

Comparison Analysis Of Fashion Hijab Competitive Strategy

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Abstract: Competition among Industries are currently growing with many businessmen in Indonesia. One of the industries that many entrepreneurs are interested in is fashion hijab, particularly in Bandung. To keep gaining competitive advantage, any entrepreneurs should use strategy to compete in order to keep competition in the industry, winning one of them with promoting their products through social media, instagram. Some of the strategies that can be used is a differentiation, low-cost and focus. The business that will be researched on this research is two businesses hijab in Bandung is Famous Scarf Official and Yunma Outfit.

On this research will be known a competitive strategy that used by Famous Scarf Official and Yunma Outfit is differentiation, low cost or focus. This research is a descriptive qualitative research with analysis models technique of Miles and Huberman. Method of data collection was done through interviews using the triangulation of source technique. Informants in this research are business owners, those who have joined from the beginning of the formation of businesses and customers who've been following from the beginning of the formation of the business of Famous Official Scarf and Yunma Outfit.

Based on the results of the data processing, it can be known that the strategy used by Famous Scarf Official is a differentiation with the size of the market is large, while the strategy used by Yunma Outfit is differentiation with the size of the market is medium.

Keywords: Entrepreneurship, Competitive Strategy, Fashion Hijab Industry

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I. Introduction

Creative industry is one of the pillars in building the economy as a human resource that can compete in the era of globalization and prosperous society. This was stated by the Minister of Industry, Saleh Husin [13]. Currently, the government continues to strive in the business in all cities in Indonesia, especially SMEs creative industries, such as multimedia, fashion and others. To improve the competitiveness of Indonesia, MSMEs have potentials that can be developed by cooperatives and SMEs. The potential of UMKM, that is [14]:

1. Micro, small and medium business players and cooperatives occupy the largest part of all economic activities of Indonesia.
2. MSMEs 99.99% of all business units in Indonesia
3. Manpower absorbed by UMKM reach 114,14 millions
4. UMKM contribution to GDP and significant exports by 59% to GDP and 14.06% of total non-oil and gas exports.

To improve Indonesia's global competitiveness, there is support from the Government namely Presidential Decree No. 28/2008 on National Industrial Policy that the Indonesian Ministry of Industry in 2009 developed a mapping for industrial clusters by undertaking new business development strategies in the creative industry sector and MSMEs [8]. According to Presidential Regulation No. 72 of 2015 on Amendment to Presidential Regulation No. 6 of 2015 on Creative Economy Agency, creative economy consists of 16 sub-sectors, namely: Architecture; Interior design; Visual communication design; Product Design; Movies, animations and videos; Photography; Crafts; Culinary; Music; Fashion; Apps and game developers; Publishing, Television and radio; Performing Arts; and Art [14].

Head of Creative Economy Body Triawan Munaf said the creative economy has contributed Rp 642 trillion or 7.05 percent of Indonesia's total gross domestic product (GDP) [14]. The fashion industry is one sub-sector that contributes greatly in the growth of creative economy. In addition, Minister of Industry Saleh Husin suggested that the fashion sector contributed 28.29% which is equivalent to 181.5 trillion Rupiah, the second largest after the culinary sub-sector. The fashion sector also absorbs the most labor force of 3,838,756 people and contributed 76.78 trillion Rupiah to Indonesian exports [7].

Indonesia's fashion market that is unique and interesting can make it easier for Indonesia to enter the international market so as to improve the competitiveness of Indonesia [9]. The population of the Muslim population of Indonesia currently amounts to 210 million. So many areas of SMEs are done by Muslim entrepreneurs [5]. One type of fashion that is squirming is Muslim clothes. According to the Chairman of the

Association of Indonesian Fashion Entrepreneurs (APPMI), Taruna Kusmayadi said that the ideals to make Indonesia as the world's Muslim mecca in 2020 can be supported by cooperation of many parties ranging from Muslim clothing designers, garment industry to government. One way to go to go international is to make the event Islamic Islamic Fashion Fair (IIF) [9]. In addition to holding national-level fashion events, Indonesia also attended international fashion shows such as the Islamic Society of North America (ISNA) Annual Convention 2016 in Chicago, USA, Fashion Code 2016 in Seoul, South Korea and Arab Fashion Week 2016 in Dubai, Union of Arab Emirates[9]. One of the cities that contribute greatly to the fashion business is the city of Bandung, this was stated by Director of Operations Kaminari Production, Sheena Krisnawati. So that the city of Bandung has the potential to become a world hijab city in 2020 due to the Muslim fashion trade that comes from Bandung [17].

