

Research Article

Proposed Business Strategy for Motorcycle Wash Business

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Abstract: The significant growth in the number of motorcycles in Jakarta has created business opportunities in the motorcycle washing service sector. This study aims to formulate an effective RFS Steam Hidrolik Motor Sindang business strategy to improve competitiveness, customer satisfaction, and loyalty. This study uses a mixed approach, which is a combination of qualitative and quantitative methods. The qualitative method is carried out through semi-structured interviews with experienced employees designed to explore operations' needs, perceptions, and challenges. Meanwhile, the quantitative method is carried out through a survey with a SERVQUAL-based questionnaire covering tangibles, reliability, responsiveness, assurance, and empathy. Data analysis was carried out using descriptive statistical methods and thematic analysis, combined with SWOT analysis and TOWS matrix. The results of the study indicate that the dimensions of Tangibles (physical facilities), Reliability (service reliability), and Responsiveness (service speed) are the main priorities in increasing customer satisfaction. The dimensions of assurance and empathy also play an important role in building customer loyalty. The proposed strategies include improving the waiting area to create additional customer comfort, implementing a loyalty program to encourage repeat visits, and integrating digital payment systems such as QRIS for ease and transaction mortality. By implementing this strategy, RFS Steam expects to improve the customer experience, attract new customers, and retain existing customers.

Keywords: Business Strategic, SERVQUAL, SWOT Analysis, TOWS Matrix.

I. INTRODUCTION

The rapid economic growth in Jakarta has led to an increased number of motorcycles, creating opportunities in the motorcycle washing sector. RFS Steam Hidrolik Motor Sindang, established in December 2023, aims to address the rising demand for quality and time-efficient washing services. However, income fluctuation and competition necessitate a strategic approach to secure customer loyalty and attract new patrons.

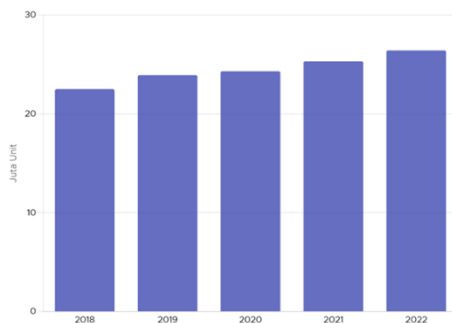


Fig.1 Number of Motor Vehicles in Jakarta from 2018-2022

With over 26 million motorcycles in Jakarta, as per 2022 data from Badan Pusat Statistik (BPS), the demand for maintenance services like washing has risen significantly. Jakarta's air quality and weather conditions contribute to frequent washing needs. However, market saturation and varying customer expectations require innovative strategies to differentiate RFS Steam from its competitors. This study examines how RFS Steam can optimize its operations, enhance customer satisfaction, and build long-term loyalty through targeted strategic initiatives.

II. LITERATURE REVIEW

A) Market Analysis with Segmentation, Targeting and Positioning (STP)

Segmentation, Targeting, and Positioning (STP) analysis is a strategic framework that aims to understand the market, determine consumer targets, and form unique perceptions of products or services in customers' minds. According to Kotler and Keller (2016), STP allows businesses to focus on the most relevant market segments and offer added value that is more tailored to the specific needs of consumers. This analysis focuses on the segmentation process to understand the differences between



customer groups, targeting to select the most potential segments, and positioning to instill a unique image of the product or service in the minds of consumers. Segmentation is dividing a market into groups with similar characteristics, needs, or preferences. Market segmentation enables companies to provide more targeted and relevant offerings according to the preferences of each consumer group (Schiffman and Kanuk, 2009). After segmentation, the next stage is targeting, which is choosing the market segment with the greatest potential to be focused on in marketing. Stanton (2004) states that targeting helps companies allocate resources to segments that can provide the most significant profits and growth. Positioning is a process in which a company tries to create a unique image or perception in the minds of consumers that differentiates its products from competitors. Ries and Trout (1986) explain that positioning helps companies build sustainable competitive advantage by providing unique value to customers.

B) Customer Analysis

Customer Analysis is the process of understanding consumers, including how they select, use, and evaluate products or services. Solomon (2013) defines Customer Analysis as the process of studying consumer behavior to understand their decisions in purchasing or using products. According to Engel, Blackwell, and Miniard (1995), Customer Analysis includes psychological, social, and cultural factors influencing consumer purchasing behavior. Through Customer Analysis, businesses can identify what consumers want, the factors that motivate purchasing decisions, and elements that can increase their satisfaction and loyalty.

a. SERVQUAL Analysis (Service Quality)

Service quality can be defined as the extent to which there is a discrepancy between customer expectations prior to receiving a service and their perceptions subsequent to receiving the service (Parasuraman, Zeithaml, and Berry, 1988). The provision of good service quality is contingent upon customer perceptions that align with or exceed expectations. According to Parasuraman et al. (1988), service quality measurement can be achieved by applying five principal dimensions, collectively known as the SERVQUAL model: tangibles, reliability, responsiveness, assurance, and empathy.

C) External Analysis

The company's external environment analysis aims to develop a list of favorable opportunities and threats to avoid (Kotler and Armstrong, 2008). This analysis allows organizations to identify opportunities that can be leveraged and threats to look out for. External factors are usually not under the direct control of the organization. Therefore, to understand conditions outside the RFS Steam Hidrolik Motor Sindang Environment, the analysis that will be used is General Environment, Industry Analysis, and Competitor Analysis to identify and understand the factors that affect the company's business.

D) Internal Analysis

Internal analysis aims to determine a company's strengths and weaknesses in terms of its skills, resources, and business processes. This analysis helps companies determine competitive advantages and identify areas for improvement (Thompson, Strickland & Gamble, 2010). Therefore, internal analysis is important to study the competencies that the company has, as well as both strengths and weaknesses that affect business operations and growth. To find out the internal conditions in the RFS Steam Hidrolik Motor Sindang business, the analysis that will be used is a Resources View (RBV) and Value Chain Analysis.

