

## Business plan putih laundry & dry cleaning

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### Abstrak

Putih Laundry & Dry Cleaning merupakan bisnis di bidang jasa yang menawarkan tiga jenis pelayanan yaitu laundry, dry cleaning dan pressing. Badan Usaha Putih Laundry & Dry Cleaning adalah Perseroan Terbatas yang dimiliki oleh tiga orang, yaitu : Jurnal, Christian Tony dan Puji Astuti (penulis business plan).

Lokasi bisnis Putih Laundry & Dry Cleaning berada di Jl. By Pass Ngurah Rai No. 257 Jimbaran, Kee. Kuta Selatan Kab. Badung, Propinsi Bali. Lokasi bisnis Putih Laundry & Dry Cleaning merupakan lokasi yang strategis karena berada di jalur utama yang menghubungkan antara Nusa Dua - Denpasar serta berdekatan dengan Bandar Udara Ngurah Rai. Selain itu, Jimbaran merupakan salah satu daerah tujuan wisata di Bali yang menarik bagi para turis domestik maupun asing. Beberapa perumahan yang dihuni oleh masyarakat kelas menengah atas juga terdapat di Jimbaran.

Di wilayah Jimbaran belum terdapat bisnis laundry & dry cleaning professional yang menawarkan tiga jenis layanan yaitu laundry, dry cleaning dan pressing. Adanya peluang pasar tersebut, dimanfaatkan untuk mendirikan Putih Laundry & Dry Cleaning yang dalam lima tahun beroperasinya akan berfokus pada kebutuhan masyarakat kelas atas di wilayah Jimbaran.

### Analisis Eksternal

Bali merupakan wilayah yang potensial bagi pengembangan bisnis laundry & dry cleaning. Hal ini terlihat dari banyaknya jumlah pemain bisnis ini baik yang menggunakan sistem waralaba global seperti 5aSec, waralaba lokal nasional seperti Melia Laundry & Dry Cleaning, maupun yang tidak dikembangkan dengan sistem waralaba yaitu Royal Professional Cleaners. Namun demikian, lokasi bisnis laundry & dry cleaning tersebut banyak terkonsentrasi di Denpasar sebagai ibukota Propinsi Bali.

Entry barrier bisnis laundry & dry cleaning cukup besar, hal ini disebabkan karena modal yang dibutuhkan untuk mendirikan bisnis ini cukup besar dan adanya kendala untuk memperoleh karyawan yang memiliki keahlian di bidang teknis produksi. Demikian juga untuk melakukan exit barrier tidaklah muda karena modal yang ditanamkan untuk bisnis ini cukup besar.

Tidak ada kendala dalam hal supplier mesin, peralatan dan bahan baku yang digunakan dalam bisnis laundry. Beragam jenis dan tipe mesin, peralatan dan bahan baku ditawarkan oleh banyak supplier yang berada di Bali dengan harga yang beragam.

Pesaing utama Putih Laundry & Dry Cleaning adalah 5aSec. Untuk menghadapi 5aSec, Putih Laundry & Dry Cleaning menggunakan strategi bisnis "Differentiation Focus" yaitu dengan menciptakan differensiasi sesuai dengan kebutuhan target pasar yang dibidik oleh Putih Laundry & Dry Cleaning. Differensiasi yang membedakan Putih Laundry & Dry Cleaning yaitu dalam hal waktu operasional, menyediakan jasa Home Collection & Delivery Services, fleksibilitas pelayanan dan harga yang lebih murah dengan kualitas yang setara dan membedakan harga antara layanan laundry & dry cleaning.

### Pemasaran

Target pasar yang dibidik oleh Putih Laundry & Dry Cleaning adalah segmen pasar individu kelas sosial ekonomi atas yang tinggal menetap maupun sementara di wilayah Jimbaran. Adapun positioning Putih Laundry & Dry Cleaning adalah jasa laundry & dry cleaning yang mengutamakan kecepatan dan kualitas untuk memenuhi gaya hidup masyarakat kelas atas. Positioning statement Putih Laundry & Dry Cleaning adalah pure lifestyle. Positioning statement tersebut dikomunikasikan melalui berbagai medium komunikasi pemasaran.

Core product Putih Laundry & Dry Cleaning adalah jasa pencucian pakaian dengan menggunakan air (laundry) dan tanpa air (dengan menggunakan solvent). Core product tersebut dilengkapi dengan supplementary service element untuk memudahkan pelanggan memanfaatkan core product. Supplementary service element tersebut terdiri dari information, order taking, consultation, hospitality, safekeeping, exception, billing dan payment.

