

Designing a Business Strategy Using Business Model Canvas (BMC) on Product Newcomer Gyura Hijab

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Abstract

In the dynamic and ever-evolving fashion industry, newcomers face significant challenges, particularly in crafting effective business strategies. This study aims to evaluate the feasibility of Gyura Hijab's business plan through an entrepreneurial lens and to analyze the development of a business strategy using the Business Model Canvas (BMC) framework. It focuses on understanding consumer preferences, hijab fashion trends, and aspirations for a modern lifestyle as a foundation for designing products and marketing strategies. The research employs a case study approach with qualitative methods to gain in-depth insights. A comprehensive SWOT analysis was conducted, supported by qualitative data collection and analysis to understand the internal and external factors influencing Gyura Hijab's business strategy. The findings indicate that Gyura Hijab is strategically positioned to expand its business through initiatives such as opening new branches in different regions with unique concepts and products. The company plans to develop a Budget Plan (RAB) for new stores with distinct decorations, products, and partnerships. It also aims to launch partnership programs as a promotional strategy, foster collaborations with loyal customers, and implement more aggressive marketing tactics both online and offline. This study contributes to the practical understanding of utilizing the BMC framework for business development in the hijab fashion industry. The novelty lies in tailoring the BMC framework to the specific needs of a hijab fashion business, providing actionable insights for practitioners and aspiring entrepreneurs in the industry.

Keywords: Business Strategy, Business Model Canvas, Product Newcomer.

INTRODUCTION

The study addresses several critical research gaps in the rapidly evolving Muslim fashion industry, particularly focusing on emerging businesses and their strategies for navigating competitive markets (Cavusgil, 2021). While previous research has predominantly centered on well-established corporations such as PT. Semen Indonesia, there is limited scholarly exploration of the challenges and strategic planning required for new entrants in the dynamic Muslim fashion market. This study seeks to bridge this gap by analyzing Gyura Hijab, a newly established company in 2023, using theoretical frameworks like the Business Model Canvas (BMC) and Timmons Model of Entrepreneurship.

The Muslim fashion industry in Indonesia has seen rapid growth over recent years, driven by increasing consumer interest in hijabs, Muslim attire, and related accessories (Kadir, 2023). As the world's largest Muslim-majority country, Indonesia holds significant potential in this sector.

According to the State of the Global Islamic Economy Report 2023/2024, Indonesia ranked third globally in the Muslim fashion market, contributing 8.4% to global spending. In 2022, global Muslim spending on clothing and footwear reached \$315 billion, projected to rise to \$428 billion by 2027. This robust growth has been fueled by entrepreneurial creativity, government support for SMEs, and heightened competition, compelling businesses to innovate and optimize production costs to remain competitive (Lestari, 2019).

Cirebon, a city in West Java often referred to as the "City of Shrimp," exemplifies the potential for developing SMEs within the creative industry, especially in Muslim fashion. The presence of factory outlets, malls, and department stores underscores Cirebon's capacity to grow its fashion sector. Data from 2021 to 2023 reveal a steady increase in the number of SMEs in Cirebon, growing from 5,416 units in 2021 to 5,930 units in 2023, with a consistent annual growth rate (Tahwin & Widodo, 2020). However, while the culinary subsector dominates SME contributions, the fashion subsector remains underdeveloped, highlighting a potential area for further investigation and support.

Fashion is increasingly becoming a medium for self-expression, shaped by technological advancements and evolving consumer preferences (Ismeirita, 2023). The Muslim fashion segment, especially hijabs, reflects shifting consumer tastes and the growing demand for innovative, modern products (Hakim & Purwoko, 2019). Despite its potential, newcomers face significant barriers, including fierce competition, rapidly changing trends, and the need for continuous innovation. These dynamics necessitate effective business strategies tailored to the unique challenges of the Muslim fashion industry.