E) SWOT Analysis

SWOT Analysis is a strategic analysis used to identify and analyze Trends, Weaknesses, Opportunities, and Threats in an organization. This analysis helps design the ideal strategy to achieve business goals by leveraging strengths and opportunities and overcoming weaknesses and threats. According to Philip Kotler (1997), SWOT analysis is useful as a comprehensive assessment of the company's internal environment (Strengths, Weaknesses) and external (Opportunities, Threats). Strengths and Weaknesses in the RFS Steam Hidrolik Motor Sindang case can be seen from the value chain and STP analyses. Opportunities and threats can be seen from competitor analysis and customer analysis.

F) TOWS Matrix

The TOWS Matrix is a valuable tool for developing four types of strategies: SO (Strengths-Opportunities) strategies, WO (Weaknesses-Opportunities) strategies, ST (Strengths-Threats) strategies, and WT (weaknesses-threats) strategies. Matching external and internal factors is the most difficult part of creating a TOWS Matrix because it requires good judgment (Wandebori, 2018). TOWS encourages organizations to explore specific actions through the systematic combination of these elements into actionable strategies.

- a. SO (*Strengths-Opportunities*) Strategy: Using the strengths possessed by the company to be able to exploit opportunities.
- b. WO (*Weakness-Opportunities*) Strategy: Improve existing weaknesses to take advantage of opportunities.
- c. ST (*Strengths-Threats*) Strategy: leveraging existing strengths to anticipate threats.
- d. WT (*Weaknesses-Threat*) Strategy: Strategy to reduce weaknesses to avoid threats.

G) Business Level Strategy

The business-level strategy encompasses strategic approaches to create a competitive advantage in a particular product market. This strategy enables a company to determine how to compete effectively by optimizing its resources, capabilities, and core competencies. There are five main types of business-level strategy.

- **Cost Leadership:** Focuses on producing products or services at the lowest possible cost, allowing the company to offer competitive prices to customers. This strategy is often used in price-sensitive markets, where customers prioritize low cost as a major factor in purchasing decisions.
- **Differentiation:** Develop a unique product or service for which customers are willing to pay a premium price. This uniqueness can be in product quality, innovation, design, or superior customer service. This strategy suits companies operating in markets with customers who value added value and low prices.
- **Cost Leadership:** an approach that focuses on providing low costs to a specific market segment. This strategy targets a specific customer group, such as customers in a particular geographic location or a segment with unique preferences. It offers lower prices than other competitors in that segment.
- **Focused Differentiation:** Aims to create a unique product or service designed to meet the needs of a specific market segment. This strategy allows a company to offer specific value unavailable in the general market.
- **Integrated Cost Leadership/Differentiation:** Combining elements of low cost and differentiation to create the best customer value. This approach aims to offer products or services with unique features at a competitive price. This strategy requires efficient resource management to avoid being stuck in the middle.

H) Research Design

Research design is a plan or framework that explains the steps to be taken in conducting research. This study uses a mixed-method research design, an approach that combines quantitative and qualitative methods to provide a comprehensive understanding of the research problem. This research design creates a structured framework, from situational analysis to strategy formulation and implementation. This approach ensures that the resulting solution is data-driven and comprehensive in addressing organizational issues and achieving sustainable competitive advantage.

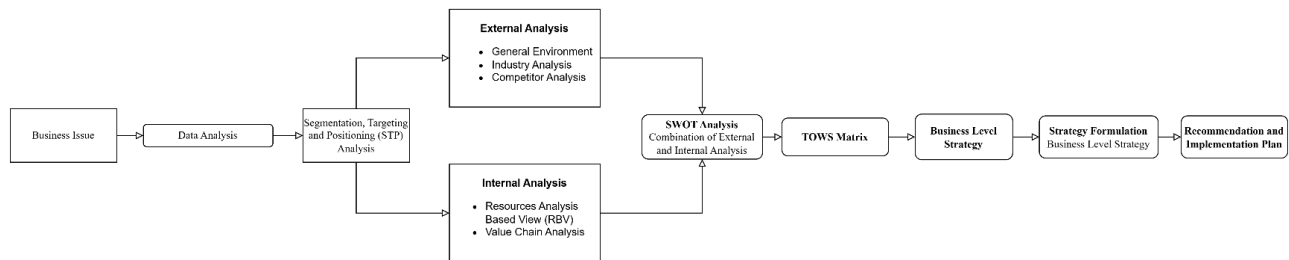


Fig. 2 Research Design

III. RESULTS AND DISCUSSION

A) Market Analysis

a. Segmentation

Market segmentation aims to divide the market into groups of customers with similar characteristics and needs. The market segmentation for motorcycle washing services at RFS Steam is based on data obtained from the questionnaire. The resulting segmentation includes the following groups:

1. Geographic Segmentation:

This involves dividing the market based on location. The primary respondents were customers domiciled in Sindang. However, the questionnaire data revealed the presence of customers who were not domiciled in Sindang.

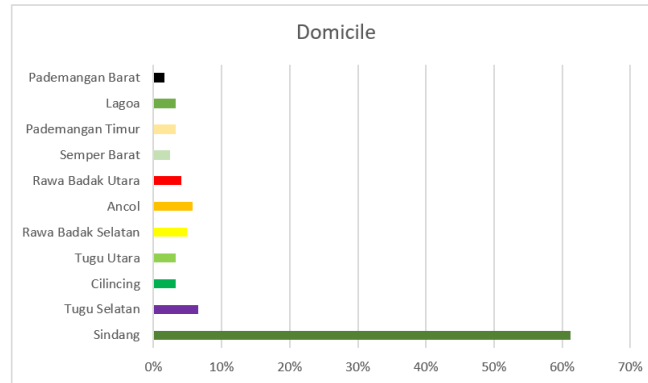


Fig. 3 Domicile Chart

The data indicate that most of RFS Steam Hidrolik Motor Sindang customers are residents of the Sindang area, which accounts for 61.2% of the total customer base. This indicates that the RFS Steam location is highly accessible to residents of Sindang. Other areas, such as South Tugu (6.6%), Ancol (5.8%), South Rawa Badak (5%), North Rawa Badak (4.1%), Cilincing (3.3%), North Tugu (3.3%), East Pademangan (3.3%), Lagoa (3.3%), West Semper (2.5%), and West Pademangan (1.7%), with a smaller percentage of customers. Nevertheless, these areas provide significant market opportunities for expanding service reach through implementing an effective marketing strategy.