Strategi harga terhadap kualitas yang diterapkan oleh Putih Laundry & Dry Cleaning adalah Super Value Strategy yaitu menerapkan harga yang lebih murah namun kualitas setara dengan kualitas yang menawarkan layanan premium (dalam hal ini adalah 5aSec). Harga layanan Putih Laundry & Dry Cleaning rata-rata berkisar 30% dibawah harga 5aSec. Pesaing utama Putih Laundry & Dry Cleaning yaitu 5aSec menetapkan harga yang sama untuk layanan laundry dan dry cleaning namun Putih Laundry & Dry Cleaning menetapkan harga yang berbeda antara laundry dengan dry cleaning yaitu sebesar 10%. Perbedaan harga Putih Laundry & Dry Cleaning dengan harga 5aSec akan selalu dipertahankan sebesar 30% sehingga Putih Laundry & Dry Cleaning akan menaikkan harga pada saat 5aSec juga menaikkan harga. Rata-rata kenaikan harga diperkirakan sebesar 5% per tahun.

Adapun pricing objective yang ditetapkan adalah maximum sales growth yaitu kenaikan volume penjualan pada tingkat tertentu, berdampak menurunkan biaya per unit yang pada akhirnya memberikan profit yang tinggi dalam jangka panjang.

Karena membidik target pasar yang sempit yaitu di wilayah Jimbaran, maka strategi promosi yang dilakukan oleh Putih Laundry & Dry Cleaning adalah promosi berbasis komunitas sehingga banyak menggunakan aktivitas personal communications.

### Organisasi dan Sumber Daya Manusia

Struktur organisasi Putih Laundry & Dry Cleaning adalah fungsional structure yaitu mengelompokkan aktivitas berdasarkan fungsi masing-masing dari tingkat paling bawah hingga paling Atas. Adapun perencanaan Sumber Daya Manusia Putih Laundry & Dry Cleaning meliputi aktivitas : job analysis dan job design, standar kompetensi dan job description, rekrutmen dan seleksi, orientasi, pelatihan dan development, sistem penilaian kinerja dan sistem kompensasi. Untuk meningkatkan produktivitas karyawan direncanakan program pelatihan dan pengembangan secara berkala tiap tahun. Di sisi lain untuk membuat karyawan bertahan untuk bekerja, dirancang sistem kompensasi yang memadai. Dengan demikian, diperkirakan tidak ada karyawan yang keluar dalam perencanaan lima tahun beroperasinya Putih laundry & Dry Cleaning dan karyawan yang bekerja akan makin ahli sehingga bekerja makin cepat dengan kualitas yang makin meningkat sehingga meningkatkan tingkat produktivitas. Peningkatan pendapatan akan memberikan dampak terhadap peningkatan kebutuhan karyawan terutama adalah karyawan staf produksi dan quality control. Untuk efisiensi, rekrutmen hanya dilakukan untuk memenuhi peningkatan kebutuhan tersebut.

### Persiapan Operasional

Persiapan operasional Putih Laundry & Dry Cleaning diperkirakan memerlukan waktu sekitar tiga bulan (Oktober, Nopember, Desember 2006). Persiapan tersebut meliputi persiapan fisik maupun persiapan non fisik. Selama periode Desember 2006, seluruh karyawan akan mengikuti program orientasi dan pelatihan, sehingga meskipun Putih laundry & Dry Cleaning belum beroperasi namun karyawan telah bekerja dan aktivitas kantor telah dimulai. Biaya-biaya yang timbul dalam masa persiapan ini diperhitungkan sebagai biaya pre-operating expenses.

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## Introduction

Putih Laundry & Dry Cleaning is a company operating in the service sector that provides three service, namely laundering, dry cleaning and pressing. The business entity is a Limited Company owned by three individual investors: Journal, Christian Tooy and Puji Astuti (who formulates the company's business plan).

Putih Laundry & Dry Cleaning is located in Jl. By Pass Ngurah Rai No. 257 Jimbaran municipality, Kuta Selatan regency, Badung, Bali. The office address of Putih Laundry & Dry Cleaning is a strategic location as it lies on the main road that connects Nusa Dua and Denpasar and is close to the Ngurah Rai Airport. In addition, Jimbaran is known as one of main destinations in Bali for both domestic and foreign tourists. Some of the middle and up-class residential complexes are located in Jimbaran.

