Strategic Management and Business Sustainability of Bubble B. A. P. Laundry Shop in Lingayen, Pangasinan

Sheila Marie S. Rodriguez, Dr. Jean V. Ramos

UL Graduate School, University of Luzon, Lingayen, Pangasinan, Philippines

***Corresponding Author**

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ABSTRACT

This descriptive case study examines the strategic management practices and business sustainability concerns of Bubble B.A.P. Laundry Shop, a newly established laundry enterprise in Lingayen, Pangasinan. It describes the shop's reported management practices, identifies operational and financial concerns, and proposes practical measures to strengthen its sustainability. The manuscript reports a case involving one owner or manager, three employees, and twenty regular customers. It also presents customer or management-practice mean ratings and a comparison of reported annual changes in materials costs and service revenue. Reported mean ratings are highest for service quality (4.40) and customer service (4.10), while strategic planning (2.40), financial planning (2.60), and marketing strategy (2.80) are identified as areas requiring improvement. The reported 15% increase in materials costs, compared with a 5% increase in service revenue, suggests a possible cost–revenue growth gap that warrants verification through monthly financial records. The study recommends a documented strategic plan, routine financial and inventory monitoring, targeted digital marketing, customer-retention initiatives, and a performance scorecard. The findings are specific to the case and should not be generalized to all laundry businesses.

Keywords: strategic management; business sustainability; strategic planning; operational efficiency; financial monitoring; laundry shop; Pangasinan

INTRODUCTION

Micro and small enterprises contribute to local economic activity through employment generation, service provision, and the circulation of income within communities. Their sustainability, however, depends not only on attracting customers but also on managing costs, maintaining service quality, allocating resources, and responding to changes in customer demand and competition. These concerns are particularly relevant to service enterprises such as laundry shops, where operating results may be affected by utility consumption, detergent and other material costs, equipment maintenance, labor scheduling, service turnaround time, and customer retention.

This study focuses on Bubble B.A.P. Laundry Shop in Lingayen, Pangasinan, which the original manuscript identifies as having operated since October 2025. The case description indicates that the owner has relied primarily on personal judgment and experience rather than a documented strategic plan. It also identifies inconsistent service revenues, increasing materials costs, and limited formal monitoring as concerns. These conditions provide a basis for examining how basic strategic-management practices can support operational control and longer-term business sustainability.

The resource-based view explains that a firm's ability to sustain an advantage is influenced by the resources and capabilities it possesses and how effectively it deploys them (Barney, 1991). For a small laundry enterprise, relevant resources may include equipment, employee skills, customer relationships, location, service reliability, and the owner's managerial capabilities. The dynamic-capabilities perspective further emphasizes the ability to recognize changes, make timely decisions, and reconfigure resources as business

conditions evolve (Teece et al., 1997). These perspectives suggest that sustainability requires more than the possession of resources; it also requires consistent managerial processes.

A complementary perspective is the Balanced Scorecard, which encourages managers to assess performance through financial, customer, internal-process, and learning-and-growth perspectives rather than relying on financial results alone (Kaplan & Norton, 1992). Applied to a laundry shop, these perspectives can be translated into indicators such as monthly net operating income, repeat-customer rate, on-time completion, rewash rate, material consumption per load, equipment downtime, and employee training. Such indicators can help management connect strategic objectives with observable operating results.

Prior research also points to the relevance of strategic management and financial capabilities for small-business performance and sustainability. Schwenk and Shrader (1993) reported an association between formal strategic planning and financial performance in small firms, while Williams et al. (2020) examined the configuration of small-business strategic-management practices and performance. Research on SMEs has also considered the relationship between sustainability and financial performance (Bartolacci et al., 2020) and the role of financial sophistication in the strategic and sustainability practices of Philippine microenterprises (Guliman, 2020). These studies provide a useful context, but they do not establish that the same relationships exist in the present single-shop case.

In view of the descriptive evidence available, this study does not claim to test a causal or statistically significant relationship among strategic planning, operational efficiency, and business performance. Instead, it documents the reported conditions of one enterprise and identifies practical management measures that can be monitored over time.