2. Demographic Segmentation

Demographic segmentation represents a primary methodology for market classification, which focuses on demographic characteristics such as age, gender, income level, and occupation. The data were gathered from survey questionnaires completed by 121 respondents.

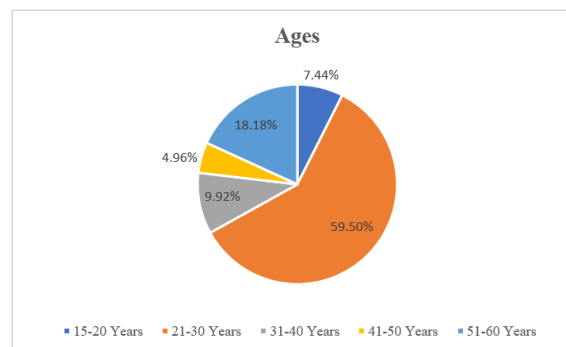


Fig. 4 Ages Chart

The data presented in the chart demonstrate that the 21–30 age group represents the largest proportion of the customer base, with a percentage of 59.50%, the 31–40 age group contributed 18.18%, 15–20 age category constituted 7.44%, 41–50 age group represents 9.92% of the total population and the 51–60 age group accounts for only 4.96% of the total, which suggests that this particular age group demonstrates a lower level of interest in this service compared to other age groups.

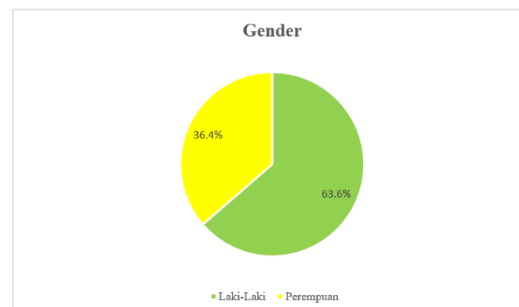


Fig. 5 Gender Chart

The charts offer insights into the respondents' genders and the frequency with which they utilize motorbike washing services over the course of a month, based on data from 121 respondents. Most respondents were male, comprising 77 individuals (63.6%) compared to 44 female respondents (36.4%).

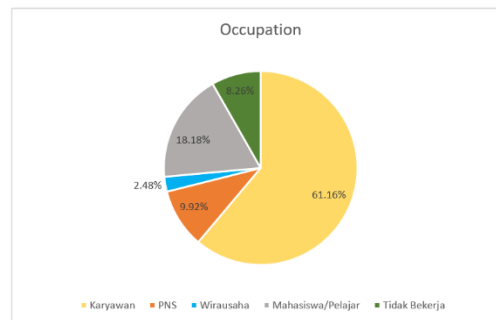


Fig. 6 Occupation Chart

From the chart data above, the largest proportion of customers are employees, representing 61.16% of the total. This is followed by students (18.18%), civil servants (PNS) (9.92%), the unemployed (8.26%), and entrepreneurs (2.48%).

3. Psychographic Segmentation:

This approach categorizes customers based on their lifestyles, values, and preferences. It considers the desire for premium services, eco-consciousness, or convenience.

d. Fasilitas hiburan untuk anak-anak seperti ayunan membuat kami (orang tua) nyaman saat menunggu
121 responses

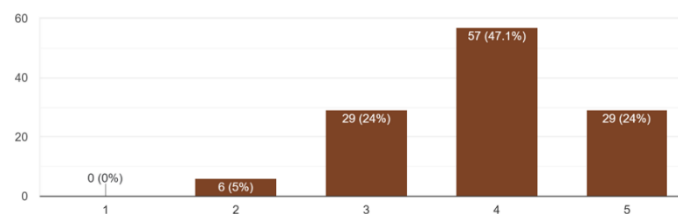


Fig. 7 Respondent Chart Regarding Wi-Fi and Waiting Room Facilities

The survey data indicates that most respondents consider Wi-Fi facilities and a comfortable waiting room significant during the motorcycle washing process at RFS Steam Hidrolik Motor Sindang. Of the 121 respondents, 93.4% indicated that they either agreed or strongly agreed that Wi-Fi facilities and a comfortable waiting room are important.

c. Fasilitas seperti WiFi dan ruang tunggu yang nyaman sangat penting bagi saya saat menunggu motor dicuci
121 responses

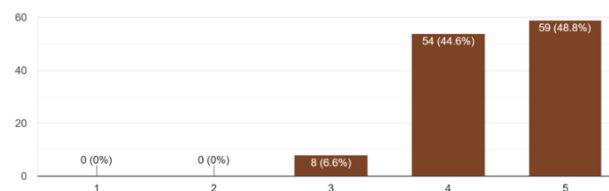


Fig. 8 Swings as Entertainment Facilities for Children Chart

Based on the results of the questionnaire, it was found that 71.1% of respondents stated that entertainment facilities for children, such as swings, provide comfort for parents while waiting for service. Meanwhile, 24% of respondents were in a neutral position, and only 5% of respondents stated that they disagreed.

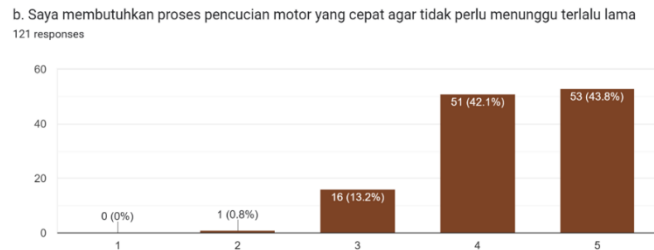


Fig. 9 Fast Motorbike Washing Process Chart

Based on the questionnaire above, data was obtained that the majority of respondents stated their agreement, with 42.1% stating that they agreed and 43.8% strongly agreed. Hence, a total of 85.9% of respondents showed a high preference for an efficient washing process. The neutral respondents amounted to 13.2%, while those who stated that they disagreed were only 0.8%, and none chose to strongly disagree.

4. Behavioral Segmentation:

Behavioral segmentation is a market segmentation approach that groups customers based on their behavioral patterns when using a product or service. This segment includes consumption habits, factors that influence purchasing decisions, and customer responses to marketing strategies. Behavioral segmentation is a valuable tool for companies, enabling a deeper understanding of customer interactions with their services.

