19 pandemic, fix services have become

reliable services. For information, the repair service market in Indonesia is quite large and the demand is large, so this business has the potential to be created such as Spider, Stop'N'Go, and Captain Fix, this is what makes it necessary to improve services for attractive business opportunities.

In 2019, KADIN informed that future consumption trends will be dominated by the service sector rather than the goods sector. This is in line with the era of digitalization which will continue to grow. The results of the BPS survey revealed that the millennial generation's shopping pattern is mostly done online, following the government's advice to stay at home during the COVID-19 pandemic. This increase in consumption in the service sector is due to consumption patterns related to lifestyle where this consumption pattern will be filled by the digital generation whose perpetrators are millennials.

Repair services are currently more emphasis on service to customers, for that the company must provide services that are oriented to customer satisfaction. Today's competition will be getting tougher where customers or consumers will easily leave companies/business ventures that do not provide satisfaction to them. Therefore, in doing business, you must focus on opportunities and must be smart in translating the needs of the community or certain groups. For this reason, Fix n Clean

is here to provide a solution by offering repair services in one location (One Stop Service) based on fashion and household products.

2. MATERIALS AND METHODS

Beforehand, PT Hygeia Vulcan Indonesia needs to identify threats, opportunities, strengths, and weaknesses to create successful strategies. First, we needed to analyze the Customer's Value Proposition (Kerin et al., 2013) Then, we need to analyze external and internal factors to assume the threats and opportunities (external factors), strengths and weaknesses (internal factors).

Identify Problems and Opportunities

First, to establish a suitable analysis, we need to identify customer jobs (jobs to be done), customer pains, and customer gains to know problems and our opportunities through customers. After that, the Value Proposition Canvas makes it clear how you create value for your customers. It helps companies design products and services that customers want (Osterwalder et al., 2014). VPC uses experience in the field of customer segments (1) Customer Jobs (2) Gains (3) Pains (Lindič & Silva, 2011).

Business Solution

Determining business solutions can be determined based on the identification of problems and opportunities that must be re-analyzed after pain relief, gain creator, and the products and services provided. Pain relievers describe how the enterprise's products and services alleviate customer pains, and gain creators describe how the enterprise's products and services create customer gains. The pain relievers and gain creators sum up how the enterprise's offerings create value (Osterwalder, 2012).

External Factor Analysis

Before making an analysis of external factors we need to conduct a porter five forces analysis where specifically

linking the assessment of the five forces with opportunities and threats can help strategic thinkers develop strong responses to industry pressures to increase competitiveness and increase profits (Porter, 2008). Then the analysis that needs to be done is an analysis to take the company's opportunities and threats from political, economic, social, and technological forces (Sammut-Bonnici & Galea, 2015) where the PEST analysis affects each other's potential in the environment and other supporting factors (Retnowati, 2010; Nofrizal, 2015; Sari et al., 2019).

Internal Factor Analysis

According to Grant (2016), to survive and thrive in an industry, companies must meet two criteria, namely they must provide what customers want to buy and must survive in the competition. Internal factor analysis is needed to find out the weaknesses and strengths of a company, where the internal factors analyzed are referred to by predetermined indicators (Bernroider, 2002) while the analysis needed for this section includes: analysis of demand, competition, resources, and abilities. Then, we need to determine the strengths and weaknesses as well as the company's competitive advantages.

Strategic Planning

After the external and internal factors have been analyzed, the next thing that can be done is to determine the SWOT IE Matrix, QSPM and then porter's generic strategy. After the whole thing has been done in the end we have to build a lean business model canvas (Umar. et al., 2018).