In marketing their products (MSMEs), social media became one of the chosen marketing medium because of the increasing number of consumers using online media to shop. According to the Chairman of the Association of Indonesian Retail Entrepreneurs (Aprindo) Roy Mandey, there is a change of behavior in the pattern of shopping community. Currently the public, preferring online transactions over conventional, from the record number of online transactions volume has increased 1.5% above conventional transactions [12].

This change of community pattern for the business actor hijab become an opportunity in facilitate to reach its consumer. Some of the hijab business comes from the city of Bandung which has pioneered its business since 2012. Products offered are also varied by following the current trends such as rectangular hijab, hijab pashmina to instant hijab. The increasingly intense competition of Muslim fashion business, making the number of hijab producers who imitate the design of its competitors. In competing with its competitors, a business must have a different strategy in implementing its strategy in order to gain a competitive advantage. Some of the strategies are done by Famous Scarf Official and Yunma Outfit Hijab business to gain competitive advantage in order to keep the business going. Both business is a hijab business in Bandung City which is still relatively new. Famous Scarf Official has been doing business since 2015 while Yunma Outfit started its business in 2016, precisely in March. Both of these businesses are well known by some customers in the city of Bandung, especially among the mahasiwa due to the price of affordable products. One strategy that is done is to market their products through social media, instagram and managed to attract customers.

Increasing competitiveness in Indonesia, making business actors are encouraged to always innovate their business by following the market in accordance with the wishes and needs of customers. Hijab business as one of the businesses that have high competitiveness with high customer demand, for business excellence, one way is to do the strategy in running the business. The object of research is two business hijab in the city of Bandung is Official Famous Scarf that apply marketing offline and online; and Yunma Outfit who apply online marketing only.

II. Literatur Review

Based on previous research, it is found that the literature on competitive strategy is still within the scope of the developing. Because most of the literature is still debating about the influence of competing strategies used in companies on the success of a business or the performance of a company, such as how the definition and theory of formation of competitive strategy. Here are some studies with the main discussion concept is a competitive strategy.

In a study entitled "Industry Forces, Competitive and Functional Strategies and Organizational Performance: Evidence from Restaurants in Istanbul, Turkey" conducted by Altuntaş, Semerciöz Mert, & Pehlivan (2014), the study aims to determine the relationship between industry power and competitive strategy, the relationship between competitive strategy and functional strategy and the relationship between functional strategy and organizational performance. The variables used are constructs of intensity of rivalry, bargaining power of suppliers, cost leadership strategy, differentiation strategy, brand image strategy, human resources strategy, information technology strategy and organizational performance. The result of this study is that the competitive strategy of leadership costs is significantly related to the bargaining power of suppliers. The functional strategy of brand image is significantly related to competitive differentiation strategy. organizational performance in a significant relationship with the functional strategy of human resources and information technology [1].

The study, entitled "Influence of Competitive Advantage on Formulation Business Strategy" conducted by Švárová & Vrchotaa (2014), uses competitive advantage and corporate strategy that is used as a variable to services, construction & manufactures. The result of this study is that there is a greater relation of competitive advantage in construction and manufacturing company than production and service companies [18].

The research titled "Corporate Entrepreneurship, Generic Competitive Strategies, and Firm Performance in Small and Medium-Sized Enterprises" conducted by Kaya (2015), discusses the effects of entrepreneurship and differentiation on corporate financial performance on small and medium enterprises (SMEs). This study uses

corporate entrepreneurship, differentiation strategy and cost leadership strategy on performance. The results showed that corporate entrepreneurship and differentiation positively affect the performance of SMEs [6].