Gyura Hijab, founded in 2023, represents a case study for exploring these challenges. By utilizing the Business Model Canvas (BMC) framework, this study examines Gyura Hijab's strategic elements, including customer value propositions, distribution channels, and core resources (Muniroh & Aminah, 2021). Additionally, Porter's Five Forces analysis highlights the intense competition from established players, high supplier bargaining power, and discerning consumers. The findings aim to provide actionable insights for emerging businesses like Gyura Hijab to achieve competitive advantage in the Muslim fashion market (Syed, 2024).

Unlike prior research focusing on established corporations like PT. Semen Indonesia, this study shifts attention to new players in the fashion industry (Khairurrahman et al., 2023). It emphasizes digital marketing and social media strategies as key tools for growth, diverging from traditional physical distribution models. Moreover, the application of the Timmons Model—addressing opportunity, resources, and team—provides a comprehensive approach to business viability assessment.

Insufficient Focus on New Entrants in Muslim Fashion: While existing studies prioritize established businesses, this study examines the unique challenges faced by new entrants like Gyura Hijab. **Limited Integration of Strategic Frameworks:** The simultaneous use of BMC and Timmons Model in analyzing business strategy remains underexplored, especially in the Muslim fashion

sector. Underrepresentation of Regional Contexts: The development of Muslim fashion businesses in secondary cities like Cirebon, as opposed to major urban centers, lacks adequate scholarly focus.

The Business Model Canvas (BMC) provides a structured framework for analyzing Gyura Hijab's business model by detailing customer segmentation, value propositions, and key partnerships. Complementing this is the Timmons Model of Entrepreneurship, which evaluates the interplay between opportunities, resources, and team dynamics to assess business viability (Mehta, 2024). Together, these frameworks establish a robust foundation for understanding the strategic and operational requirements for success in the competitive Muslim fashion industry.

This study aims to evaluate the business feasibility of Gyura Hijab using the Timmons Model and to develop actionable business strategies through BMC. Its contributions are twofold: Academic: Providing a reference for future researchers exploring similar frameworks in the Muslim fashion industry. Practical: Offering strategic insights for entrepreneurs, investors, and stakeholders to enhance business growth and competitiveness.

By addressing the aforementioned gaps, this study advances the understanding of entrepreneurial strategies in the Muslim fashion sector and sets a precedent for future research in this area.

RESEARCH METHOD

This research adopts a qualitative approach using a case study method to analyze the business strategy of Gyura Hijab, a Muslim fashion business in Cirebon, as proposed by Creswell (2015). The qualitative approach was chosen because it allows an in-depth exploration of phenomena in their natural context without manipulation. The case study method supports a detailed exploration of specific situations faced by the company, providing relevant and applicable insights. In this study, the Business Model Canvas (BMC) is utilized as a framework to formulate business strategies tailored to the characteristics of the hijab market and consumer needs.

The research focuses on analyzing the company's internal and external environments as the foundation for business planning. Data collection involved primary and secondary data sources. Primary data were obtained through in-depth interviews with the owner and employees of Gyura Hijab and direct observations of the company's activities. Additionally, documentation was conducted to gather information on the company's history, organizational structure, as well as sales and marketing data. Secondary data were collected through literature reviews from credible sources such as books, journals, and reports relevant to the Muslim fashion industry and hijab market (Poulis et al., 2024).

Data processing was carried out through data reduction, data presentation, and conclusion drawing. The collected data were categorized according to the research focus and analyzed to identify patterns and significant relationships. SWOT analysis and the Business Model Canvas were applied to evaluate the strengths, weaknesses, opportunities, and threats faced by the company while determining the most effective business strategies for future implementation.

Although this approach offers in-depth exploration, the study has potential limitations. Bias in data collection may arise, for instance, through the researcher’s subjective perceptions during interviews or observations. Additionally, secondary data may not fully reflect the current conditions. To minimize bias, the researcher applied data triangulation by combining interviews, observations, and documentation. Data interpretation was also conducted by considering the broader context to ensure that the research results are relevant and applicable for the development of Gyura Hijab’s business strategies (O’Hair et al., 2020).