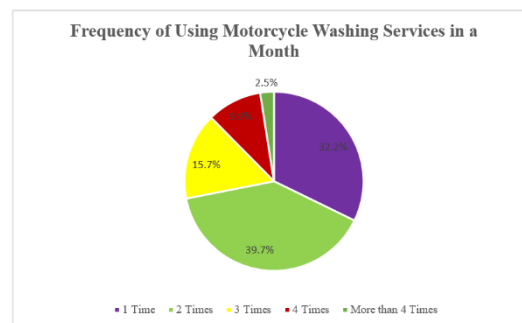


Fig. 10 Frequency of Using Motorcycle Services in a Month Chart

The data indicate that 39 individuals (32.2%) wash their motorbikes once a month, 48 people (39.7%) wash their motorbikes twice a month, 19 people (15.7 percent) wash their motorbikes three times a month, 12 people (9.9%) wash their motorbikes four times a month, and three individuals (2.5%) wash their vehicles more than four times a month.



Fig. 11 Promotions and Discounts Chart

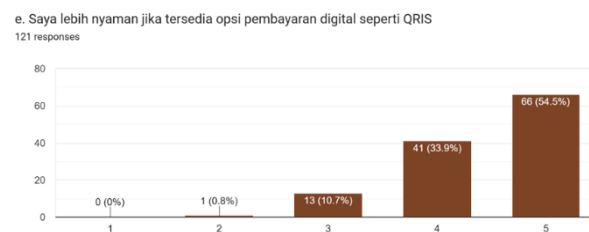


Fig. 12 Alternative Payment (QRIS) Chart

44 people (36.4%) strongly agreed that a membership program or special discount would make them use RFS Steam services more often. Fifty-three people (43.8%) agreed, while 22 (18.2%) responded neutrally. Only 2 people (1.7%)

disagreed, and no respondents strongly disagreed (0%).

The survey results indicated that 66 respondents (54.5%) strongly agreed that the QRIS payment option affected their experience using the RFS Steam service. Additionally, 41 respondents (33.9%) agreed, while 13 (10.7%) provided a neutral response. Only one respondent (0.8%) indicated disagreement, and no respondents stated that they strongly disagreed (0%).

b. Targeting

Targeting is a strategic step in determining the market segment with the most potential to be focused on in marketing activities. This strategy enables companies to allocate resources in a manner that is both efficient and responsive to the most relevant customer needs.

1. Geographic:

Data analysis shows that 61.2% of RFS Steam Hidrolik Motor Sindang customers come from the Sindang area, emphasizing the importance of maintaining service quality in this location. Sindang is a consumer base that needs to be managed optimally. In addition, the presence of customers from surrounding areas such as South Tugu (6.6%), Ancol (5.8%), and South Rawa Badak (5%) shows an opportunity to expand market reach through more focused and intensive marketing efforts. Local marketing strategies can be carried out to strengthen penetration in these areas.

2. Demographics:

Based on demographic analysis, RFS Steam Hidrolik Motor Sindang customers are dominated by the 21–30 age group (59.5%), followed by the 31–40 age group (18.18%). This age group consists of individuals who have high mobility, prioritize practical and efficient services, and tend to seek quality and comfort. Most customers are male (63.6%), and in terms of work, they are dominated by employees (61.16%) who need fast and efficient services to support their daily mobility.

3. Psychographics:

A significant majority (93.4%) of customers indicated that the availability of Wi-Fi and a comfortable waiting room are important factors while awaiting the washing process. This finding shows that comfort is one of the main elements influencing customer satisfaction. In addition, entertainment facilities for children, such as swings, are also considered important by 71.1% of customers. This illustrates the potential to attract the family segment through improvements in supporting facilities. The latest analysis shows that 85.9% of customers highly prioritize the speed of the washing process. Therefore, implementing Standard Operating Procedures (SOPs) and training employees to improve work efficiency are important priorities.

4. Behavior:

Based on customer behavior analysis, most RFS Steam Hidrolik Motor Sindang customers wash their motorbikes 1–2 times per month, with 39.7% washing twice and 32.2% washing once monthly. In addition, 87.2% of customers stated that discount or membership programs could increase the frequency of their visits, and as many as 88.4% of customers support digital payment options via QRIS.

Given this pattern, strategic steps that RFS Steam can take include implementing loyalty and subscription programs designed to enhance customer retention. Membership programs can offer benefits such as free washes after a certain number of visits or special discounts for repeat customers. The ease of payment is also a significant factor. The optimization of digital payment systems, such as QRIS, makes it easier for customers who do not carry cash or have insufficient cash to pay for motorbike washing services.

c. Positioning

Positioning is a strategic process that creates a unique image or perception in the minds of consumers towards a particular product or service compared to competitors. Based on the data from the distributed questionnaires, the following cluster sections are suitable for attracting new customers and retaining existing ones.

Segment	Needs	Characteristics
Affordable & Quick	- Affordable price.	- Young customers or students.
	- Fast service without extra facilities.	- Wash 1–2 times per month with a limited budget.
Promo Seekers	- Regular discounts.	- Price-sensitive customers.
	- Loyalty rewards for frequent visits.	- Loyal to promotions or discounts.
Budget Families	- Affordable price.	- Families with a limited budget.
	- Package for washing multiple bikes.	- Often bring more than one bike.
Family-Oriented	- Comfortable waiting areas.	- Families with children.
	- Child-friendly facilities.	- Need comfort while waiting.
Speed-Focused Professionals	- Fast service.	- Busy professionals.
	- Priority on saving time.	- Need quick and efficient service.
Cost-Saving Professionals	- Affordable price.	- Professionals on a budget.
	- Basic services without extra features.	- Prefer simple and efficient services.
Premium Customers	- Exclusive services.	- High-income clients.
	- High-quality results.	- Expect comfort and personalized service.
Eco-Friendly Customers	- Environmentally friendly methods.	- Environmentally conscious clients.
	- High-quality results.	- Willing to pay more for sustainability.
Regular Loyal Customers	- Rewards for loyalty.	- Wash 3–4 times a month.
	- Fast service.	- Prefer consistent and time-efficient services.
Students and Workers	- Affordable pricing.	- Students and employees.
	- Minimal facilities like Wi-Fi.	- Use waiting time for studying or working.