Other studies related to the competitive strategy of "Enhanced Performance through Entrepreneurship Orientation, Management Capabilities, and Business Strategy (Study on Small and Medium Enterprises Embroidery in East Java)", written by Suci (2009), were conducted to investigate the effect of entrepreneurship orientation with emphasis on entrepreneurship management skills, and business strategy on performance. The variables used are entrepreneurial orientation, management ability and business strategy, performance. The result of this research is that business strategy is influenced by SME management capability. In addition, management skills affect performance, the higher the management ability of employers the higher their performance [19]

The research entitled "The Effect Analysis of Entrepreneurship Orientation, Management Ability and Business Strategy in Improving Corporate Performance (Study on Small and Medium Enterprises in Barito Semarang)", conducted by Anomsari (2011), discusses entrepreneurship orientation, management skills and business strategy on performance. The result of this research is entrepreneurship orientation has a positive and significant influence on management ability. The orientation of entrepreneurship has a positive and significant influence on business strategy, management ability has a positive and significant influence on business performance. Adequate management capability will determine the success of business performance, business strategy has a significant effect on business performance. A hybrid strategy that combines low cost (overall cost leadership) strategies with differentiation strategies can improve business performance, and high entrepreneurial orientation is also needed to improve the performance of small and medium enterprises in Barito Semarang [2]. The next research is "The Influence of Low Cost Strategy and Differentiation to the Success of PT Tahu Tauhid", conducted by Merliana & Kurniawan (2016), aims to determine a low cost strategy to determine success and to determine a competitive advantage differentiation strategy owned by PT Tahu Tauhid Lembang . Variables used are low cost and differentiation to business success. The results of this study is that the competitive advantage of differentiation has more influence on the success of PT Tahu Tauhid [10].

Based on a number of studies with the main concepts of competitive strategy, it appears that a number of literature is still focused on developing competitive strategy theories such as differentiation, low cost and factors related to the formulation of the model in conceptual form so that only a picture and not yet applied. For that, from the research to be conducted by researchers, mapping of competitive strategy factors that impact on business sustainability. The research involves the object of research to facilitate the mapping of the relationship of variables in the model formulated based on literature study of this study. Pada penelitian ini menggunakan tiga variabel yaitu strategi diferensiasi, biaya rendah, dan fokus [3]. The differentiation strategy variables use six indicators by combining from previous research, namely: uniqueness, production quality, service, new product, different product and market analysis. In the low cost strategy variable using seven indicators are: cost savings, price competition, cost utilization, product improvement, optimal production tools, cost analysis and toolkit improvement. The focus strategy variables use four indicators: customer needs, specific customers, specific products and specific segments. The indicators in this study combine from some previous research, therefore it is expected to fill gaps in research related to competitive strategy, especially in a business.

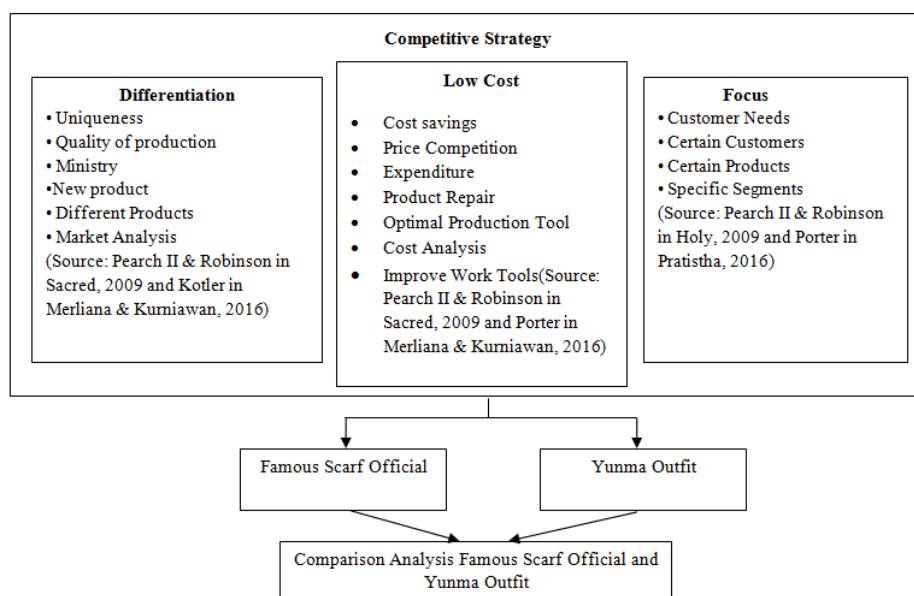


Figure 2.1 Framework for Research Thinking

III. Research Methodologi

The research was conducted by conducting in-depth interviews to famous Scarf Official and Yunma Outfit, to know the business competing strategy for the sustainability of the research object. The results of this study will be used as a basis or guideline in drawing conclusions and suggestions.