RESULT AND DISCUSSION

Comparative Analysis of Online and Offline Store Retail Mixes

Table 1. Comparison of Gyura Hijab Online and Offline Store

Retailing Mix	Aspects	Online Store	Offline Store
Products	Products offered	Blouse, tunic, robe, blazer, outer or cardigan, blazer with pants, skirt, and pants.	Blouse, tunic, robe, blazer, outer or cardigan, blazer with pants, skirt, pants, veil, and belt.
	Price range	IDR 49,000 - IDR 100,000.	IDR 49,000 - IDR 100,000 (after discount).
Price	Sales pricing strategy	30 - 40% of purchase price	
	Promotion media	TikTok and Instagram.	
Promotion	Promotion strategy	Buy 1 get 1 free, giveaways and flash sales	Events (10-20% discount on selected items), visit store, 10% discount for members, and 20% discount for members who shop on certain days.
	Obstacles	None	
	Operating hours	09.00 - 22.00 WIB (Flexible).	09.00 - 19.00 HOURS.
Services	Service media	Instagram direct message (DM) and TikTok chat features.	Come directly to offline store
	Reason for store selection	Has many users, provides free shipping, has flash sales, utilizes influencers, can live story, easy payment features, complete and easy promotion features.	
Physical facilities	Layout strategy	Categorized according to product type and arranged according to the same catalog on 1 line consisting of 3 photos (Instagram).	Tailored to the type and color of clothing.

Retailing Mix	Aspects	Online Store	Offline Store
	Design concept	Use a consistent color theme.	Using Instagramable conceptualized backgrounds for photo spots.

Gyura Hijab offers fairly good quality products at affordable prices, although not all products have uniform material quality. Customers are advised to see and feel the product material before buying to ensure satisfaction. Sales at offline stores are higher because customers can try on clothes first before deciding to buy. In addition, Gyura Hijab also provides discounts for member card holders, which can be obtained by collecting points from each purchase. The pricing strategy for online and offline stores is not too different, and the selling price is set at around 30-40 percent above the purchase price from suppliers.

Gyura Hijab's promotional strategy for the online store includes buy 1 get 1 free promotions and giveaways through Instagram, which are designed to attract customer attention and expand the market. In addition, Gyura Hijab uses flash sale strategy and endorsement by influencers that suit the target market of 18 to 35 years old. For offline stores, Gyura Hijab relies on bazaar events and provides special discounts for member card holders. Both online and offline, Gyura Hijab provides responsive service, with very high customer satisfaction scores (Chaudhry & Kaur, 2022). Physical stores are designed with an Instagramable concept to attract customers, while online stores are designed with attractive and consistent catalog photos.

Value Proposition Canvas (VPC) Analysis

Customer Profile

Table 2. Customer Profile

Block	Rank	Customer Profile	Total	Code
Customer Jobs	1	Hangout (shopping malls, tours, cafes)	23	A1
	2	Education (campus, course, study, seminar)	16	A2
	3	Career (work, meeting)	15	A3
	4	Attend formal invitations (weddings, proposals, family events, and grand openings)	9	A4
	5	Social media photo content	4	A5
Customer Pains	1	Fraud (fake products / do not match the photo / description, different colors and sizes so that they do not fit the body, or models and goods are not received)	21	B1
	2	Little stock	17	B2
	3	Poor quality (defective products, untidy stitches, easily damaged, faded, thin and transparent, hot and itchy materials)	13	B3
	4	Bad service (rude and impolite, not responding, not informative, following customers, hard to find, not dexterous, impatient, sending the wrong product in size, model and quantity, delivery past the date it should be, no after sales such as complaints and returns)	14	B4

