

The Development Strategies Of The Indonesian Small & Medium Enterprises (SMES) Muslim Fashion Industry As The Efforts To Become The Centre Of Muslim Fashion In The World In 2020

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Abstract:

Indonesia has become one of the Organisation of Islamic Cooperation (OIC) member countries which exports the largest Muslim clothing, besides Bangladesh, Turkey, Morocco, and Pakistan. Indonesian fashion exports in the OIC country ranks 5th and continues to increase, currently, in 2017 it has reached amount USD 13.29 billion (BPS) with USD 366. Indonesia also ranked fifth in the world-class Muslim fashion consumer, in addition to the other top four countries namely Turkey, United Arab Emirates, Nigeria, and Saudi Arabia. Consumers of Muslim clothing in Indonesia reached USD 13.5 billion (top 5 in the world), indicating the enormous potential of the domestic market. Moreover, world Muslim clothing consumption reached about USD 254 billion (the third-largest fashion market after America and China). In 2030, it is projected that the Muslim population in Indonesia will reach 233,380,000 people or 88% of the total population of Indonesia. This research was conducted to find out the Integrated Muslim Fashion Industry Development Strategy for Muslim fashion SMEs. Such as the use of information media as a means of promotion, brand development strategies, developing the potential of local designers, increasing the intensity of events such as exhibitions related to the fashion industry, fashion industry development models by focusing on the education component and business assistance, integrating industrial development programs creatively between ministries and institutions as well as with local government programs following the diversity of regional potentials and the resources and conditions of local communities, to improve the components of education, technology and expand market access

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1. INTRODUCTION

Muslim clothing besides Bangladesh, Turkey, Morocco, and Pakistan. Indonesian fashion exports in the OIC country ranks 5th and continues to increase, most recently in 2017 reaching USD 13.29 billion (BPS) with USD 366 [1]. Moreover, Indonesia also ranked fifth in the world of Muslim fashion consumers, in addition to the other four major countries such as Turkey, the United Arab Emirates, Nigeria, and Saudi Arabia [2] [3]. Consumers of Muslim clothing in Indonesia has

Indonesia has become one of the OIC member countries that exports the largest reached USD 13.5 billion (top 5 in the world), indicating the enormous potential of the domestic market. Besides, world Muslim clothing consumption reached USD 254 billion (the third-largest fashion market after the United States and China. In 2030 it is projected that the Muslim population in Indonesia will get up to 233.38 million people or reach 88% of the total population of Indonesia [4].

According to the SWOT (Strength, Weakness, Opportunity, and Threat) analysis test results, it is known that the strength of national Muslim designer labels has been recognized worldwide, the increasing number of quality fashion schools, transfer of knowledge is relatively easy, the growth of millennial generation as active consumers, the public interest in Muslim clothing is high, the opportunity for Indonesia to have a workforce available and many[5]. However, the weaknesses faced today are that designers who focus on Muslim clothing are still limited, the quality of human resources in the field of production and understanding of the character of materials / raw materials is relatively low, incubators for the Muslim fashion business are still limited, there is little research on the Muslim fashion industry, and eventhere's only limited formal schools specifically Muslim fashion. While the challenges that must be faced are the number of imitation products or plagiarism, as the results of SWOT from the results of Industry analysis, Indonesia has the strength of the number of Muslim companies that are growing rapidly, competitiveness in the domestic market is strong, the domestic distribution channels in the market are increased, entry distro and Small & Medium Enterprises (SMEs) barrier businesses are relatively small, domestic and foreign market potential is very large, vertical integration and collaboration between small industries and designers, competitiveness in export markets is still weak, local content is not explored, challenges to the threat of emergence Muslim fashion products from western brands. [6]

This research was conducted to find out the Integrated Muslim Fashion Industry Development Strategy for Muslim fashion SMEs. Such as the use of information media as a means of promotion, brand development strategies, developing the potential of local designers, increasing the intensity of events such as exhibitions related to the fashion industry, fashion industry development models by focusing on the education component and business assistance, integrating industrial development programs creatively between ministries and institutions as well as with local government programs following the diversity of regional potentials and the resources and conditions of local communities, to improve the components of education, technology, and expansion of market access [7].