Fig. 13 RFS Steam Hidrolik Motor Sindang's Customer Segmentation and Positioning

B) Customer Analysis

This analysis aimed to gain insight into customer needs, preferences, and expectations. The analysis was conducted using data from questionnaires and direct observations, focusing on five dimensions of service quality (SERVQUAL): tangibles, reliability, responsiveness, assurance, and empathy. The survey results divided respondents into two main groups: 121 respondents who had visited RFS Steam (existing customers) and 48 respondents who had never visited RFS Steam (potential customers). Among the potential customers, 14 respondents were aware of RFS Steam's existence, while 34 respondents were completely unaware of the service. These findings provide important insights into the level of public awareness about RFS Steam and highlight the market potential that can be tapped through more effective strategies.

The SERVQUAL model developed by Parasuraman et al. (1988) was utilized in the survey conducted to analyze customer perspectives of RFS Steam. Each of these dimensions was explored through a series of questions in the questionnaire to gain a deeper understanding of customer perceptions and satisfaction with RFS Steam. The results of this survey provide valuable insights that can serve as a foundation for improving services and creating a better customer experience in the future. The results in percentages, ranging from "Strongly Disagree" to "Strongly Agree" for existing customers, are as follows:

Table 1: Tangible Dimension

Indicator	Tangibles				
	1 (Strongly Disagree)	2 (Disagree)	3 (Neutral)	4 (Agree)	5 (Strongly Agree)
Lokasi mudah diakses	0%	6.6%	15.7%	44.6%	33.1%
Kebersihan tempat cuci	0%	0%	10.7%	50.4%	38.8%
Fasilitas WiFi dan ruang tunggu	0%	0%	6.6%	44.6%	48.8%
Fasilitas hiburan anak	0%	5%	24%	47.1%	24%
Bahan/metode ramah lingkungan	0%	0%	9.9%	47.9%	42.1%

Table 2: Reliability Dimension

Reliability					
Indicator	1 (Strongly Disagree)	2 (Disagree)	3 (Neutral)	4 (Agree)	5 (Strongly Agree)
Karyawan terampil dalam membersihkan motor	0%	0%	9.1%	55.4%	35.5%
Karyawan selalu memeriksa ulang kebersihan	0%	0.8%	12.4%	50.4%	36.4%
Harga sesuai kualitas	0%	0.8%	12.4%	45.5%	42.1%

Table 3: Responsiveness Dimension

Responsiveness					
Indicator	1 (Strongly Disagree)	2 (Disagree)	3 (Neutral)	4 (Agree)	5 (Strongly Agree)
Proses pencucian cepat dan efisien	0%	0.8%	11.6%	50.4%	37.2%
Proses cepat agar tidak menunggu lama	0%	0.8%	13.2%	42.1%	43.8%
Program keanggotaan atau diskon	0%	1.7%	18.2%	43.8%	36.4%
Opsi reservasi layanan online	0.8%	4.1%	28.9%	37.2%	28.9%

Table 4: Assurance Dimension

Assurance					
Indicator	1 (Strongly Disagree)	2 (Disagree)	3 (Neutral)	4 (Agree)	5 (Strongly Agree)
Karyawan melayani dengan ramah dan profesional	0%	0%	11.6%	45.5%	43%
Produk pembersih berkualitas tinggi	0%	0%	9.1%	40.5%	50.4%
Layanan memberikan rasa aman dan nyaman	0%	0%	9.9%	52.1%	38%
Keamanan motor dan barang terjamin	0%	0%	4.1%	43.8%	52.1%
Opsi pembayaran digital	0%	0.8%	10.7%	33.9%	54.5%

Table 5: Empathy Dimension

Empathy					
Indicator	1 (Strongly Disagree)	2 (Disagree)	3 (Neutral)	4 (Agree)	5 (Strongly Agree)
Pilihan cuci khusus untuk jenis motor tertentu	0%	4.1%	25.6%	43.8%	26.4%
Layanan tambahan seperti poles ban	0%	0%	16.5%	46.3%	37.2%
Diskon dan program keanggotaan	0%	0.8%	9.9%	46.3%	43%
Karyawan memperhatikan kenyamanan pelanggan	0%	0%	12.4%	47.9%	39.7%

C) External Analysis

a. General Environment Analysis

General environment analysis is a method of examining external factors that influence a company's operations, recognizing that these factors are often beyond the organization's direct control. The external environment includes demographic, economic, political/legal, socio-cultural, technological, global, and physical environments.

1. Demographic Segment:

Based on data from the Badan Pusat Statistik (BPS), the population of DKI Jakarta in 2024 is estimated to reach 10,684,946 people, with a high population density. In the context of vehicle users, motorbikes dominate the number of motorized vehicles in Jakarta, reaching 18,229,176 units of total vehicles in 2023. This figure continues to increase every year. Consequently, RFS Steam has the **opportunity** to attract new customers for their business development.

2. Economic Segment:

Based on Jakarta's Economic Growth data for the first quarter of 2024, Jakarta's Gross Regional Domestic Product

(GRDP) was recorded at IDR896.09 trillion, with an economic growth rate of 4.78% year-on-year (Y-on-Y) compared to the same quarter in the previous year. This figure indicates that Jakarta's economy is experiencing stable growth, driven by several main sectors in business fields and public spending. In terms of business fields, the sector with the highest growth contribution is wholesale and retail trade, as well as car and motorcycle repair, which is 1.85% Y-on-Y. In terms of expenditure, household consumption expenditure was the largest contributor with a growth of 3.03% Y-on-Y, reflecting the stability of people's purchasing power, and with inflation remaining under control at around 3%, the economic environment in Jakarta provides a stable foundation for service businesses to grow. The significant growth in household consumption shows that people have stable purchasing power, which can be an **opportunity** for RFS Steam through a competitive pricing strategy (Rp15,000–Rp25,000) and quality service.

3. Political/Legal Segment:

With inflation remaining under control at around 3%, the economic environment in Jakarta provides a stable foundation for service businesses to grow. The significant growth in household consumption shows that people have stable purchasing power, which can be an **opportunity** for RFS Steam through a competitive pricing strategy (Rp15,000–Rp25,000) and quality service.