Block	Rank	Customer Profile	Total	Code
Customer Gains	5	Cramped store (crowded, and queuing)	9	B5
	6	Emotional feelings (regret, disappointment, feeling like the clothes don't fit)	6	B6
	7	Less attractive store arrangement	4	B7
	1	Clothing model (cute, trendy, and fashionable or fashionable, simple, elegant)	28	C1
	2	Quality and pocket-friendly price	29	C2
	3	Promo (discount, giveaway, cashback, points, buy 1 get 1 free, free shipping, free membership card)	26	C3
	4	Emotional feelings (feeling happy and not bored, confident and attractive, being a trendsetter, getting compliments, and being free to move and mix and match creatively)	26	C4
	5	Service (friendly, giving recommendations, fast response, fast delivery, warranty of defective products)	25	C5
	6	Store conditions (easy to reach, parking available, neat layout, spacious, cute, online store available)	23	C6
	7	Good packaging	20	C7

Value Map

Table 3. Value Map

Block	Rank	Value Map	Total	Code
Products and Services	1	Daily outfit	29	X1
	2	Formal Outfit	15	X2
Pain Relievers	1	Doing your own catalog photos	26	Y1
	2	Perform quality control before sale	23	Y2
	3	Selecting suppliers carefully	20	Y3
	4	Renovated and expanded the store	18	Y4
	5	Work with a trusted expedition	17	Y5
	6	Perform stock updates	15	Y6
	7	Adding employees	10	Y7
Gain Creators	1	Provide promos (buy 1 get 1 free, challenge, giveaway, flashsale, discount)	27	Z1
	2	Always update cute and trendy clothes	25	Z2
	3	Provide prices in accordance with quality	24	Z3
	4	Gives outfit mix and match ideas	21	Z4
	5	Rewarding the best employees to serve customers well	19	Z5
	6	Instagramable store concept	18	Z6
	7	Member Card	15	Z7
	8	Packaging using customized packaging	5	Z8

In the table is the result of matching (fitting) in accordance with the important customer jobs, it can be seen the points in table 3 which will become the value proposition of Gyura Hijab to answer the needs of customers. Thus the expectations and desires of customers will be fulfilled by

Gyura Hijab. The value proposition canvas will be a reference for designing a business model for developing the Gyura Hijab business. The final visualization of the Salasa Outfit value proposition canvas can be seen in Figure 1 below.

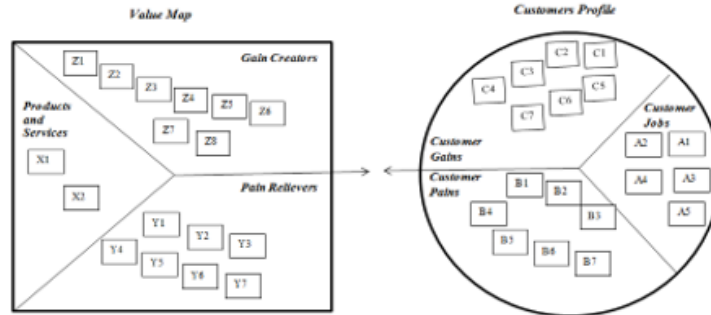


Figure 1. Value Proposition Canvas Gyura Hijab

Business Model Canvas (BMC) Analysis

Business Model Canvas (BMC) Analysis Before Validation

Table 4. Gyura Hijab Business Model Canvas Before Validation

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
a. Photographer and Videographer b. Model management and community c. Supplier d. Freight forwarding company e. Online motorcycle taxi f. Influencer	Searching for bazaar event partners, finding and ordering products from suppliers, hiring employees, selling products online and offline, promotion and marketing, packaging and shipping goods.	Instagramable concept store that has Brand Ambassador through Gyura Hijab Hunt competition event	a. Member card b. Live strory Tiktok and Instagram c. Promo (buy 1 get 1, giveaway, challenge, flashsale and discount) d. Customer service	a. Women 18-35 years old b. Middle and lower middle class
	Key Resources		Channels	
	a. Human resources: shopkeepers, finance, warehousing, marketing, models b. Asset resources:		a. Offline store b. Social media instagram c. Tiktok E-commerce d. Reseller e. Event bazaar, fashion show,	

shop, equipment and decorations	model competition
Cost Structure	Revenue Streams
a. Operating costs b. Maintenance costs c. Marketing costs	Sales of daily and formal outfit products

