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Development of an Online Clothing line Business Strategy in Bekasi; Aspects of Marketing, Human Resources and Finance

Widi Winarso¹

Faculty of Economic, Bhayangkara Jaya University,
Jakarta

Dhian Tyas Untari²

Faculty of Economic, Bhayangkara Jaya University,
Jakarta
tyas_un@yahoo.co.id

Su'aidy³

Stikes Abdurahman, Palembang

Puspa Djuita⁴

STIE Aprin Palembang

Erna AR⁵

Stie Aprin Palembang

Hamid Halin⁶

Faculty of Economy, Indo Global Mandiri University,
Palembang

¹ Corresponding author: Faculty of Economic, Bhayangkara Jaya University, Jakarta. Email: tyas_un@yahoo.co.id

Abstract

This study aims to develop a clothing line online business strategy in Bekasi; Aspects of Marketing, Human Resources and Finance. The study involved 27 online and domiciled fashion clothing line entrepreneurs who are members of the Setu – Cilengsi MSME community. Data was collected through structured interviews related to aspects of marketing, Human Resources (HRD) and Finance and analyzed using EFAS IFAS and Grand Matrix. Based on the results of data analysis, the Clothing Line business in Bekasi is in the Matching Stage stage, the strategies chosen are market penetration strategy, product development strategy, backward integration strategy and horizontal integration.

Keywords

Clothing Line, Marketing, Financial, Human resources.

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Introduction

The development of social networking media among today's society has made it easier for users' activities to meet all the needs of activities in life, ranging from online transactions, online reservations, online orders, online stores, online learning and so on that are all online (Kaplan and Haenlein M, 2012).). The availability of mobile devices, both cellular and non-cellular and the growing technology that accompanies them, is certainly very supportive of all the online activities mentioned above. This situation is certainly used very well by housewives in running an online business, because with the presence of mobile devices, online business activities can not only be done from home, but can also be done on a mobile basis, wherever the business person is, not limited to place and time. . For housewives, being able to run their business online certainly brings its own benefits, apart from being busy with daily routine activities. Online business, in addition to saving time and being practical, also brings many financial benefits for housewives who run the business. The use of time to run an online business is of course also able to bring in additional income whose value is not small and this condition continues to grow rapidly, because running this business does not take much time. There are many types of business that can be run by housewives, ranging from beauty products, services, fashion products, bridal makeup services and so on (Baktiono and Artaya, 2016).

The result of the development of information technology and business which is now starting to be widely used as a strategy in running the world of commerce is the emergence of an online business or what is often known as e-Business. Online business allows for transactions between sellers and buyers, even without meeting face to face (Chaffey, 2009). What buyers need when transacting online is product information and certainty that their orders will be received on demand. In an online business, the buyer does not need information about who the seller is and where the product he ordered comes from. The number of young entrepreneurs who have sprung up in Indonesia is very good for the development of the country. Data from Indonesian entrepreneurs only amounted to 0.18% of the total population, or the equivalent of 400,000 people (data from the Kompas newspaper and the Coordinating Minister for People's Welfare Magazine). Then in 2010 the number was recorded at 0.24% (Radar Bogor). In January 2012 this data has grown to 1.56% or the equivalent of 3.75 million people (Kurniawan and Wibowo, 2015).

Bekasi is one of the buffer zones for the capital city with a relatively high population of productive age. With these characteristics, one type of creative business that is suitable to be developed in the fashion sector is the clothing line. Clothing line is a business model that seeks to create, market and build its own brand in the fashion industry through an online store. Each clothing line has its own product segmentation and characteristics that are its trademark (Kitchen and Schultz, 2008). This is done considering the rapid development. So, currently, business competition in the clothing line is getting tougher (Schultz and Kitchen, 2000). Brand owners in the clothing line must have the right business strategy and marketing communication strategy. This is of course a special concern for clothing line brand owners to be able to market both offline and online (Amisyahrini and Bajari, 2019). Based on the above background, this study aims to develop a clothing line online business strategy in Bekasi; Aspects of Marketing, Human Resources and Finance.

Methodology

The study involved 27 online fashion clothing line entrepreneurs and domiciled in Bekasi. The entrepreneur is a member of the Setu - Cilengsi MSME community. Data was collected through structured interviews related to aspects of marketing, Human Resources (HRD) and Finance. The dimensions of the research are Internal Factors and External Factors. Internal factors are more directed at the company's internal governance, while external factors are related to market demand, competition, availability of financial assistance and financial management, as well as the availability of the labor market to support the clothing line business. Based on these data, it was analyzed using the EFAS IFAS matrix and the Grand Matrix.