4. Sociocultural Segment:

With inflation remaining under control at around 3%, the economic environment in Jakarta provides a stable foundation for service businesses to grow. The significant growth in household consumption shows that people have stable purchasing power, which can be an opportunity for RFS Steam through a competitive pricing strategy (Rp15,000–Rp25,000) and quality service. In addition, 771.1% of family customers indicated that entertainment facilities for children, such as swings, enhanced their comfort while using the motorbike washing service. This shows that customers consider the quality of the washing service and the overall experience they get during the process. This could be an **opportunity** for RFS Steam to attract customers, especially parents.

5. Technological Segment:

Hydraulics is an innovative technology used in vehicle washing business services, allowing vehicles to be lifted so that the washing process can be carried out more thoroughly. This technology provides easy access to the bottom of the motorbike, which is difficult to reach with manual methods, so the washing results are much cleaner. This is an opportunity for RFS Steam because they are experienced in this technology.

6. Global Segment:

Digitalization is a global trend that is changing how businesses interact with customers. QR Code-based payment systems, such as QRIS, have become part of international standards emphasizing transaction ease, efficiency, and security. By using QRIS, customers can make non-cash payments quickly, easily, and safely, in accordance with the growing trend of digital payments in Jakarta. This threatens RFS Steam because they still use manual payment methods and have not implemented QR code payments.

7. Sustainable Physical Environment Segment:

Nowadays, many consumers prefer environmentally friendly services. PAM water is an environmentally friendly service because tap water has been purified and does not contain dangerous substances. This can be an **opportunity** for RFS Steam because they always use PAM water when washing motorbikes.

b. Industry Analysis

Industry analysis represents a crucial phase in formulating a business strategy, as it enables companies to gain insight into the structural, dynamic, and attractive characteristics of the industry in which they operate. One of the most effective frameworks for this analysis is Porter's Five Forces, which evaluates five major competitive forces in an industry: the threat of new entrants, rivalry among existing players, the threat of substitute products or services, buyer bargaining power, and supplier bargaining power. This section will explore the industry analysis for RFS Steam Hidrolik Motor Sindang in depth using Porter's Five Forces.

Table 6: Porter's Five Forces Framework Motorcycle Wash Industry

Competitive Force	Categorized	Industry Threats
Threat of New Entrants	High	The industry has minimal entry barriers due to the low capital requirements, simple operational processes, and straightforward licensing procedures. Furthermore, Law No. 11 of 2020 on Job Creation (Omnibus Law) has further simplified MSME licensing, increasing competition from new players.
Bargaining Power of Suppliers	Low	The market is characterized by a multitude of suppliers offering standardized products, such as soaps and shampoos, which allows for negligible switching costs. The abundance of suppliers in the market ensures stable pricing and operational flexibility for businesses in the industry.
Bargaining Power of Buyers	High	The availability of numerous alternatives offering similar services gives buyers significant power in the market. There is a high level of price sensitivity, and customers can easily switch providers if pricing or quality does not meet their expectations.
Threat of Substitutes	Medium	Substitutes, such as DIY washing or alternative cleaning services, present a moderate threat. While DIY solutions are less practical for busy individuals, competitors with innovative offerings can potentially attract customers.
Rivalry Among Competitors	High	The industry is characterised by intense competition, particularly in urban areas such as Jakarta, where a multitude of service providers engage in aggressive pricing and promotional strategies. This competitive landscape necessitates differentiation and the delivery of consistent service quality to secure and maintain market share.

c. Competitor Analysis

Based on the analysis of the main competitors in the motorcycle washing industry, it was found that competition in the market is very competitive, especially with the emergence of modern services such as automatic washing and application-based platforms. The main competitors show advantages in various aspects, such as digital payment integration, strong digital presence, and better washing time efficiency. This is a significant challenge for RFS Steam Hidrolik Motor Sindang, which currently has not fully utilized digital technology or provided additional services that can strengthen its market position.

However, this analysis also reveals that RFS Steam has the opportunity to increase its competitiveness by optimizing its strengths, such as hydraulic technology for deeper washing results, strategic locations that facilitate customer access, and competitive prices. In addition, gaps in the market can be exploited, such as service diversification to increase customer loyalty and digital marketing to expand consumer reach.

Thus, strategies designed to improve operational efficiency, strengthen digital presence, and add service value will be important steps to face competition challenges and maximize market potential. Implementing this strategy is also expected to improve customer perceptions of the quality of RFS Steam services and maintain its attractiveness amidst increasingly fierce competition.

D) Internal Analysis

a. Resources Based View (RBV)

Resource-Based View (RBV) is a strategic approach that focuses on a company's internal resources as the basis for creating a sustainable competitive advantage.

b. Tangible Resources

1. Financial Resources:

The RFS Steam's financial performance is stable despite revenue variations between months. This financial stability provides a strong foundation for RFS Steam to continue investing in technology maintenance, service facility enhancement, human resource development, and business promotion.

2. Organizational Resources:

The organizational structure at RFS Steam Hidrolik Motor Sindang demonstrates a clear workflow involving the Owner, Cashier/Cleaner, and Motorcycle Washers, ensuring efficient service delivery aligned with customer expectations. **Owner** Responsible for strategic planning, operational supervision, and financial management. The Owner makes key

decisions, manages equipment procurement (e.g., hydraulic systems), and optimizes equipment operation.

Cashier/Cleaner:

Acts as a communicator between the Owner and Motorcycle Washers. Tasks include recording transactions, determining service fees based on motorcycle type, receiving payments, and maintaining the cleanliness of the workspace. The role also involves ensuring the functionality of hydraulic and washing equipment.

Motorcycle Washers: Perform the core service of motorcycle washing. Responsibilities include greeting customers, addressing specific requests, conducting the washing process using hydraulic technology, and performing quality checks post-wash. Ensuring customer satisfaction through re-checks and feedback is a priority for this role. This systematic division of tasks facilitates operational efficiency and supports delivering high-quality service.

3. Technological Resources:

The hydraulic technology used in the motorcycle washing service is one of RFS Steam's main assets. This technology ensures cleaner washing results, especially in the lower parts of the motorcycle that are difficult to reach, thus increasing customer satisfaction.

4. Physical Resources:

The strategic location in Sindang, near Rusunawa Perumnas Sindang, is one of the main advantages of RFS Steam. This location makes it easy for customers, especially locals, to access services.

c. Intangible Resources

1. Human Resources:

The company has a team of employees, some experienced in washing motorbikes, including technical skills in hydraulic technology and interpersonal skills in interacting with customers.