Gyura Hijab's business model in the form of Business Model Canvas (BMC) targets women aged 18-35 years from the middle and lower middle class. In the value proposition, the focus is more on the Instagramable store concept and marketing innovation through brand ambassadors but less on the value of the products sold. Although Gyura Hijab has understood the distribution channels for offline and online stores, these channels have not been specifically organized (Batool et al., 2024). Relationships with customers are maintained through member cards, promotions, and customer service that handles complaints. The main revenue comes from selling daily and formal wear, but the key resources available do not yet include financial resources, which is an important element in business sustainability.

Gyura Hijab has activities that involve various internal and external parties, with diverse business partners, although it has not been clearly categorized between main and supporting partners (Reyes Navarro, 2021). The cost structure includes operational, maintenance and marketing costs, but does not take into account repair costs or unexpected costs that may arise. Overall, Gyura Hijab's BMC does not fully comply with ideal marketing principles, especially in terms of channel separation and financial management. Therefore, this business model requires further validation to ensure its effectiveness in the long run.

Business Model Canvas (BMC) Analysis After Validation

Expert 1

Table 5. Validation of Business Model Canvas from Expert 1

BMC block	Validation Result
Value proposition	Mentioning the value proposition in terms of products can in terms of materials and clothing styles.
Revenue streams	Added the words "fashionable and trendy".
Key activities	a. Added catalog creation activity. b. Adding online and offline words to marketing activities.
Cost structures	a. In addition to employee salaries, also add in the analysis section for brand ambassador salaries. b. Adding asset maintenance costs.

Expert 2

Table 6. Validation of Business Model Canvas from Expert 2

BMC Block	Validation Results
Value proposition	Focus on the value of the product.
Customer segments	More sharpened on customer work.
Customer relationships	a. Promo replaced periodic promo. b. Instagram and Tiktok live stories are replaced with social media

BMC Block	Validation Results
	engagement.
Key activities	a. Removing activities, hiring employees, packaging and shipping goods. b. Increase content creation activities for social media.
Key resources	a. Removing the human resource that is the model. b. Increase asset resources, namely goods that are always available at the supplier.
Key partnerships	List only the main partner, the supplier.
Cost structures	Added procurement and packaging costs.

Expert 3

Table 7. Validation of Business Model Canvas from Expert 3

BMC block	Validation Result
Value proposition	Add up to 3 value propositions and focus on them on the value of the product as well.
Customer segments	a. Mention the social strata of the professions practiced by the market segment. b. Add region coverage and differentiate between online and offline regions.
Channels	Distinguish between online and offline channels.
Key activities	Mention only the crucial points.

Expert 4

Table 8. Validation of Business Model Canvas from Expert 4

BMC block	Validation Result
Value proposition	Highlight the value proposition in terms of the product.

Expert 5

Table 9. Validation of Business Model Canvas from Expert 5

BMC block	Validation Result
Value proposition	Goods are always up to date, affordable prices with good quality, and ready stock items have repeat customers
Key activities	a. Create content and social media updates
Key resources	a. HR: social media content designer and customer services admin b. Assets: electronic equipment (printers and communication devices)
Cost structures	Employee bonuses and decoration costs.

After conducting discussions with experts, the authors created the latest BMC. BMC that has been validated with expert judgment is adding and changing according to current business conditions. The changes that must be made by Gyura Hijab are quite significant to be able to compete and survive in similar business competition (Craik, 2024). The recommendations of experts in this BMC analysis are expected to be positive, especially in running the Gyura Hijab business. The results of the BMC redesign can be seen in Figure 4.6 below.