There are no professional laundry & dry cleaning services providers available in Jimbaran that provide the three services of laundering, dry cleaning and pressing. Against this backdrop, Putih Laundry & Dry Cleaning is established to tap the huge opportunities in the industry which in the first five-year of its operation will focus on providing its services to the upper-class society in Jimbaran..

## External Analysis

Bali reserves a huge potential for the development of laundry & dry cleaning business. It is reflected in the growing number of players in the market, be it the ones that adopt a franchise business concept such as 5aSec, Melia Laundry & Dry Cleaning, or the ones that do not such as the Royal Professional Cleaners. However, most of those companies are concentrated in Denpasar as the capital city of Bali.

Entry barriers in this business are quite significant as it requires a huge start-up as well as the lack of employees with adequate technical skills. Moreover, the huge start-up capital requirement makes it difficult to do an exit barrier.

There are no significant obstacles regarding supplies of machinery, tools and other raw materials for the laundering business. Numerous types and qualities of machinery, tools and raw materials are available in the market at a range of prices.

The main competitor for Putih Laundry & Dry Cleaning is 5aSec. To compete with 5aSec, Putih Laundry & Dry Cleaning applies a "Differentiation Focus" business strategy which is by creating differentiation in accordance with the needs of market segments targeted Putih Laundry & Dry Cleaning. The differentiation in question that separates Putih Laundry & Dry Cleaning and others lies in the form of operational working time, of providing Home Collection & Delivery Services, of service flexibility and lower prices with equal quality.

## Marketing

The market segment targeted by Putih Laundry & Dry Cleaning is individuals with high income who reside, permanently or temporarily, in Jimbaran. The positioning of Putih Laundry & Dry Cleaning is a laundry and dry cleaning services provider that yang strives for speed and quality in fulfilling the lifestyle of top-bracket individuals in the society. The motto for Putih Laundry & Dry Cleaning is pure lifestyle. This concept is being communicated through various marketing communication media.

Core product of Putih Laundry & Dry Cleaning is the service of laundrying with water (laundry) and without water (using solvent). The core product is supported by the supplementary service elements. The supplementary service elements are made up of information, order taking, consultation, hospitality, safekeeping, billing and payment.

The pricing-to-quality strategy adopted by Putih Laundry & Dry Cleaning is Super Value Strategy, which offers lower prices but with equal quality offered by a premium service provider (in this case, 5aSec). The price tag offered by Putih Laundry & Dry Cleaning is around 30% lower than that of 5aSec in average. Putih Laundry & Dry Cleaning's main competitor which is 5aSec offers the same price for its laundry and dry cleaning services, unlike Putih Laundry & Dry Cleaning that offers the two services at a 1.0% margin. The price gap offered by Putih Laundry & Dry Cleaning and 5aSec will always be set at 30%, meaning that Putih Laundry & Dry Cleaning will raise the prices should 5aSec do the same. The average price increase per year is estimated at 5%.

The pricing objective that is adopted is the maximum sales growth, which means that a raise of sale volume to a certain level reduces the operational cost per unit which will eventually contribute to profit in the long run.

Provided that the company aims for a narrow market segment, which is Jimbaran, the brand socialization from Putih Laundry & Dry Cleaning centers on community-based activities, so it often uses personal communications activities.

### Organization and Human Resource

The organizational structure of Putih Laundry & Dry Cleaning is fungsional structure that is categorizing activities by functions from the bottom all the way to the top.

As for the planning of Human Resources of Putih Laundry & Dry Cleaning, it covers activities such as drawing up: job analysis dan job design, standard for competency and job description, recruitment and selection, orientation, training and development, performance appraisal system and compensation system. To improve employees' productivity, it has been planned to periodically conduct training and development programs each year. On the other side, to retain workers, it has been also drawn up an adequate compensation system. Therefore, it is estimated that not a single worker leave the office during five-year plan of operation of Putih Laundry & Dry Cleaning and all the while the workers continue to hone their skills, making them work faster with better quality so that their productivity will increase as well.

An increase in revenue will result in also an increase in workers' needs, in particular the staff in production and quality control units. For the sake of efficiency, recruitment will only be done to meet such needs.

### Operational Preparation

The operational preparation of Putih Laundry & Dry Cleaning is estimated to take about three months (October, November, December 2006). It includes both physical and non-physical preparation.

During December 200, all employees took part in training and orientation programs, so that while Putih

laundry & Dry Cleaning was yet to fully operate, the employees have started working and office activities began.

All the cost during the preparation period is referred to as pre-operating expenses.