2. Innovation Resources:

RFS Steam Hidrolik Motor Sindang demonstrates its innovation capability by adopting hydraulic technology in motorcycle washing. This technology enables the washing of the lower part of the motorcycle, which is difficult to reach with conventional methods, thus providing maximum and efficient results.

d. Value Chain Analysis

1. Primary Activities

1. Inbound Logistics: RFS Steam Hydraulic Motor Sindang, we use environmentally friendly PAM water, which does not contain harmful substances that can cause the motorcycle to rust and peel paint. Various products, including motorcycle shampoo, soap, sponges, brushes, compressors, oil, gloves, brushes, and taps, are procured from multiple suppliers. The restock process is initiated one day prior to the depletion of stock. Some stock is transferred to the motorbike wash, while the remainder is obtained from the owner or cashier. However, if the required stock is out and the goods have not yet arrived, we procure the necessary stock from the nearest store to ensure the continuity of operations.

2. Operations: At RFS Steam, the firm uses a hydraulic to wash the customer's motorcycle. Hydraulic technology to wash the undercarriage of a motorcycle will provide customers with added value while distinguishing the business from competitors who only provide standard washes. The customer's motorbike will be taken to the hydraulics to be washed while the customer waits in the waiting room. The motorbike will be lifted using hydraulics so that the lower part of the motorbike that is difficult to reach can be washed. The washing process uses soap and a brush to clean the underside of the motorcycle, including the tires and engine. Afterward, a motorcycle shampoo that transforms into a snow-like substance is utilized to clean the upper portion of the motorcycle, such as the motorcycle body and mirrors. This is then wiped using a sponge and rinsed using a compressor. After that, the motorbike will be lowered from the hydraulics and moved for drying. The motorcycle is dried with microfiber to prevent scratching, and the tires are polished to enhance their appearance. However, the washing speed at RFS Steam is not optimally balanced due to the inexperience of the staff and employees, who have only three motorbike washers. Consequently, occasionally, the washing is conducted by those with more extensive experience.

3. Outbound Logistics: When a customer arrives, the license plate number and type of motorcycle are recorded so that the queue is arranged according to the motorcycle that arrived first. Motorcycle washers are also given an estimated time to ensure the washing process does not exceed an optimal duration. Thus, this can reduce waiting time and increase daily service capacity.

4. Marketing and Sales: RFS Steam Hydraulic Motor Sindang has a customer base that ranges from low-end to high-end. The company's pricing strategy is based on the customer's motorcycle's CC. RFS Steam offers a promotional incentive for customers whose motorbikes are not adequately cleaned during the initial wash. In such instances, the customer can return to the wash facility and have their motorbike washed again at no additional cost.

5. Sales: RFS Steam Hidrolik Motor Sindang provides pampering services to its customers, including free Wi-Fi for

customers who wash their motorbikes so that customers do not get bored while waiting for their motorbikes to be washed. Customers can also check their motorbikes again after washing if parts are not clean enough to be cleaned again before leaving the washing place.

e. Supporting Activities

1. Firm Infrastructure: RFS Steam's strategic location is in front of Rusunawa Perumnas Sindang, which has a large area with 8 hydraulic motors. Additional infrastructure includes a waiting room with 12 chairs and 6 tables, complimentary Wi-Fi, and an adequate parking area.

2. Human Resources: RFS Steam employs five employees: four motorbike washers and one cashier performing cleaning duties. Informal training ensures employees can utilize hydraulic tools and provide standard washing services.

3. Procurement: Procuring raw materials is conducted with local suppliers, who provide high-quality products at competitive prices.

4. Technology Development: The advantage of RFS Steam is its hydraulic technology, which allows for thorough washing, especially on the lower part of the motor, which is difficult to reach.

E) Vrio Analysis

Table 7: RFS Steam Hidrolik Motor Sindang's VRIO Table

Capabilities	Valuable	Rare	Inimitable	Organized	Competitive Implication
Hydraulic Technology	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
Strategic Location (Near Rusunawa)	Yes	No	No	Yes	Competitive Parity
Waiting Area with Free Wi-Fi	Yes	Yes	No	Yes	Temporary Competitive Advantage
Trained Human Resources (HR)	Yes	No	No	No	Competitive Parity
Discount and Promotions	Yes	No	No	Yes	Competitive Parity
QRIS Payment	Yes	No	No	Yes	Competitive Parity

F) SWOT Analysis

This analysis is based on observations of internal and external factors that have been analyzed previously. With SWOT Analysis, RFS Steam Hidrolik Sindang can understand its position, take advantage of advantages, improve weaknesses, take opportunities, and overcome existing threats.

Table 8: RFS Steam's SWOT Analysis

Categories	Key Points
Strengths	- Strategic location in front of Rusunawa Perumnas Sindang, easily accessible to local customers.
	- Spacious place
	- The use of hydraulic technology for cleaning the bottom of the motor that is difficult to reach.
	- Affordable competitive pricing for different customer segments.
	- Comfortable waiting room facilities with free Wi-Fi to support customer convenience.
	- A well-organized cashier recording system.
Weaknesses	- There is no flexible payment yet, such as QRIS.
	- There are no additional services such as tire polishing.
	- The washing process is relatively slow compared to some competitors.
	- Weak digital presence on social media.
	- Absence of a structured membership program to increase customer loyalty.
	- Inconsistency in washing results at any given time (due to suboptimal labor).
Opportunities	- Increased public awareness of vehicle cleanliness, especially in areas with high pollution levels.
	- Government regulatory support for small and medium enterprises (MSMEs) through capital assistance or training.
	- Potential for customer growth from surrounding areas such as Tugu Selatan, Ancol, and Rawa Badak Selatan.
	- Digitalization trends that open up opportunities for marketing through social media or applications.
	- The demand for eco-friendly services is increasing.
	- Possibility of expanding additional services such as light maintenance of the motor (e.g. tire polishing).
	- Create facilities such as entertainment for children.
	- High competition in the motorcycle wash industry with many new players offering cheaper prices.
Threats	- Stricter waste management regulations can increase operational costs.
	- Threats from alternative services such as automatic motor washing or DIY (do-it-yourself).
	- Changes in customer behavior that prefer practical application-based services.
	- Risk of customer dissatisfaction due to differences in expectations on service outcomes and times.