Table 10. Gyura Hijab Business Model Canvas After Validation

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
Main Partner 1) Supplier Supporting Partners 1) Photographer and Videographer 2) Model management and community 3) Freight forwarding company 4) Online motorcycle taxi 5) Influencer	Main Activities a. Supplier search and packaging of products Online and Offline Product Sales a. Promotion and marketing Supporting Activities a. Partner search, packaging and shipping	1) Fashionable and trendy clothes with many choices 2) Affordable prices with the best quality and ready stock 3) Instagrammable concept store and Brand Ambassador through Gyura Hijab Hunt competition. 4) Having repeat customers	1) Member card 2) Social media engagement 3) Periodic promotions 4) Customer service	1) Women 18-35 years old 2) College students, housewives and career women 3) Middle and lower middle class 4) Offline Store: 5) Located in Panambangan Village, Sedong District, Cirebon Regency. 6) Online Store: 7) Located throughout Indonesia
	Key Resources		Channels	
	1) Human resources: shopkeeper, finance, warehousing, marketing, content creator and admin CS 2) Asset resources: shop, equipment and decorations		1) Offline store: Panambangan Village and Event bazaar, fashion show, model competition 2) Online Store: Instagram and Tiktok Reseller	
	Cost Structure		Revenue Streams	
	1) Operating expenses (50%) 2) Marketing cost (10%) 3) Asset maintenance expenses (10%) 4) Asset repair expenses (10%)		1) Sales of daily and formal outfit products (online 60%, offline 40%) 2) Sales of hijab products (60% online, 40% offline)	

SWOT Analysis

Table 11. SWOT Analysis

No.	BMC Elements	Strengths	Weaknesses	Opportunities	Threats
1.	Customer segments	The right segment range is Muslim women aged 18-35 years.	Determination of segmentation coverage is less extensive for offline stores.	80 percent of frequent shoppers are women aged 18-34.	People more often shop for staple foods and health than clothing.
2.	Value propositions	Fashionable and trendy clothes with many choices of colors and models. Affordable prices with good quality and always ready stock Instagramable concept store that has a Brand Ambassador through competition events Gyura Hijab Hunt. Having repeat customers	Not having a truly unique value to attract customers.	People love to find photo spots for social media content.	There are many clothing retailers that provide clothes with the same product but at a much cheaper price.
3.	Channels	Supported channel reach from community networks and fellow retail outfits while held a bazaar.	Offline channels do not expand.	The high number of visitors to the bazaar event and users of Instagram social media and Tiktok e-commerce.	Offline spending is not optimized.
4.	Customer relationships	A membership card that invites customers to keep shopping.	Obtaining a membership card is not easy.	High desire for customers to get promos.	Customers rarely register and use the card members to shop.
5.	Revenue streams	Customers' willingness to pay for the products offered.	Low margins compared to spending on Promotion.	There is a team that can handle the high interest in online shopping	Completeness of products from other retail outfits.
6.	Key resources	Has physical resources, namely offline stores that	Physical resources of the store are not	Impulse buying by customers because they see	Many other retail clothing businesses also

No.	BMC Elements	Strengths	Weaknesses	Opportunities	Threats
		make it easy for customers to shop supported by online stores. A unique asset resource is the decoration with an Instagramable concept.	extensive and business capital is limited	beautiful store decorations.	have online and offline stores with beautiful decorations.
7.	Key activities	Fast packaging and using special packaging labeled Gyura Hijab.	Lack of consistency in Instagram social media promotion. Incomplete procurement of goods for each product.	Good, fast, and safe packaging is one of the factors for customers to make purchases, especially for online stores.	Customers who choose to shop at other retail clothing stores because they are closer to their homes.
8.	Key partnerships	Have a network of partners who are suitable and support the Gyura Hijab business.	Shipping costs and supplier quality cannot be consistent.	Promotions and vouchers offered by expedition companies, online motorcycle taxis, and influencers.	Overwhelming shipments for shipping companies, so shipping delayed because of the waiting list.
9.	Cost structures	High operating costs are covered due to high online sales.	Asset repair costs that occur suddenly and unplanned.	Marketing cost reduction so that only marketing is done Online.	Unpredictable fluctuations in costs and compensation costs.