3. RESULT & DISSCUSION

Identify Problems and Opportunities

a. Customer Jobs

We have a business target for all circles where based on the business that we run, many fix service providers are still carried out traditionally. The main problem is the limited time, especially when the world is experiencing uncertain conditions

such as the COVID-19 case which makes everyone required to always maintain tidiness and cleanliness. Another problem is regarding the process of the business itself such as price, quality, satisfactory service, and customers want their favorite items to always be good.

b. Customer Pain

The results of discussions and interviews with a number of experienced people as users of fix services, it turns out that there are several problems that are often experienced by service users, as follows: service providers do not provide solutions regarding service needs, customers do not

have much time to deliver goods to the workshop and must waiting a long time and waiting in long queues when visiting, as for other complaints about having to meet face to face during discussions and regarding claim services that seem unresponsive

c. Customer Gain

Based on the above complaints, our group found what service users actually needed, such as services that match expectations and are satisfactory, convenience, comfort and practicality as well as services that provide solutions to problems with goods owned by service users.

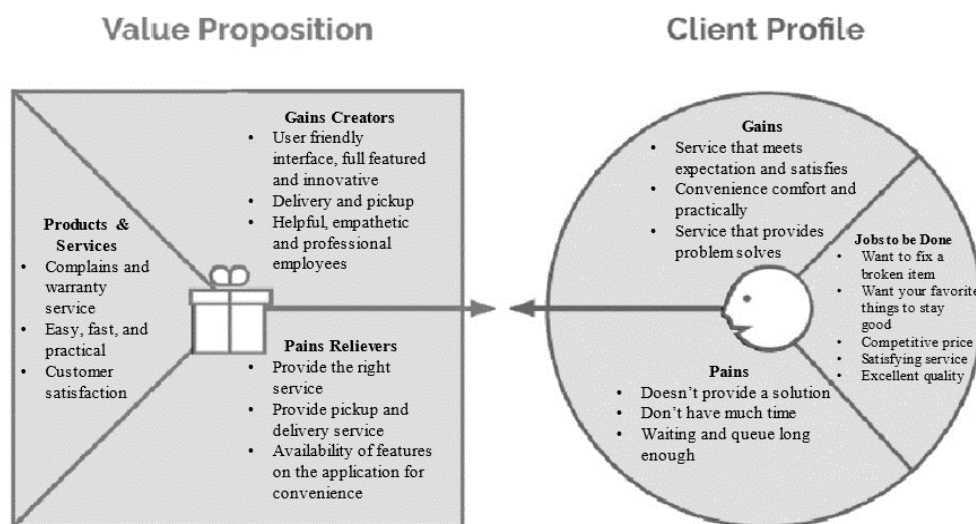


Figure 3.1 Fix n Clean's Value Proportion Canvas
Source: Author, 2022

Business Solutions

a. Pains Reliever

One stop service is one of the ways we offer to present solutions to our service users, where we are here to provide the right service recommendations according to customer needs, where in the service process we provide a choice of pick-up and delivery services to the customer's place so that customers don't have to come. to deliver and pick up goods at our workshops, while we present features on iOS and Android-based applications that we will offer to make it easier to use Fix n Clean services such as: workshop locations, queue

numbers, live chat and call center services (complaints or discussions), etc.

b. Gains Creator

PT Hygeia Vulcan Indonesia is here to provide repair services with several features that we provide including we have an operational fleet for pickup and delivery to reach service users and make it easier for our customers, Fix n Clean application which is designed with a user friendly interface, complete and informative features also helpful, empathetic, and professional employees.

External Factor Analysis

Analysis of external factors in this business is carried out in three ways, namely Political, Economic, Social, Technological (PEST) analysis, competitive forces using Porter's Five Forces, and Competitive Profile Matrix (CPM) which is used to compare Fix n Clean with competitors.

a. Competitive Forces

According to Michael E. Porter in David (2011) explains that the concept of business competition analysis can be seen from the Porter's Five Forces. The weighting steps using Porter's Five Forces analysis begin by determining the index value for each factor of each competitive power.