Ahmad Mustami in his paper entitled "Islamic Education in Civilization of Fashion Industry: Clothes concept reflection in Islam" from Raden Fatah State Islamic University (UIN) Palembang explained that the dress function is diverse, although the general function of clothing is covering human gender needs, and protecting the body from the sun's heat. Hijab today is not just a neck cover, but more often as a style of dress and becomes something that is common and now has affected women, including Muslims. Consisting of clothes, pants, until the hijab continues to be innovated to attract the eye. Although, sometimes it is not in the form of a Muslim fashion model or a standard outfit. However, hijab clothes or Muslim clothing can express the value of Islamic Education which aims to become a norm of religion, ethics, and moral learning, because the substance of clothing in Islam is politeness[8].

The results of the study by Widya Cantika Putri et al, in the Alinfak journal With the title Islamic Fashion College in Manado (Islamic Fashion Metaphoric Congruence in Architectural Design), is a fashion design education and training institution as well as a means of promotion and as a container of activities related to fashion. Islamic fashion colleges are the same as fashion schools in general in Indonesia[9]. However, what distinguishes it is in addition to non-formal schools, but also a center of Islamic fashion as a supporting activity. Therefore, Islamic Fashion College teaches at the same time directing fashion activists to always instill the intention that "whatever you create can make consumers, especially Muslim women, who are also more proud to be dressed in Muslims.

Based on the results of previous research, it is known that the Muslim fashion industry is a superior and potential product of Indonesia because it has an impact on business opportunities for the Muslim fashion industry. However, the substance of Muslim clothing also serves to express Islamic Education through the value of politeness, courtesy, and pride in Muslim dress. Therefore, this study was conducted to improve the entrepreneurial abilities of Muslim fashion creative industry activists, through research related to the development strategy of the integrated Muslim fashion industry, for Muslim fashion SMEs, consequently, it has an impact on increasing entrepreneurship among designers. [10] Because of its nature, Indonesia's resources are very potential, seen from the diversity of cultures as a

source of creativity, a large number of tourists travel to Indonesia, natural resources as a source of sufficient raw materials, a large number of natural resources can be developed. However, the weakness of the production machine is old, the process of importing raw materials is quite long, the cost of energy is expensive, especially electricity, SMEs Muslim fashion access to raw materials is still weak, and the low development of infrastructure, lack of international promotion events, central government policies have not been aligned, not yet the existence of an integrated R&D center and Muslim fashion innovation, other challenges are Islamophobia, hijab ban, restrictions on the use of the hijab in the work environment, free trade system and the emergence of competing countries. Thus, the results of a SWOT analysis of the local Indonesian Muslim fashion industry conditions before development. Therefore, it is necessary to conduct various researches related to the development of the Indonesian Muslim fashion creative industry, through various integrated business model approach strategies, which include Education, natural resources, technology, and market access components. [11]

According to the results of a SWOT analysis of the condition of the Indonesian Muslim fashion industry and its activists, the question arises as to how the experience of pioneering the Muslim fashion business for SMEs in the Muslim fashion industry? Are there any obstacles or problems in carrying out its activities? and how is the business development strategy for the Muslim fashion industry SMEs Fashion with the canvas business model approach?

2. RESEARCH METHOD

This study uses a qualitative approach, a research procedure that produces descriptive data in the form of speech or writing and behavior that can be observed from the subject itself [12]. In qualitative research, the methods that commonly used are the interview results, observations, and the use of documents [13]. Interview guidelines as a tool to obtain data, in addition to the results of interview data also obtained from the results of workshops, talk shows, FGDs, and scientific meetings related to the Indonesian Muslim fashion roadmap. The data analysis tools used to determine the objectives to be achieved in the development strategy of the integrated SMEs Muslim fashion industry are: [14]

CBM (Canvas Business Model), The canvas business model concept offered by Osterwalder and Pigneur (2014) is one of the business strategy models that should be considered by Muslim fashion SMEs designers to continue to innovate and be creative in maintaining their business existence. SWOT matrix to map the strengths and weaknesses of the company's internal factors, and the opportunities and threats of the company, then analyzed with the SWOT analysis results from the mapping of the CBM. [15]

The Internal Factor Evaluation (IFE) matrix is a strategy formulation tool used to summarize and evaluate key strengths and weaknesses in the functional areas of business, and also provides a basis for identifying and evaluating relationships between these areas. The External Factor Evaluation (EFE) matrix is used to determine the external factors of a company relates to opportunities and threats that are considered essential [13] [16]. It continues by analyzing qualitative data carried out in three steps together: (1) data processing, (2) analyzing data, and (3) concluding.