Discussion

Based on the results of research collected by interview and involving 27 fashion clothing line entrepreneurs in Bekasi, strengths, weaknesses, opportunities and challenges can be mapped as

presented in table 1 below.

Table 1.
EFAS/IFAS Matrix Matrix

Strength				
No	Items	Rank	Weight	Total Score
1	No need for offline store	3	0,15	0,45
2	Does not require a lot of manpower	1	0,10	0,10
3	Comparison of costs with offline stores is very much different (more profitable)	4	0,05	0,20
Total Score Strength				0,75
Weakness				
1	Often miss booking chat	2	0,20	0,40
2	The storage system is still not good	4	0,05	0,20
3	Knowledge about financial management is still minimum	1	0,15	0,15
4	The ability to fill data is not maximized	4	0,15	0,60
5	IT skills are still very limited	3	0,15	0,45
Total Score Weakness				1,75
Total Score Internal Factors				
Opportunity				
1	The possibility of a clothing line brand to be widely known is very large	4	0,20	0,80
2	A very wide open market	4	0,30	1,20
3	A lot of capital assistance from outside parties	2	0,10	0,20
Total Score Opportunity				2,20
Threat				
1	The Covid 19 pandemic has made the mobility of goods delivery very limited	4	0,10	0,40
2	Competition with well-established brands	4	0,15	0,60
3	Dealing with imported products whose prices are far below market standards	4	0,15	0,60
4	Unstable internet causes slow response	2	0,10	0,20
Total Score Threat				1,80
Total Score External Factor				4,00

Sources: processed data, 2021

Based on the EFAS IFAS matrix in table 1, it can be seen that external factors dominate with a total score of 3.80. Thus, the existing clothing line business is still very dependent on conditions outside the fashion industry. And if viewed from an assessment aspect, threat is very dominating with a score of 2.30. Thus the fashion clothing line business has only one challenge that must be faced to be able to compete in the fashion industry market. Based on the results of table 1, the next process is the grand matrix as shown in figure 1,

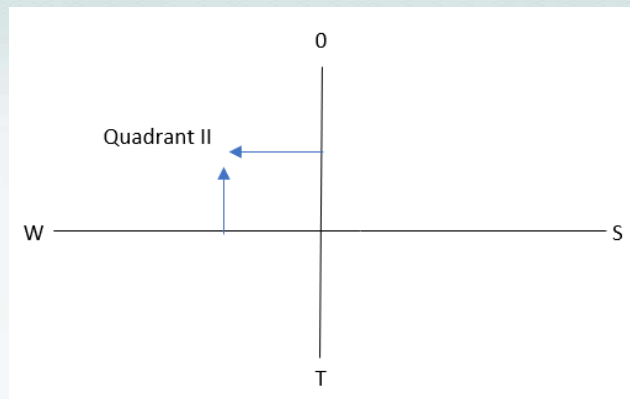


Figure 1. Grand Matrix Strategy

Based on figure 1, it can be seen that the position of the fashion clothing line business in Bekasi is currently in quadrant 2, which means that the business position in Quadrant II needs to seriously evaluate their current approach to the market. Even though their industry is growing, they are not able to compete effectively, and they need to determine why the current approach is ineffective and how the company can change in the best way to improve its competitiveness. Because the business position in Quadrant II is in an industry whose market is growing rapidly, an intensive strategy (rather than integrative or diversification) is usually the first choice that is considered (Walker, 2007). However, if the company does not have a unique competence or competitive advantage, then horizontal integration is often the preferred alternative (Rahastine, 2017). Based on these results, the logical strategic alternatives to be implemented will be described for each alternative strategy and strategic policy steps that can be taken are:

1. Companies must further intensify promotional activities by utilizing existing programs in the market place
2. Companies can use endorsement services to build awareness from the public.
3. Improve the ability of human resources in terms of serving consumers
4. Review the financial governance system and it is recommended to use financial data processing applications to facilitate financial management
5. Provide a customer loyalty program by providing discounts that can be offered through the chat menu on the market place, to consumers who have shopped at the store.
6. Develop products with more creativity in terms of models, designs and colors.

Conclusion

The market opportunity for the online fashion clothing line business in Bekasi is quite high, but the clothing line in Bekasi is still inferior to clothing line products from other well-known areas such as Bandung, Jokja and Bali. Therefore, from several alternative strategies recommended in the analysis in the Matching Stage, the strategies chosen are market penetration strategy, product development strategy, backward integration strategy and horizontal integration. The four strategies were chosen because they have the highest total value among other strategies.

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