The methodology used in this research is qualitative research method with the purpose of descriptive research to describe the characteristics or functions of several variables in the study. The level of involvement of researchers in the form of data intervention, where this research involves researchers intervene data. Based on the type of investigation, comparative type of research is comparing the competing strategies used by two businesses, based on the unit of analysis, research conducted on the organization that is Famous Scarf Official and Yunma outfit, and based on the time of cross sectional type of implementation, which is done in one period, then processed data , analyzed, and then drawn conclusions.

Qualitative descriptive research in this research is done in the form of case study. According to Sekaran [15] case studies include in-depth and contextual analysis of similar situations in other organizations, where the nature and definition of problems that occur are similar to those experienced in the current situation, case studies used as problem-solving techniques. Using qualitative methods, the research team hopes to know what the actual conditions are in the context of the study, related to the competitive strategy of the Official Famous Scarf and Yunma outfit.

Based on the sample criteria, the sample determination of the Famous Scarf Official and Yunma Outfit business owners was conducted by the researcher when entering the field and during the research. For the sample, the researcher applied purposive sampling technique. According to Sugiyono [17], this technique is a sampling of data sources with certain considerations. This particular consideration, for example, is the person who knows best about what we expect, or maybe as a social object to be examined.

Based on the explanation, the sample chosen in this research is the business owner of Famous Scarf Official and Yunma Outfit, the official of Famous Scarf Official and Yunma Outfit and the loyal customers who have followed from the beginning of the formation of business which is expected to provide complete information.

IV. Discussion

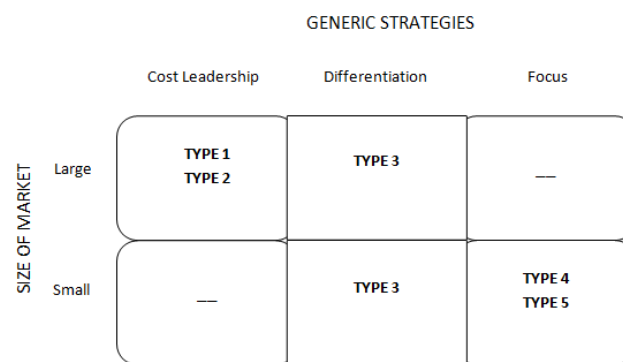
Source of information for this research are 6 (six) persons, where interviews are conducted to 3 (three) persons for each business. The characteristics of respondents as a description of profiles of resource persons who became the primary data source of this study, including a founder of business hijab, employees who joined together from the beginning of the formation of business hijab and customers who follow from the beginning of formation of business hijab. Based on the results of interviews from Famous Scarf Official and Yunma Outfit in the table below can be seen the strategies used by Famous Scarf Official (FSO) and Yunma Outfit (YO).

Table 4. 1
Famous Scarf Official Indicator Result and Yunma Outfit

No.	Indicator	Interview Result	
		FSO	YO
DIFFERENTIATION			
1.	Uniqueness : sales promotion	Medium	Medium
2.	Uniqueness :public relation	Low	Medium
3.	Uniqueness :personal selling	Low	Low
4.	Uniqueness : direct marketing	Low	Medium
5.	Quality of product	Medium	Low
6.	Services :reliability	Low	Medium
7.	Services : responsiveness	High	Low
8.	Services : assurance	Medium	High
9.	Services : emphaty	High	High
10.	Services : tangible	Medium	High
11.	Market analysis: Knowing the location of the market, the nature of the market and the characteristics of the intended market	High	High
12.	Market analysis: Knowing the organization of product purchases, customers using the most influential products and customers	High	High
13.	Market analysis: Knowing location, time, price, quantity, requirements and how to purchase raw materials	High	High
14.	Market analysis: Knowing prices and inventory, competitive circumstances and demand and product offerings	High	High
15.	Analisis pasar : Mengetahui siapa pesaingnya, apa yang dilakukan pesaing dan dapat mengatasi yang dilakukan pesaing	High	High

LOW COST			
16	Cost savings	Medium	Medium
17	Price competition	Medium	High
18	Utilization of cost	Low	Medium
19	Improved product coordination	Low	Low
20	Optimum tools and production facilities	Low	Low
21	Cost analysis	Low	High
FOCUS			
22	Customer focus	Low	Low
23	Product focus	High	High
24	Geographical segment focus	Low	Low
25	Focus segment demographic age	High	High
26	Focus segment of income demographics	Low	Low
27	The focus of the social class demographic segment	High	High

According to David [4] to know the competing strategies used by a company can be known through Figure 4.1 below.