Internal and External Factor Analysis

Table 12. Internal factors in Gyura Hijab

	Internal Factors	Average	Weight	Rating	Score
Power	Have offline and online store	4.0	0.211	4	0.842
	Community networks and fellow retail outfits.	3.8	0.200	3	0.600
	Having repeat customers	4.0	0.211	4	0.842
	Instagramable store concept and brand ambassador	3.8	0.200	3	0.600
	Member card	3.4	0.179	2	0.358
		19.0	1		3.242
Weaknesses	Limited business capital	3.8	0.213	2	0.427
	Does not have a truly unique value	3.6	0.202	2	0.404
	Incomplete procurement of goods for each product	3.6	0.202	2	0.404
	Shipping costs and supplier quality cannot be consistent	3.4	0.191	1	0.191

Internal Factors	Average	Weight	Rating	Score
Obtaining a privilege card is not easy	3.4	0.191	1	0.191
	17.8	1		1.618

Based on Table 12 above, it can be seen that the total weighting of strengths is 3.242 and the weighting of weaknesses is 1.626. Strength factors that have a big influence on the Gyura Hijab business are having offline and online stores and having regular customers. Meanwhile, the weakness factor that has a big influence is limited business capital.

In knowing external factors, researchers use analysis using the Timmons Model, which examines three critical aspects of business success, namely opportunities, resources, and teams that produce opportunities and threats to the business (Setiawati & Pratiwi, 2019). Based on the explanation above, the opportunities and threats of external factors are as follows:

Table 13. External factors in Gyura Hijab

	External Factors	Average	Weight	Rating	Score
Opportunities	Frequent shoppers are women aged 18-34.	3.6	0.243	3	0.730
	High desire for customers to get promos	3.8	0.257	4	1.027
	The high number of visitors to the bazaar event and users of Instagram social media and Tiktok e-commerce	3.6	0.243	4	0.973
	There is a team that can handle the high interest in online shopping	3.8	0.257	3	0.770
		14.8	1		3.500
Threat	Completeness of products from other retail outfits	3.6	0.257	2	0.514
	Many other retail clothing businesses with the same products with beautiful store decoration and cheaper product prices	3.8	0.271	2	0.543
	Overwhelming shipments for shipping companies, so shipping delayed due to waiting list	3.4	0.243	1	0.243
	Unpredictable fluctuations in costs and compensation costs	3.2	0.229	1	0.229
		14.0	1		1.529

Based on the table above, it can be seen that the total opportunity weighting is 3.500 and the threat weighting is 1.529. Opportunity factors that have a major influence on the Gyura Hijab business are a team that is able to handle the high interest in online shopping and a high desire for customers to get promos. Meanwhile, the threat factors that have a big influence are the many other retail clothing businesses with the same products with beautiful shop decoration and lower prices.

Table 14. Calculation of internal and external values

Internal factors	External Factors
X = Strengths - Weaknesses	Y = Opportunities - Threats
= 3,242 - 1,626	= 3,500 - 1,529
= 1,62	= 1,97

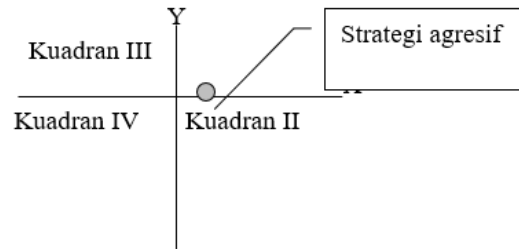


Figure 2. Aggressive Strategy Quadrant Model

To sharpen the analysis, we can see the position of the Gyura Hijab business using a SWOT diagram. Based on the diagram above, it can be seen that the value of $X = 1.62$ and $Y = 1.97$, so that the position is in quadrant I. In (Muhamad Zulkyfli Luthan, Ratna Winandi, 2019) says Quadrant I: this is a favorable position because the company has opportunities and strengths so that it can take maximum advantage of opportunities so that it can implement strategies that support aggressive growth policies. The next step is to create a SWOT matrix. This matrix can clearly illustrate how the external opportunities and threats faced can be adjusted to the strengths and weaknesses possessed. This matrix produces four sets of possible strategic alternatives, namely Strengths, Weaknesses, Opportunities, and Threats. (Parinduri et al., 2021).. The SWOT matrix is as follows:

Table 15. SWOT Matrix

	Strengths (S)	Weaknesses (W)
IPAS	<ol style="list-style-type: none"> 1. Have offline and online store 2. Community networks and fellow retail outfits. 3. Having repeat customers 4. Instagramable store concept and brand ambassador 5. Member card 	<ol style="list-style-type: none"> 1. Limited business capital 2. Does not have a truly unique value 3. Incomplete procurement of goods for each product 4. Shipping costs and supplier quality cannot be consistent 5. Obtaining a privilege card is not easy
EPAS	SO strategy	WO Strategy
	<ol style="list-style-type: none"> 1. Organized a challenge with the Brand Ambassador for female customers to create creative content that was uploaded on social media and won online shopping vouchers. 2. Create a campaign with the model community for offline shopping by implementing health protocols and rewarding free membership cards and shopping discounts. 	<ol style="list-style-type: none"> 1. Establish an RnD team and conduct surveys to find unique and appropriate value for customers. 2. Conduct partner selection and create partnership programs as well as promotional events 3. Cooperate with loyal customers and provide more promotions for online shopping

Threats (T)	ST Strategy	WT Strategy
1. Completeness of products from other retail outfits	1. Open branches in other regions with different concepts and different products.	1. Periodic surveys related to customer needs and satisfaction.
2. Many other retail clothing businesses with the same products with beautiful store decoration and cheaper product prices	2. Create a Cost Budget Plan (RAB) by planning the cost of creating a new store with new decor, new products, new partners, as well as the cost of damage that may occur.	2. Periodic evaluation of business performance by considering the quality of partners and employees, as well as assets owned.
3. Overflow of shipments for shipping companies, resulting in delayed shipments due to the waiting list.		
4. Unpredictable fluctuations in costs and compensation costs		

This strategy matrix produces four alternatives that Gyura Hijab can use. The SO (Strengths-Opportunities) strategy focuses on holding challenges with Brand Ambassadors to create creative content on social media, with shopping voucher prizes, and holding offline shopping campaigns with the model community. The ST (Strengths-Threats) strategy includes opening new branches with different concepts and products, and preparing a Budget Plan (RAB) which includes the cost of building a new store and the cost of damage that may occur.

The WO (Weaknesses-Opportunities) strategy emphasizes the establishment of an RnD team to find unique value for customers, conduct partner selection, and create promotional programs for loyal customers. Meanwhile, the WT (Weaknesses-Threats) strategy includes periodic surveys on customer needs and satisfaction, as well as periodic evaluations of business performance, partners, and employees, in order to maintain quality and operational effectiveness.

CONCLUSION

Based on the analysis conducted, Gyura Hijab has great potential to grow and become one of the leading fashion companies, especially in the Cirebon area. The SWOT analysis shows significant opportunities, such as opening new branches, allocating a budget for additional stores, and implementing partnership programs. To optimize these opportunities, the company needs to prepare detailed strategic steps. One of the initial steps that can be taken is to determine a strategic location for branch expansion based on market and competitor analysis, as well as prepare a financial plan that includes the budget and revenue projections for new stores. In addition, more aggressive marketing through influencers and Brand Ambassadors can increase brand awareness and sales of fashionable and affordable Gyura Hijab products.

In terms of operations, the company is advised to increase efficiency by adopting a more integrated inventory management system to reduce waste and optimize the supply chain. The implementation of an enterprise resource planning (ERP) system can also provide a comprehensive view for better decision-making. In addition, human resource management should be a priority, such as through skills training to increase creativity in product design and promotion. Recruiting

experts in the fields of digital marketing and e-commerce is also very important, given the increasing role of social media and e-commerce platforms in marketing products today.

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First publication right:

AJEMB - American Journal of Economic and Management Business