3. DISCUSSION AND RESULTS

Depending on the research results in the field, it was found several ideas to develop a strategy for Islamic clothing SMEs, which can be carried out by business activists as follows:

a. Integrating Fashion, Ethnicity, and Entrepreneurship

Concerning the research results and direct observation of the designers' journey when beginning their business, there are several findings of how their experiences in starting a fashion business. Some start from hobbies, like, and love works, love beautiful things, then learn to observe and try to sew themselves, imitate a family with a tailoring background, but continue to learn so that eventually they can sew and can be recognized by the public. They can get acquainted with famous designers and can do exhibitions at home and abroad. All efforts lead to endless hard work and patience, with pleasure there will be a variety of creativity because creativity is the ability to create something new to give creative ideas in solving problems.

Kirznerian Entrepreneur explains about Kirzner's theory that highlights human performance, tenacity, seriousness, sincerity to be independent in business.

As a result, the back and forth of a business depends on the efforts and tenacity of the entrepreneur, as economic theory considers that the birth of an entrepreneur is caused by opportunities. This is in line with the courage to take chances, manage the organization, speculate because of the uncertainty of the future that gives birth to opportunities to be maximized. Therefore, it can give birth to various innovations like Ratu Soviah, an SMEs designer who took advantage of the opportunity by pursuing Palembang ethnic fabric, elevating the old ethnic Palembang clothes to have a high value, since they were modified with various touches of work and innovation from the coloring process, fabric selection and modern models, this work is also introduced to the world as Indonesian culture. Thus, her business is known as the Queen Sovia lantern boutique. That is the example of the journey of SME designers who always take advantage of business opportunities to progress their business.

b. Building a Local Indonesian SMEs Fashionpreneur Community

According to Sri Bintang, the head of Bogor Hijabers Community, she said that what business people or consumers are looking for in Muslim fashion is a community [17]. To support a community like this, they have potential members, such as bazaar members and fashion shows, so that the spirit fills the event and can stand on their own, besides, it also needs great support from the government. Aiming to keep the enthusiasm for business online and do not forget the enthusiasm to introduce the store to the public. [18]

Like the hijabs community in Bogor, which has more communities and has its cardmember. Therefore, every fashion event has its place, this community in Bogor has been established for 3 years, while for all of Indonesia standard for 8 years. Currently, it has reached thousands of hijabs, up to 500 members, with a lot of hijabs activities such as hijabs community days, held once a year, there are also talk shows, bazaars, local fashion, seminars held three times a year to support friend's hijab, and to have sharing session for how to get good appearance, while monthly teaching is only becoming complimentary.

c. Branding Indonesia as the center of World Muslim Fashion

Depending on the results of interviews with informants namely owner of Elmika *Hijrah*shop answered about her opinion regarding Indonesia as the center of world Muslim clothing, as follows: "Indonesia deserves to be the center of Muslim fashion since all of Muslims must wear the hijab." Turning to the owner of Abbi Muslim clothing store who explained the theme with the following answers: "Indonesia deserves to be the center of Muslim fashion, because there have been many new clothes, such as this boutique, which designs their clothes but are still produced elsewhere, and began to launch clothes since 2018, the boutiques are located in *Baltos*, a hijab stores."