Table 3.1 Fix n Clean's Porter's Five Forces Analysis

Threat of New Entrants	Weight	Index	Value
Capital Requirement	0.4	2	0.8
Product Differentiation	0.6	2	1.2
Total Score			2.0
Bargaining Power of Buyer	Weight	Index	Value
Product Differentiation	0.4	3	1.2
Cost of Product Relative to Total Cost	0.25	2	0.5
Buyer's Information	0.25	2	0.5
Switching Cost	0.1	1	0.1
Total Score			2.3
Threat of Substitutes	Weight	Index	Value
Buyers' Propensity to Substitute	0.7	1	0.7
Relative Prices and Performance of Substitutes	0.3	1	0.3
Total Score			1.0
Bargaining Power of Supplier	Weight	Index	Value
Buyers' Price Sensitivity	1.0	2	2.0
Total Score			2.0
Industry Rivalry	Weight	Index	Value
Concentration	0.2	2	0.4
Diversity of Competitors	0.4	2	0.8
Product Differentiation	0.4	3	1.2
Total Score			2.4
Forces			Value
Threat of New Entrants			2.0
Bargaining Power of Buyer			2.3
Threat of Substitutes			1.0
Bargaining Power of Supplier			2.0
Industry Rivalry			2.4
Average			1.94

Source: Author, 2022

From the table 3.1, the quantitative average results are in the range of 1.67 – 2.33 categorized as moderate, namely Fix n Clean is in quite intense competition.

b. P.E.S.T.

PEST analysis is part of the analysis of external factors used to determine market growth and the potential and direction of the company's operations. This External Factor

Evaluation is obtained from the results of the PEST analysis, namely political, economic, social, and technological, which has been carried out by Fix n Clean and will be given weights and values to determine the direction of the company's strategy going forward. The External Factor Evaluation (EFE) Fix n Clean are as follows:

Table 3.2 Fix n Clean's External Factor Analysis (EFE)

Key External Factors		Weight	Rating	Score
		(a)	(b)	(a x b)
Opportunity				
1	The existence of UU Cipta Kerja that facilitates the establishment of companies.	0,11	3	0,33
2	The need for repair services is increasing.	0,12	4	0,48
3	One Stop Service for repair service.	0,15	4	0,6
4	Fix items that are of more value to customers.	0,15	4	0,6
5	User friendly interface for users.	0,09	3	0,27

Table 3.2 Continued...

Threats				
1	Many newcomers entered the repair business.	0,1	1	0,1
2	The recession caused by the pandemic has led to a global economic downturn.	0,1	2	0,2
3	There is a tendency for Indonesian people to buy new goods.	0,1	3	0,3
4	Many new applications are popping up on the Play Store & App Store.	0,08	2	0,16
Total		1,00		3,04

Source: Author, 2022

From the table 3.1, a total score of 3.04 is obtained which is above the average (midpoint) of 2.5, so the Fix n Clean business is running quite well, taking advantage of external opportunities, and avoiding threats faced by the company. With the biggest opportunities being "One Stop Service for repair services" and "Fix items that are of more value to customers.", Fix n Clean can take advantage of these opportunities. Meanwhile, Fix n Clean's

main threat is "Many newcomers entered the repair business".

Internal Factor Analysis

In the IFE matrix, a summary and evaluation of the internal factors in the Fix n Clean function will be described. Based on the IFE matrix in the table below, the strengths and weaknesses of Fix n Clean can be identified as follows:

Table 3.3 Fix n Clean's Internal Factor Analysis (EFE)

Key Internal Factors		Weight	Rating	Score
		(a)	(b)	(a x b)
Strength				
1	Fix n Clean has excellent human resources.	0,14	4	0,56
2	Equipment that can run operations optimally.	0,12	3	0,36
3	Ease of payment.	0,09	3	0,27
4	One Stop Service which is still a bit encountered.	0,1	4	0,4
5	Full-featured and user-friendly interface.	0,08	3	0,24
6	Fix n Clean provides the best service, both physical and non-physical or direct, namely guaranteed workmanship that can be claimed and also workmanship and services that are more durable with communication technology features, namely live chat or telephone.	0,1	4	0,4
Weakness				
1	The capital is still limited so it needs a well-targeted strategy so that the capital owned can support operational activities.	0,1	2	0,2
2	Trademarks that can be recognized among the public.	0,08	1	0,08
3	Still need to find a wider relationship in running a business.	0,09	2	0,18
4	The right marketing strategy but with limited capital so that marketing still uses platforms or social media that have not been really tested for marketing in the business being run.	0,1	2	0,2
Total		1,00		2,89