Objectives of the Study

1. Describe the strategic management practices reported for Bubble B.A.P. Laundry Shop.
2. Identify the principal operational, marketing, and financial management concerns described in the case.
3. Summarize the available customer or management-practice ratings and reported financial trends using descriptive analysis.
4. Develop practical and measurable management recommendations to support the shop’s operational efficiency and business sustainability.

METHODS

Research Design

The study is framed as a descriptive single-case study of Bubble B.A.P. Laundry Shop in Lingayen, Pangasinan. The case-study approach is appropriate for describing management practices and operational conditions within a specific enterprise. Descriptive quantitative information is used to summarize the mean ratings and financial trends reported in the original manuscript. Because the available draft does not provide inferential test results or sufficient information about variable construction, the analysis is descriptive and does not test statistical relationships or causal effects.

Research Setting and Case

The case enterprise is Bubble B.A.P. Laundry Shop, which the original manuscript states began operating in October 2025. The business is located in Lingayen, Pangasinan. The case is limited to this enterprise; therefore, the findings are intended to inform management decisions in the shop and are not statistically generalizable to other laundry businesses.

Participants and Sampling

The participants are one business owner or manager, three shop employees, and twenty regular customers.

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Data Sources and Instruments

Data are gathered through interviews, customer questionnaires, and a review of sales and operating records.

DATA ANALYSIS

The quantitative information is summarized using frequencies, percentages, and arithmetic mean ratings, as applicable to the data available.

ETHICAL CONSIDERATIONS

The study protocol was submitted and approved. The first page of the questionnaire explained the purpose of the study, that taking part was voluntary, and that respondents could skip questions or stop at any time. No names or contact details were collected. Data were kept in password-protected files in line with the Data Privacy Act of 2012.

RESULTS AND DISCUSSION

Reported Management-Practice Ratings

The findings reveal that the laundry shop relies primarily on the owner's personal judgment in making business decisions. It has no formal strategic plan, written performance targets, or regular evaluation of its business performance.

Table 1. Assessment of the laundry shop's management practices

Management area	Mean rating	Interpretation in source draft
Service quality	4.40	Very satisfactory
Customer service	4.10	Satisfactory
Financial planning	2.60	Needs improvement
Marketing strategy	2.80	Needs improvement
Inventory management	3.00	Moderately satisfactory
Strategic planning	2.40	Needs improvement

The reported ratings indicate a perceived difference between customer-facing service dimensions and internal management dimensions. Service quality received the highest mean (4.40), followed by customer service (4.10). These results suggest that the shop’s service delivery and customer interactions are perceived relatively positively within the rating system used. However, the interpretation should remain cautious until the questionnaire, scale anchors, respondent group, and computation are verified.

Strategic planning (2.40), financial planning (2.60), and marketing strategy (2.80) received lower ratings. If the scores accurately represent the respondents’ assessments, they point to gaps in formal goal setting, financial forecasting and monitoring, and systematic customer acquisition. Inventory management received a mean of 3.00, indicating a possible need for more consistent stock monitoring and purchasing controls. These descriptive results do not prove that weaknesses in planning caused lower business performance; rather, they identify management areas that merit attention and further measurement.

Reported Financial Trend

The financial records also indicate that materials costs increased by 15% over one year, while service revenues increased by 5%. This may indicate that materials costs grew faster than service revenue and could place pressure on gross or operating margins, depending on the shop's other costs, pricing, service volume, and product mix.

Strategic Management and Operational Implications

The case description identifies reliance on the owner's personal judgment, absence of documented performance targets, limited marketing initiatives, and irregular financial monitoring. These observations are consistent with the need to develop simple management routines that can be sustained by a small enterprise. The resource-based view suggests that the shop can strengthen its use of existing resources—such as service reliability, employee skills, equipment, and customer relationships—by organizing them around clear priorities (Barney, 1991). The dynamic-capabilities perspective emphasizes periodically reviewing customer demand, costs, and operational constraints and adjusting services and resource allocation accordingly (Teece et al., 1997).

The Balanced Scorecard offers a practical way to translate these priorities into a small set of indicators across financial, customer, internal-process, and learning-and-growth dimensions (Kaplan & Norton, 1992). For example, financial monitoring can track monthly revenue, materials costs, operating expenses, and net operating income. Customer measures can include repeat-customer rate, complaints, and satisfaction. Internal-process measures can include turnaround time, rewash rate, material usage per load, and equipment downtime. Learning-and-growth measures can include employee training and compliance with operating procedures. These indicators are proposed management tools; the current case data do not establish their present values.