Talking about the Muslim fashion industry means comparing the perception of How to make people talking about us because branding programs are not just imaging, like it or dislike. Quality must be the point that must be followed. Although the total population of Indonesia has reached 240 million people, 85% of whom are Muslim, it is not yet known as the first Muslim halal food brand [19]. Therefore, in this case, there seems to be no correlation between the total Muslim population in Indonesia, but how to build a perception of Indonesia as the center of world Muslim clothing. Talking about the brand game, about nation branding, country, place branding means talking about infrastructure, government policy. As South Korea membrane its country with K-pop, Indonesia must also membrane his country by linking the value of Islamic fashion, while the locomotive is culture, online and offline marketing strategies and it all must work together because the technique is also used by outside players. [20]

d. Creating a DNA Brand to Improve Production Quality

Talking about developing Muslim fashion products, it requires innovation from starting to formulate a DNA brand as well as being supported by adequate technology and capital. A designer and activist of the fashion business pruner must be able to describe every idea from each side as outlined in the clothes. Like Rosie Rahmandi's brand with a tree concept, the design focus is more on environmental preservation. With the idea of accent without buttons and zippers, packaging with attractive and comfortable packaging, also maintaining good stitch quality by conveying the message of preserving the environment through clothes worn. [21]

e. Increasing the Role of Muslim Clothing Education and Training Institutions

To realize the vision and mission of Indonesia towards the world's Muslim model, it can be realized through improving the education of Muslim fashion SMEs designers. Based on interviews with the Chairperson of the Study Program at the Department of Design, Ms. Pingki at the Polimedia Higher Education Program stated that several students can self-taught learn to design clothes. According to her, designer learning is easy to understand, for example, many designer associations are self-taught. The advantages of polymedia are industry-based, so the output of students must-have skills. The learning activities consist of sewing techniques, sketches, fashion creations, design drawings, pattern-making techniques, national fashion-making patterns, men's clothing production techniques (blazers), women's clothing production techniques. While the obstacles faced by educational managers are the difficulty in distinguishing between courses or training institutions and higher education institutions, then the instinct of selecting student material still needs to be sharpened, there are talented students but need to be trained, and the need for counseling and personalized guidance. [22]

The approach used in learning is teacher centries by getting to know the characters of children during 5 meetings which are giving assignments, paying attention to students, inviting communication, evaluating students, curriculum based on KKNl. The courses consist of research methods, fashion history theory, internships, industry practice for 4 months, assisted by associations of fashion study programs throughout Indonesia, there is career inspiration (mood board). The excellence of industry-based polimedia, so that the output of students are expected to have skills, besides that the function of Polimedia educational institutions is to accommodate vocational graduates with affordable costs, direct work links, a month's internship in the fashion industry, industry practice, inviting guest lecturers about making exhibition displays. The steps to study design at Polimedia consist of choosing a design college, arranging concepts and textures, target marketing and materials (fabric selection). Because students are still having trouble choosing cloth. Meanwhile, the training model is based on affective, psychomotor, cognitive and affective priority. [23]

As the training in the Islamic Fashion Institute (IFI), the material provided is 40% theory and 60% practice. Skills taught such as making concepts and sketches in theory and practice, designing patterns, combining colors, recognizing materials, cutting and sewing, fashion skills, arranging prices, digital marketing, determining product excellence through swot analysis, finding creative ideas through sketching exercises, playing board, grooming (looking, speaking in public). Whereas practical material can be done through industry visits, stores, product research, practice and target assignments for 6 months. The education approach uses fingerprint, at the beginning of the acceptance of new participants to find out the learning style or know how to learn, and see their kinesthetic abilities, ways of communicating, through the talent spectrum lab test. [24]

The strategic elements in the Development of the Muslim Clothing SMEs business industry can be explained based on the SWOT analysis results of internal and external environmental factors of the Muslim fashion SMEs business. As follows: [25]

f. Channel Element Strategy

Depending on the results of internal and external environmental analysis for Muslim fashion SMEs industry, research data obtained using the IFE matrix show that the first strategic element that can be developed is the Muslim fashion SMEs business channel element, and a score of 2.947 (Table 1) is obtained. This shows that Muslim fashion SMEs are effective in carrying out the strategy, by maximizing internal strengths and minimizing internal weaknesses to provide effective channels for customers. Thus, it is emphasized that networking and cooperation have a strong factor in industry players in developing their business strategies. [26]