Source: Author, 2022

From table 3.3, it can be seen that the total score obtained is 2.89, so it can be said that the company already has strong internal strength because it is above the average. The best strength of Fix n Clean is "Fix n Clean has excellent human resources". While the biggest weakness is the absence of "Trademarks that can be recognized among the public".

Competitive Advantage (VRIO)

Michael Porter (1985) in Awwad (2013) states that competitive advantage is

the ability obtained through the characteristics and resources of a company to have higher performance than other companies in the same industry or market. Competitive advantage stems from the company's ability to leverage its internal strengths to respond to external environmental opportunities while avoiding external threats and internal weaknesses (Mooney, 2010). Here is Fix n Clean's competitive advantage table:

Table 3.4 Fix n Clean's VRIO

Resources	Valuable? (V)	Rare? (R)	Costly to imitate? (I)	Exploited by the organization? (O)	Competitive implication
Human Resources (R1)	Yes	-	Yes	Yes	Sustained competitive advantage
Equipment (R2)	Yes	-	-	Yes	Temporary competitive advantage
E-payment (R3)	Yes	-	-	-	Competitive parity
One Stop Service (R4)	Yes	Yes	Yes	Yes	Sustained competitive advantage
Trademark (R5)	Yes	Yes	-	Yes	Sustained competitive advantage
Technology (R6)	Yes	-	-	Yes	Temporary competitive advantage
Finance – Operations (R7)	Yes	-	-	Yes	Temporary competitive advantage
Capabilities	Valuable? (V)	Rare? (R)	Costly to imitate? (I)	Exploited by the organization? (O)	Competitive implication
Excellent service (C1)	Yes	Yes	Yes	Yes	Sustained competitive advantage
Relations (C2)	Yes	-	-	Yes	Temporary competitive advantage
Marketing (C3)	Yes	-	-	Yes	Temporary competitive advantage

Source: Author, 2022

Based on the results of the VRIO analysis of internal resources and capabilities in table 3.4 above, the competitive advantage of Fix n Clean can be explained as follows, namely Fix n Clean provides excellent service both in durable workmanship and direct or indirect services. life. Services related to workmanship that is better and more durable with the use of technology and equipment or equipment used. Ease and practicality in service are also the advantages of Fix n Clean in running the company's business.

Strategic Planning

a. Competitive Profile Matrix (CPM)

The CPM matrix is used to assess the company against similar competitors by looking at several aspects such as strengths, weaknesses, opportunities, and threats. CPM matrix is considered the same as how to assess EFE (Jones et al., 2021). Score is the product of weights and ratings. Here is the CPM Fix n Clean analysis table:

Table 3.5 Fix n Clean's CPM

No.	Critical Success Factor	Weight	Fix n Clean		Laba Laba		Stop 'N' Go		Captain Fix	
			Rating	Score	Rating	Score	Rating	Score	Rating	Score
1	Human Resources	0,14	4	0,56	4	0,56	4	0,56	4	0,56
2	Equipment	0,12	3	0,36	4	0,48	3	0,36	3	0,36
3	Payment	0,09	3	0,27	2	0,18	3	0,27	3	0,27
4	One Stop Service	0,1	4	0,4	3	0,3	3	0,3	3	0,3
5	Features and User Friendly Interface	0,08	3	0,24	1	0,08	2	0,16	1	0,08
6	Service	0,1	4	0,4	3	0,3	3	0,3	3	0,3
7	Capital	0,1	2	0,2	3	0,3	3	0,3	3	0,3
8	Trademark	0,08	1	0,08	2	0,16	2	0,16	2	0,16
9	Business relations	0,09	2	0,18	2	0,18	3	0,27	2	0,18
10	Marketing strategy	0,1	2	0,2	1	0,1	2	0,2	2	0,2
Total		1		2,89		2,64		2,88		2,71