Five Competing Generic Strategies
Source: David (2017)

FSO differentiate through the quality of raw materials, packaging, employees both online and offline provide fast, friendly service and have sufficient knowledge about the products sold. To meet the information needs of consumers and store access by consumers, the FSO provides sufficient information online. The FSO is also very aware of market conditions such as target market characteristics, key customers that can affect overall purchases, and consumer buying patterns. In terms of competition FSO know the condition of major competitors well and can face the reaction of competitors well.

In terms of low cost, FSO overcome this by making online sales by utilizing the employees in offline stores and mass production. The selling price of the product is the market standard price. Furthermore, to know FSO market size can be seen from the table that is Focus, FSO focus on some customer group, focus on certain product only, Low geographical focus as well as from consumer income side because targeting more than one segment. FSO focuses more on the demographic segments of age and social class. It can be concluded that the strategy used by Famous Scarf Official is the differentiation and size of the target market by Famous Scarf Official.

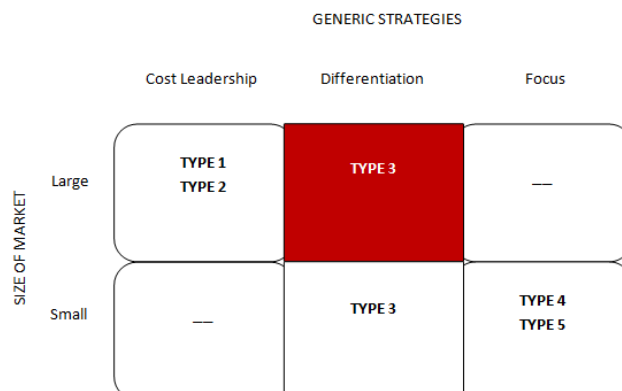
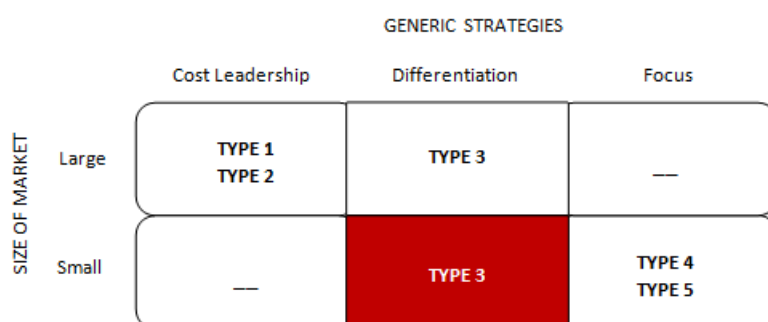


Figure 4.2 Competing Strategy of FSO

YO differentiate through employees (online admin) by providing services that are friendly and have enough knowledge about the product being sold. Like the FSO, To meet the information needs of consumers and store access by consumers, YO also provides sufficient information online. YO is also very aware of market conditions such as market characteristics being targeted, major customers that can affect overall purchases, and consumer buying patterns. In terms of competition, YO know the condition of major competitors well and can face the reaction of competitors well.

YO make online sales and product design is simpler and do mass production for low cost. The selling price of YO products is below the market price and always looking for new suppliers to ensure the availability of raw materials. Furthermore, to know the size of the market targeted by YO can be known from the table that the focus of YO on the customer is, as well as focus on the product. While the focus of your geographical segment is low. But the focus of the demographic segment is High age because it only focus on one customer. The focus of the demographic segment of income and the focus of the high social class demographic segment. The High Indicator has the sense that the target market size is small or narrow. So it can be concluded that the target market targeted by Yunma Outfit is small or narrow.



Gambar 4.3Strategi Bersaing YO

V. Conclusion

Based on the research, it is concluded that FSO uses differentiation strategy. FSO does some differentiation through service and market analysis to consumers and competitors. The target market size of the FSO is the broad market. In accordance with Porter's theory [4] that the differentiation strategy lies in quadrant type 3 with large market size.

The strategy used by YO is also differentiated because the results of the YO discussion differentiate through service and market analysis on consumers and competitors. The size of the target market YO is a narrow-sized market. In accordance with Porter's theory [4] that the differentiation strategy lies in a quadrant of type 3 with a narrower market size.

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