Table.1 IFE Matrix of Muslim Fashion SMEs channel

The Location of a boutique store can be visited by customers	0,120	4,0	0,48
The location and store concept are related to customer segments	0,110	4,0	0,44

Sales force and physical store are standardized	0,110	3,8	0,418
Communication media are effective and efficient in reaching customers	0,102	3,8	0,387
Building a Muslim Fashion Community Designers and SMEs	0,148	4,0	0,592
(Weaknesses)			
Workers and Communication media have not been able to convey the value proportion	0,110	1,0	0,11
Workers and Communication media have not provided brand awareness yet	0,100	1,4	0,14
The channels are not well between communication media and the practice in the store	0,100	1,8	0,18
Channels provide interesting experiences (shopping,	0,100	2,0	0,2

playgrounds, fashion, pharmacies, outlets, bakeries, etc)			
Total	1		2,947

In analyzing the external environment the EFE matrix was used and a score of 2.994 was obtained (Table 2). This shows that Muslim Fashion SMEs are effective in utilizing external opportunities to avoid external threats in maximizing channel elements. In the EFE matrix integrates channels (physical stores, salespeople, craftsmen, communication media). These results indicate that the communication media used today such as social media, catalogs, Instagram, Twitter, Facebook, WhatsApp, Text Message need to be developed and adapt to customer needs.

Customer behavior where shopping is still a recreational activity must be taken into consideration in the development of strategic elements of the Muslim fashion SMEs business, such as creating a Muslim fashion shopping zone or fashion district which is facilitated by playgrounds, shopping, restaurants, bakeries, pharmacies, religious facilities, places rest and other community needs.

Table 2. EFE Matrix of Muslim Fashion SMEs Channels

External Factor	Heaviness	Rank	Score
(Opportunity)			
Finding and improving other branches/ partners to provide better services for customers	0,148	3,8	0,562
Integrating the channels between offline store, sales workers, craftsman, and communication media	0,148	4	0,592
Increasing the efficiency and effectivity of the branch	0,143	3,8	0,543
Increasing the sales margin with the right channel	0,143	4,0	0,572
(Thread)			
The competition threaten the branch	0,136	1,4	0,190
The competitor have a better channel	0,141	1,8	0,253
The channel is threatened and become irrelevant to the customer behavior	0,141	2,0	0,282
Total	1		2,994

g. The Customer Relationship Element Strategy

In analyzing the internal environment of customer relations the IFE matrix is used and a score of 2.965 is obtained (Table 3). This shows that the internal condition of Muslim Fashion SMEs is relatively able to use strengths to anticipate their weaknesses. On the strength factor of the bazaar program, exhibitions, fashion shows and building friendship

networks with customers score 0.56. This shows that the bazaar program with customers and

establishing friendship proved to be the main strength of Muslim fashion SMEs in fostering customer relationships, retaining loyal customers, and acquiring new customers.

Internal Factors	Heaviness	Rank	Score
(Strength)			
Developing the membership program	0,120	3,8	0,456
Owning the customer database	0,133	3,5	0,465
Tightening the relationship	0,130	4,0	0,52
Having the promotion programme for member	0,122	3,5	0,427
Having an extra bazaar programme, exhibition, and fashion show with the customers	0,140	4,0	0,56
(Weakness)			
The programme that facilitated customers have not been optimal	0,133	1,2	0,159
Togetherness between customers has not been built	0,110	1,4	0,154
Have not done any market research towards customer satisfying	0,112	2,0	0,224
Total	1		2,965

Table 4. Matrix of Muslim Fashion SMEs customer relations

The results of the EFE matrix element on the opportunity factor, the potential to increase the number of customer members, focus on serving profitable customers, and improve personalization through products and services have the highest score with a score of 0.68 (Table.4). On the other hand on the threat

factor, a competitor has an excellent facility giving the highest score with a score of 0.247. The constraints on the development program are excellent facilities because of the limited scale of the business economy. [27]

Table 5 Matrix of customer relations of SMEs Fashion Muslim

External Factors	Heaviness	Rank	Score
(Opportunity)			
The potential increase of the number of member	0,170	3,8	0,646
To improve the personalization through product and service	0,170	4,0	0,68
Focusing on serving the beneficial customers	0,165	4,0	0,66
(Threat)			
The competitor have a better membership service	0,165	1,4	0,231
The competitor have a better digital service	0,165	1,2	0,198
The competitor give the great facilities	0,165	1,5	0,247