Source: Author, 2022

The results above are estimates by making observations. When compared with other companies' CPM scores, Fix n Clean can be said to be able to compete with other companies. This is because the score obtained by Fix n Clean is higher than the other three companies. However, Fix n Clean is expected to be in a tight competition with Stop'N'Go due to the small difference in score.

b. SWOT Matrix

The SWOT matrix is a strategy that uses intersecting internal and external factors, becoming a SO, ST, WO, and WT strategy. The SO strategy uses the power of Fix n Clean to take advantage of external opportunities. Meanwhile, ST strategy uses Fix n Clean power to fight external threats. The WO strategy aims to improve Fix n Clean weaknesses by taking advantage of

external opportunities. While the WT strategy aims to overcome the weaknesses of Fix n Clean and external threats (Abdel-

Basset et al., 2018). The following table SWOT Fix n Clean Matrix:

Table 3.6 Fix n Clean's SWOT Strategies

	<i>Strength</i>	<i>Weakness</i>
SWOT Matrix	<ol style="list-style-type: none"> Fix n Clean has excellent human resources. Equipment that can run operations optimally. Ease of payment. One Stop Service, which is still rarely found in Jakarta and even in Indonesia. Complete features and user-friendly interface. Fix n Clean provides the best service, both physically and non-physically or directly; namely the existence of a guarantee that can be claimed and also more durable, as well as services with communication technology features, namely live chat or telephone. 	<ol style="list-style-type: none"> The capital is still limited so it needs a well-targeted strategy so that the capital owned can support operational activities. Trademarks that can be recognized among the public. Still need to find a wider relationship in running a business. The right marketing strategy but with limited capital so that marketing still uses platforms or social media that have not been really tested for marketing in the business being run.
<i>Opportunity</i>	<i>SO Strategy</i>	<i>WO Strategy</i>
<ol style="list-style-type: none"> The existence of UU Cipta Kerja that facilitates the establishment of companies. The need for repair services is increasing. One Stop Service for repair service. Fix items that are of more value to customers. User friendly interface for users. 	<ol style="list-style-type: none"> Established Fix n Clean which carries One Stop Service. (S4, O3) Provide good after-sales service to customers. (S6, O2) Create an easy-to-use Fix n Clean app. (S5, O5) Provide excellent service for Fix n Clean customers. (S1, S2, O4) 	<ol style="list-style-type: none"> Carry out obligations and rights in accordance with the cooperation agreement. (W3, O1) Build brand awareness to attract service users. (W2, O2)
<i>Threat</i>	<i>ST Strategy</i>	<i>WT Strategy</i>
<ol style="list-style-type: none"> Many newcomers entered the repair business. The recession caused by the pandemic has led to a global economic downturn. There is a tendency for Indonesian people to buy new goods. Many new applications are popping up on the Play Store & App Store. 	<ol style="list-style-type: none"> Perform product differentiation Fix n Clean. (S4, T3) Prepare superior human resources to face increasingly fierce competition in the future. (S1, T1) Provide the best quality and price. (S1, S2, T1, T2) 	<ol style="list-style-type: none"> Maintain good cooperative relationships with suppliers. (W3, T2) Massive promotion to increase brand awareness. (W2, W4, T3)

Source: Author, 2022

c. IE Matrix

Based on the results of the Internal External Matrix above, when viewed from the results of the EFE of 3.04 and IFE of 2.89, Fix n Clean is in the second part of the cells described as grow and build. Grow and build shows that the company needs a strategy to grow better and can develop the company for the better. In this cell the alternative strategies that can be applied include market development, market penetration, and also product development. The three alternative strategies are the most important strategies that need to be implemented by the company in order to develop its business (Ul Haq et al., 2020).