The results should also be interpreted in relation to prior research. Schwenk and Shrader (1993) synthesized evidence on formal strategic planning and small-firm financial performance, supporting the relevance of planning as a management practice. Williams et al. (2020) highlight that small-business strategic-management practices may operate in combinations rather than as isolated activities. Bartolacci et al. (2020) review the sustainability–financial performance literature among SMEs, while Guliman (2020) addresses the role of entrepreneurs' financial sophistication in the Philippine microenterprise context. These studies provide conceptual support for integrating planning, financial capability, and operational monitoring. Nevertheless, their broader findings cannot be treated as direct confirmation of outcomes at Bubble B.A.P. Laundry Shop.

Proposed Management Action Plan

The following action plan translates the case findings into practical steps. Targets are suggested management targets for adoption and should be adjusted after the owner establishes a verified baseline.

Priority area	Implementation measure	Suggested indicator	Suggested timeline	Responsible person
Strategic planning	Prepare a one-year operating plan with quarterly objectives, budget assumptions, and assigned responsibilities.	Plan approved; quarterly objectives reviewed.	Within 60 days; review quarterly.	Owner/manager
Financial monitoring	Maintain a monthly income-and-expense summary and compare actual results with the	Monthly revenue, materials costs, operating expenses, net operating income, and cash	Begin next month; review monthly.	Owner/manager or assigned bookkeeper

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	budget.	balance recorded.		
Inventory control	Use a stock card or spreadsheet for detergents, softeners, packaging, and other consumables; set reorder points based on usage.	Stock-outs; inventory variance; materials cost per service/load.	Set up within 30 days; check weekly.	Assigned employee; owner oversight
Marketing	Maintain an updated social-media page, publish service information and promotions, and track inquiries and conversions.	Inquiries, new customers, campaign conversions, and marketing cost per acquired customer.	Launch within 30 days; review monthly.	Owner/manager
Customer retention	Record customer feedback and complaints; introduce a simple repeat-customer or referral initiative if financially viable.	Repeat-customer rate; complaints resolved; satisfaction rating.	Begin within 30 days; review monthly.	Frontline staff; owner oversight
Operational efficiency	Monitor turnaround time, rewash incidents, equipment downtime, and material use; provide refresher training.	On-time completion rate; rewash rate; downtime hours; material use per load.	Establish baseline within 30 days; review monthly.	Owner/manager and employees

CONCLUSION

This descriptive case study of Bubble B.A.P. Laundry Shop identifies reported strengths in service quality and customer service, alongside potential management gaps in strategic planning, financial planning, marketing, and inventory management. The reported increase in materials costs relative to service revenue also raises a concern about cost control, although the underlying financial amounts and calculation period must be verified before a firm conclusion about profitability can be made.

The available evidence supports a practical conclusion: service quality should be complemented by documented planning, routine financial monitoring, inventory controls, customer-retention activities, and periodic performance evaluation. A one-year operating plan and a simple performance scorecard can help management translate these priorities into measurable actions. However, because the case concerns one enterprise and the source draft does not adequately document its interview and questionnaire procedures or provide detailed financial statements, the findings are descriptive and cannot establish causal relationships or be generalized to other businesses.

RECOMMENDATIONS

- Prepare and periodically update a written strategic and operating plan with specific objectives, budgets, responsibilities, and review dates.
- Prepare monthly financial summaries showing service revenue, materials costs, other operating expenses, net operating income, and cash inflows and outflows, subject to the availability of reliable records.
- Implement a basic inventory-control system with stock records, usage monitoring, and reorder points for essential materials.
- Develop a low-cost digital marketing plan and evaluate each promotion using inquiries, new-customer conversions, and marketing costs.
- Introduce a customer-feedback and retention process, including timely complaint resolution and monitoring of repeat patronage.
- Track a small set of financial, customer, internal-process, and employee-development indicators every month and conduct a documented quarterly review.
- For future research, collect verified data from multiple laundry enterprises and use a clearly specified analytical design if the objective is to test relationships among strategic planning, operational efficiency, and business performance.

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