Total	1		2,662
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h. Key Activity of Element Strategies

On the strength factor of key activities, it can be done by developing training and education in fashion and business design for HR, improving product and design quality and determining the value of money merchandise prices have the highest score of 0.596. This shows that the price factor is the most important factor for Muslim Fashion SMEs because it is the price factor that makes customer growth and transactions, and generates a revenue stream for the business. [28]

In analyzing the external environment on key activity elements the EFE matrix was used and a score of 2.875 was obtained (Table.5). That is, the external conditions of Muslim Fashion SMEs are quite capable of taking advantage of opportunities to avoid the threats they face. The results of the EFE matrix show that the digitalization of e-commerce shop marketing has the highest score of 0.596, followed by the implementation of the Muslim

fashion district. Both factors are considered important because the fashion business must keep abreast of the times and technology. After all, the segmentation is also for domestic and overseas. Therefore the marketing digitalization system and the implementation of the fashion district are required so that the strategy for developing the Indonesian Muslim fashion business can dominate the Muslim fashion market in 2020. In the threat factor, the quality of competing for fashion brands is better with a score of 0.189. Followed by the mastery of digital business with a score of 0.175. This shows that the brand is a product imaging and recognition is important to be developed and maintained in addition to mastery of digital business because the brand developed by competitors is increasingly diverse following its segmentation and followed by the development of digital marketing. [29]

Table.6 Matrix of Key Activities of Muslim Fashion SMEs [30]

Internal Factors	Heaviness	Rank	Score
(Strength)			
Developing fashion and business design training for Human Resources (shop vendors, craftsmen, and designers)	0,148	4,0	0,592
The price of merchandise is value for money	0,149	3,8	0,566
Improve product quality and design	0,148	3,8	0,562
Integrate balanced distribution and promotion activities	0,130	3,8	0,494
(Weakness)			
Incompetent human resources (admin sale, craftsman, fashion design, tailor, marketing)	0,110	1,4	0,154
Brand awareness is still lacking	0,115	1,2	0,138
Carry out cooperation and trust but still be fooled	0,100	1,8	0,18
Distribution and promotion activities are still not balanced	0,100	1,5	0,15
Total	1		2,866

Table 7. Matrix of Key Activities

External Factors	Heaviness	Rank	Score
(Opportunity)			
Implementation of cooperation with business partners and customers	0,148	3,8	0,562
Establishment of business processes and SOPs	0,145	3,8	0,551

Organizing exhibition districts, bazaars, fashion shows, ethnic exhibitions, and Muslim fashion	0,148	4,0	0,592
Digitalization of online shop e-commerce marketing	0,149	4,0	0,596
(Threat)			
Better domestic and foreign fashion product competitors	0,140	1,5	0,21
Competitive fashion brand branding	0,135	1,4	0,189
Better mastery of competitor's digital business	0,135	1,3	0,175
Total	1		2,875

Table 8. SWOT Analysis of the Muslim Fashion SMEs Business Model

Aspect	Strength (S)	Weakness (W)	Opportunity (o)	Threat (T)
Customer Segment	Customer database Segmented market	Customer complain	Product/service development Strategic access Ministry of Industry [31]	Better competitor products Prefer printing
Value Proportion	Align customers according to market trends	The small number of craftsman	Technology & information innovation Have DNA	Easy competitor access
Revenue Flow	Sustainable income Repeated purchase Predictable sales	Margins and small economies of scale	Development of revenue streams Revenue converted	Selling prices and margins are threatened
Channel	Affordable location Shopping experience Standardized Effective and efficient	Low Brand Concern	New channel/partner Integrate channels Effectiveness / efficiency Sales margin Synergize the business community Fashion district	Competitors threaten the channel Better competitor channels Channels are not relevant
Customer Relationship	Customer data Special assistance Special Promotion Special Program	Special shipping assistance	Community Relations Personalization Number of customers	Competitors with third parties
Key activity	Value for money price Customer cooperation Business partner	Lack of employee training Easily emulated Digital	Standardization of processes Business & SOP Develop IT systems	Easily imitated by printing Quality is not standardized Influenced by