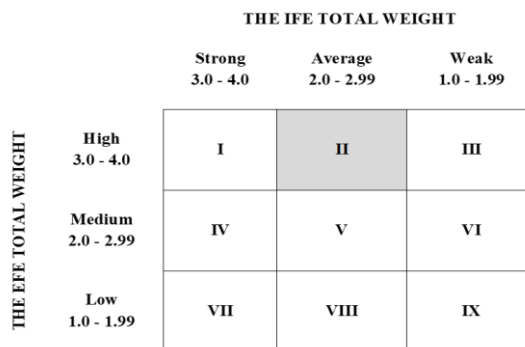


Figure 3.2 Matrix Analysis of Fix n Clean
Source: Author, 2022

d. Decision Stage

After knowing the alternative strategies obtained from the IE Matrix, then the most appropriate strategy is selected by weighting and scoring the existing determinants. The following is a table of the decision stages that have been discussed:

Table 3.7 Fix n Clean' Decision Stage

Defining Factor	Weight	ALTERNATIVE STRATEGIES					
		Market Development		Market Penetration		Product Development	
		AS	TAS	AS	TAS	AS	TAS
Strength							
Fix n Clean has excellent human resources.	0,14	4	0,56	4	0,56	4	0,56
Equipment that can run operations optimally.	0,12	3	0,36	3	0,36	4	0,48
Ease of payment.	0,09	3	0,27	4	0,36	3	0,27
One Stop Service which is still a bit encountered.	0,1	3	0,3	4	0,4	2	0,2
Full-featured and user-friendly interface.	0,08	2	0,16	2	0,16	3	0,24
Fix n Clean provides the best service, both physical and non-physical or direct, namely guaranteed workmanship that can be claimed and also workmanship and services that are more durable with communication technology features, namely live chat or telephone.	0,1	4	0,4	4	0,4	3	0,3
Weakness							
The capital is still limited so it needs a well-targeted strategy so that the capital owned can support operational activities.	0,1	3	0,3	3	0,3	4	0,4
Trademarks that can be recognized among the public.	0,08	2	0,16	3	0,24	2	0,16
Still need to find a wider relationship in running a business.	0,09	1	0,09	2	0,18	1	0,09
The right marketing strategy but with limited capital so that marketing still uses platforms or social media that have not been really tested for marketing in the business being run.	0,1	3	0,3	4	0,4	2	0,2
Opportunity							
The existence of UU Cipta Kerja that facilitates the establishment of companies.	0,11	1	0,11	1	0,11	1	0,11
The need for repair services is increasing.	0,12	3	0,36	3	0,36	3	0,36
One Stop Service for repair service.	0,15	4	0,6	4	0,6	4	0,6
Fix items that are of more value to customers.	0,15	4	0,6	4	0,6	4	0,6
User friendly interface for users.	0,09	2	0,18	2	0,18	3	0,27
Threat							
Many newcomers entered the repair business.	0,1	2	0,2	3	0,3	2	0,2
The recession caused by the pandemic has led to a global economic downturn.	0,1	1	0,1	1	0,1	2	0,2
There is a tendency for Indonesian people to buy new goods.	0,1	2	0,2	2	0,2	3	0,3
Many new applications are popping up on the Play Store & App Store.	0,08	2	0,16	2	0,16	3	0,24
Total			5,41		5,97		5,78

Source: Author, 2022

From the results of the calculation of the decision stage above, a total score of 5.41 was obtained for the market development strategy, 5.97 for the market penetration strategy, and 5.78 for the product development strategy. With this, Fix n Clean's priority strategy is market penetration strategy.

e. Business Level Strategy

- Type 1 : Cost Leadership – Low Cost
- Type 2 : Cost Leadership – Best Value
- Type 3 : Differentiation
- Type 4 : Focus – Low Cost
- Type 5 : Focus – Best Value