G) TOWS Matrix

In its application to RFS Steam Hydraulic Motor Sindang, the TOWS Matrix helps formulate appropriate strategies to increase the company's competitiveness in the motorcycle washing sector.

Table 9: TOWS Matrix

	Strengths (S) 1. Strategic Location 2. Spacious Place 3. Hydraulic Technology 4. Competitive Price 5. Comfortable waiting room facilities 6. Organized cashier system	Weaknesses (W) 1. No QRIS payments 2. No additional services 3. Slow washing process 4. Weak digital presence 5. There is no membership program 6. Inconsistent results
Opportunities (O) 1. Increased awareness of cleanliness 2. Government support 3. Digitalization trends 4. Additional services 5. Children's entertainment facilities	SO1: Leveraging strategic location, wide place and competitive price to offer fast, affordable, and convenient services through promotions themed "Close, Fast, Clean."	WO1: Conducted staff training to improve washing speed to overcome W3 (Slow Wash Process) and capture new customer opportunities. W3, O1
	S1, S2, S4, O1 SO2: Utilizing an organized cashier system and convenient facilities to support digital promotion by highlighting the convenience of location on Google Maps/Waze.	WO2: Creation of digital payment facilities, such as Qris, to facilitate transactions for customers who do not carry cash. W1, O4
	S6, S5, O4 SO3: Utilizing S3 hydraulic technology and S4 competitive pricing to offer additional services such as tyre polishing to improve customer satisfaction.	WO3: Use additional services such as tire polish and other minor maintenance to overcome the lack of additional services. W2, O6
	S3, S4, O6	
	Strengths (S) 1. Strategic Location 2. Spacious Place 3. Hydraulic Technology 4. Competitive Price 5. Comfortable waiting room facilities 6. Organized cashier system	Weaknesses (W) 1. No QRIS payments 2. No additional services 3. Slow washing process 4. Weak digital presence 5. There is no membership program 6. Inconsistent results
Threats (T) 1. High competition in the motorbike washing industry 2. Stricter waste management regulations 3. Threats from DIY services and automatic motorbike washes 4. Changes in customer behavior towards application-based services 5. Risk of customer dissatisfaction due to differences in expectations on service outcomes and times	ST1: Featuring hydraulic technology and competitive pricing to deliver superior results over DIY or automated services. S3, S4, T3	WT1: Added services such as tire polishing or motor bodywork that are not available at DIY motorcycle washes and create loyalty programs for loyal customers.
	ST2: Adding chairs and tables for the waiting room for customers with free Wi-Fi facilities. S2, S4, T5	WT3: Conduct regular staff training to improve the consistency of motor washing so as to minimize customer complaints.
		W6, T5

H) Business Solution

This solution is designed based on the results of internal and external analysis that has been carried out, covering aspects of customer segments, preferences, operations, and market dynamics.

a. Porter Generic Strategy

The differentiation strategy applied to RFS Steam is formulated based on the results of a SWOT analysis, a TOWS Matrix, and a customer preference survey. The objective of this strategy is to create uniqueness, which is the main differentiator of RFS Steam from its competitors. The strategy will be implemented through the following steps:

1. Strengthening Service Differentiation: Strengthening core services is a top priority in the Differentiation strategy by utilizing hydraulic technology as a key advantage. This technology will be optimized through routine maintenance to ensure maximum performance. In addition, employee technical training will be conducted to improve operational efficiency and reliability. Standard Operating Procedures (SOPs) will also be developed to ensure that each wash process is performed according to established standards to provide consistent and high-quality wash results.

2. Improved Facilities and Customer Experience: RFS Steam will improve the waiting room facilities to ensure optimal customer comfort while waiting. The addition of facilities such as air conditioning, power outlets, and swings as children's entertainment is designed to meet the needs of customers from various segments, especially families. Services will be digitalized to provide convenience in transactions (QRIS).

3. Promotion Strategy: Effective promotions will help increase customer awareness of the unique services offered by RFS Steam. A loyalty program will be implemented to increase customer retention through benefits such as free washes after a certain number of visits.

I) Implementation Plan and Justification

Table 10: Implementation Plan of Proposed Strategy

Proposed Strategy		2025											
Action Plan		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Service Differentiation													
1A	Employee technical training	◆	◆										
1B	Hydraulic maintenance	◆	◆			◆	◆			◆	◆		◆
1C	SOP implementation	◆	◆	◆	◆								
1D	Add tire polishing & detailing services			◆									
Facilities & Customer Experience													
2A	Upgrade waiting area			◆	◆								
2B	QRIS integration		◆										
Promotion Strategy													
3A	Launch loyalty program								◆	◆	◆	◆	
3B	Social media promotions					◆	◆						

IV. CONCLUSION

A) Conclusion

This study focuses on developing a business strategy to enhance the competitiveness of RFS Steam Hidrolik Motor Sindang in North Jakarta's highly competitive motorcycle washing industry. Key strengths include using hydraulic technology for thorough cleaning, a strategic location, competitive pricing, and comfortable facilities. These strengths cater to diverse customer segments and differentiate RFS Steam from traditional services. However, weaknesses such as a slow washing process, lack of a loyalty program, limited service diversification, and minimal digital presence pose challenges. Additionally, reliance on cash payments highlights the need for digital transaction adoption to align with modern customer preferences. Growth opportunities include rising awareness of vehicle cleanliness, digitalization trends, and government support for MSMEs. Nevertheless, threats such as competition from automatic and DIY washing services, stricter waste management regulations, and shifts toward application-based services must be addressed.

B) Recommendation

Based on the implementation plan that has been designed, the following strategies are recommended to enhance the competitiveness of RFS Steam Hidrolik Motor Sindang:

1. Service Differentiation: Improve service quality through employee training, periodic maintenance of hydraulic equipment, and SOP implementation. Introduce new services like tire polishing and motorcycle detailing to expand the service portfolio and attract more customers.

2. Facilities & Customer Experience: Enhance waiting room facilities with Wi-Fi, power outlets, and play areas. Integrate QRIS for cashless transactions to improve customer convenience.

3. Promotion Strategy: Develop loyalty programs, such as free washes after multiple visits, to encourage repeat customers.

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