	cooperation Brand Building	marketing		business partners
Key resource	Store concept and facilities according to segment	Resource Development	Optimization of key resources Business partner cooperation	Key resources are limited
Key business partners	Partner collaboration / collaboration Product innovation cooperation Networking	Limited economies of scale	Business partner collaboration Benefits of business partner channels Business partners complete the value proposition	Business partners collaborate with competitors
Cost Structure	Purchase items accordingly Predictable cost expenditures	The cost structure is not appropriate	Optimizing the purchase of goods. operational cost-efficiency	Cannot reduce costs

<u>Key of Business Partner:</u> 1. Supplier 2. Reseller 3. Distributor	<u>Key Activities:</u> 1. Management & Sales of merchandise 2. Employee Training 3. Product Development	<u>Value Proposition:</u> 1. Having DNA 2. Attractive packaging 3. Convenience 4. Strategic Access	<u>Customer Relationship:</u> 1. Membership program 2. Special promotional programs with third parties	<u>Customer Segment:</u> Domestic Export
	<u>Key Resources:</u> Designer Craftsmen Sales		<u>Channel:</u> 1. Physical Store 2. WA/line/IG/FB/Twit 3. Fashion district development 4. Development of a fashion business e-	
<u>Cost Structure:</u> 1. Fix cost (salary, rent, etc) 2. Variable cost (electricity, water, non trade)		<u>Revenue Scheme:</u> 1. Selling of merchandise 2. Rent 3. Consignment of result		

4. CONCLUSION AND SUGGESTION

According to the results of the study, conclusions can be given as follow:

The business journey of Indonesian Muslim fashion SMEs actors is mostly started with a hobby, happy to create what they like to become a superior work market competition and business management that is still felt to be given a good training from government or private.

Implementation of the development activities of the Muslim Fashion SMEs Industry can be done with a business approach to the model of cooperation

with product designs and stitches that are varied, unique, exclusive, comfortable and quality. Thus, these activities give birth to business opportunities in meeting needs, and to increase sales volume, they use a networking and collaboration strategy to increase market access but are still constrained by machines, technology, and canvas or networking from starting to build the Indonesian Local SMEs Muslim Fashionpreneur Community, capacity building by organizing the education and training of Islamic Fashion designers and pruners, mastering fashion designs, developing production, marketing, and balanced distribution,

both offline through storefronts and online using social media such as websites, Facebook, Instagram, Twitter, WhatsApp, etc., integrating Muslim fashion industry business actors with state-owned enterprises such as *BUMN* and Telkom, mastering the value of Muslim fashion education, technology, and integrated marketing access, supported by government intervention in supporting the advancement of Indonesian Muslim Fashion SMEs. [32]

Development Strategy of Indonesian local Muslim Fashion SMEs Industry is carried out through the application of nine elements in the canvas business model (CBM). The strategy was implemented aiming to improve the condition of the Muslim Fashion SME industry, as a step towards developing a strategy in the future, with priority strategies on three elements namely: channels, customer relations, and key activities. The element was chosen because it has a major influence on the other six elements and the development of the Muslim Fashion SMEs strategy. The three elements are channel elements, customer relations, and key activities. All three were analyzed and obtained strategies using the SWOT matrix. Strategy priorities are chosen using the AHP-SWOT combination method. The priority strategies chosen in the channel element are fashion district development, fashion business e-commerce marketplace development. The priority strategies on the customer relationship element are special promotional programs with third parties, and after program development. sales service to customers. The strategic priorities chosen from the key activity elements are the development of training for employees, as well as the development of unique, exclusive and differentiated products in the Muslim fashion SME industry.

5. SUGGESTION

As a recommendation to the central government, especially the Ministry of Industry, to pay more attention to the role of SMEs designers in obtaining an education, technology, and market access, and marketing programs so that they can develop significantly. Contribute to improving the quality of providers of training institutions and Islamic fashion designer education, in giving birth to the next cadre of young designers to succeed.

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