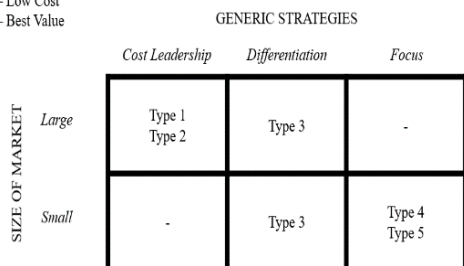


Figure 3.3 Fix n Clean's Porter's Generic Strategy

Source: Author, 2022

The Generic Strategic Porter implemented by Fix n Clean decided to opt for cost leadership. What is considered for cost leadership is that the business that Fix n Clean does is a large mockup so that in competing the strategy taken is cost leadership.

Product differentiation is actually suitable for this business, but because there are many business actors and the market is large, the strategy that is suitable for Fix n Clean is Cost Leadership to build a potential market so that the services offered by Fix n Clean are different from competing services. By carrying out the concept of "Experience the Next Level of Fixing and Cleaning" Fix n Clean will be successful in the long term coupled with Fix n Clean application-based services that will greatly pamper customers with practicality (User Friendly Interface Apps). Meanwhile, Fix n Clean tries to compete in this category because in general

people prefer practical things, so this difference is an added value for Fix n Clean.

f. Lean Business Canvas Model

The lean canvas method was developed by Ash Maurya which was adapted from Alexander Osterwalder's Business Model Canvas (BMC). The Lean Business Canvas Model puts everything that matters on one page and helps define the

key information needed, without unnecessary detail (Subhan et al., 2022). The business activities carried out must comply with the established Lean Business Model Canvas so that the company can be competitive and sustainable (Setiyawati et al., 2021). The following is a Lean Business Canvas Model Fix n Clean which has been summarized from the things that have been discussed previously:

Problem	Solution	Unique Value Propositions	Unfair Advantage	Customer Segments
<ol style="list-style-type: none"> Does not provide solutions regarding service needs. Do not have much time to deliver goods to the workshop. Customers still have to wait a long time and queue for a long time when visiting. Customer complaints that still have to be done face-to-face. Claims services that seem "ping pong" and unresponsive. 	<ol style="list-style-type: none"> Provide recommendations for appropriate services. Availability of features in the application for convenience. Pick up and delivery service is available. 	<ol style="list-style-type: none"> Complaint and warranty service. Customer satisfaction. Convenience. Hurry up. Practical. 	<ol style="list-style-type: none"> One Stop Service. Excellent service. 	Main User Customer: <ul style="list-style-type: none"> Public. Early adopters: <ul style="list-style-type: none"> Productive workers who do not have free time (19-35 years).
		Key Matrix	Channels	
		<ol style="list-style-type: none"> Number of transactions. Website visits. Application usage. Marketing. Number of claims. 	<ol style="list-style-type: none"> Social media. Application. Website. Exhibition. 	
Cost Structure			Revenue Streams	
<ol style="list-style-type: none"> Operating costs. Marketing costs. Salary costs. Utility costs (water, electricity, internet). Development and maintenance costs. 			<ol style="list-style-type: none"> Revenue from repair and cleaning services. 	

Figure 3.4 Fix n Clean's Lean Business Canvas Model

Source: Author, 2022

CONCLUSION

Based on the analysis results from the value proposition canvas, external and internal factor analysis, CPM analysis, SWOT Matrix analysis, IE Matrix analysis, Decision Stage analysis, and Porter's Generic Strategy analysis, it is concluded that Fix n Clean can compete with existing competitors. Even so, Fix n Clean must compete by maximizing advantages in One Stop Service and Excellent Service. In addition, Fix n Clean must use market development, market penetration, and also product development strategies, especially focusing on market penetration against its competitors. It is undeniable that in this intense competition, price is an important

factor. Therefore, Fix n Clean must also provide competitive prices that are balanced with the quality of work.

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