


# Fashion Business Development Strategy In Terms Of Swot Analysis At Laksmi Muslim Fashion Boutique In Surabaya After The Co-19 Pandemic

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Article Info	ABSTRACT
<b>Keywords:</b> Development strategy, Business, SWOT Analysis	The selection of the fashion business is based on the consideration that the fashion business is a category of small businesses that are most in demand by the community. therefore, efforts are needed to be able to win the competition to seize the market. Examining SWOT is a way of systematically collecting data on elements regarding strengths (Strengths), opportunities (Opportunities) weaknesses (Weaknesses) and Threats (Threats), This study uses a qualitative descriptive approach whose purpose is to describe the results of the fashion business development strategy at Laksmi Boutique Muslim Clothing in Surabaya. Sampling technique with total sampling, Data obtained using observation, interviews and document data collection. The conclusion of data analysis shows that to be able to win the competition the company must take more advantage by maximizing strengths (Strengths) and opportunities (Opportunities) through internal improvement of the company and can simultaneously reduce weaknesses (Weaknesses) and Threats (Threats) in business operations. Through this approach, business people have a basis for determining marketing and business development strategies with the right target.
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## INTRODUCTION

The Covid 19 pandemic imposed restrictions on the mobility of many people. The existence of the work in home policy and physical distancing restrictions is causing the economic situation to weaken due to the weakening consumer purchasing ability resulting in the business world losing income and not a few are out of business. Sources from the Association of Street Vendors (APKLI), revealed that during the pandemic the turnover of street vendors decreased by 80%, for those who went out of business by 40% (Pmsari & Alvionita, 2020). After the Covid 19 pandemic, the business world has done a lot to bounce back from the economic downturn in many ways so that business income will improve when the work in home and physical distancing policies are withdrawn (Zulhijahyanti et al., 2021 MSMEs in economic growth have an important role in the country's economic growth (Jauhari, 2010; Purnomo et al., 2018; Sudaryanto et al., 2014). Fashion business is closely related to women and has become a basic need. (Sri Budi Lestari, 2014) Lifestyle is a supporter of individual appearance in harmonizing the development of fashion fashion. which is dynamic (Irfa Diana

Sari, Finisica Dwijayati Patrikha, 2021). Changes in human civilization are increasingly advanced and have an impact on the culture of individual dress as one of the basic needs and as an effort to self-image as a support for appearance. (Yessy Artanti, et al (2019). Clothing and culinary businesses are carried out by small businesses that are most widely occupied by the community (Qosasi & Permana, 2017).

As a buffer settlement city and metropolitan city of Surabaya, there are opportunities for the fashion industry in particular to advance and develop supported by promising market potential. Modern Market is one of the main pillars, besides that there are several other supporting pillars. The total population is 3,157,126 people. Very influential on the availability of food and clothing needs. Therefore, related industries must be prepared to face and follow the turmoil that occurs from internal and external in various fields in society (Ferry Kuswoyo, Minarsih, & Fathoni, 2018). It is not easy for companies to keep up with these changes. A strategy that is suitable for the problem at hand is needed, to avoid mistakes in decision making that can affect the stability and sustainability of the company. It is important for companies to pay attention to what consumers need and want and pay attention to the location where the business is run (Wahyudi, Rifai, & Susanti, 2020). From the opinion of the results of the previous research, this research will examine everything in an effort to advance and stabilize the application of fashion business strategies in terms of SWOT Analysis in the clothing industry. To formulate a strategy for the company systematically requires the identification of various factors based on logic that can maximize strengths (Strengths) and opportunities (Opportunities) but can simultaneously minimize weaknesses (Weaknesses) and Threats (Threats). Through SWOT analysis, business people have information from internal and external companies that can be used to compile and develop techniques for selling products to obtain company revenue. Through the development & intensity of the functions of the marketing mix (product, price, place, and promotion). can be used by companies in producing maximum results in product sales according to the target (Erwin Permana, Herlan, 2022). and (Ely Khuzatul Fikri, 2022). Marketing strategies implemented in different companies according to short-term plans and long-term plans must display each distinctive point to be displayed so that it is highlighted by consumers. Based on this opinion, fashion marketing requires detailed designs and clothing to be marketed so that consumers do not feel lied to and feel satisfied with the marketing services that have been displayed. (Ferry Kuswoyo, et al, 2018)( Amallia Ayu Saputri, Triyono) and (Ely Khuzatul Fikri (2022)). One of the biggest challenges in the world of marketing is maintaining relationships with consumers, this is beneficial from consumers so that consumers can be interested in our products and buy them, especially accompanied by online media. Through this media, consumer communication through WA groups, Facebook, and Tiktok and other internet media regularly displays company products on the internet media the latest fashion models from our fashion business (Mukminin and Latifah, 2020). Therefore, companies must utilize this media as effectively as possible.

Fashion sales are now popping up a lot in the market, to anticipate how to market fashion properly and correctly to increase productivity, the correct and honest internet strategy is very supportive of fashion entrepreneurs, because many frauds committed by

irresponsible people sometimes damage the correct marketing because it does not match the appearance offered.( David L. Rainey). Based on the background that has developed in the community about online business, the author examines how the Fashion Business Development Strategy is viewed from SWOT Analysis at Lasmi Muslim Clothing Boutique in Surabaya after the Covid 19 Pandemic.

## METHODS

### Subject and Object of Research

In this study, the subject is the Laksmi Surabaya Muslim Fashion Boutique. The research object in this study were employees of the Laksmi Surabaya Muslim Fashion Boutique consisting of Personnel Managers, Production Managers and Marketing managers in the 2023 period, This study uses judgment, selective or subjective sampling techniques) is a sampling technique in which the researcher relies on his own judgment when selecting members of the population to participate in the study. The data in this study is in the form of SWOT analysis which is collected using documentation, interviews and questionnaires.

### Data Validity

In order to fulfill the data requirements, the validity of the data used by using Confirmability by confirming the data from the source through interviews, documentation and questionnaires. Credibility validity is used to ensure that the data collected comes from the right source, namely the Personnel Manager, Production Manager and Marketing manager. Techniques for processing research data

**Table 1.** Research Design

Object of Research	The indicator	Analyze
Strengths	<ol style="list-style-type: none"> <li>1..Good quality materials.</li> <li>2..Good measurable production output.</li> <li>3..Excellent customer service.</li> <li>4.Very many social media followers.</li> <li>5..Availability of production material providers</li> </ol>	SWOT Analysis <div style="border: 1px solid green; padding: 5px; text-align: center;">             External strengths, opportunities and threats           </div> <div style="text-align: center; margin: 5px 0;">  </div> <div style="border: 1px solid green; padding: 5px; text-align: center;">             Matches with S-O, W-O, S-T, W-T.           </div>
Weaknesses	<ol style="list-style-type: none"> <li>1. Lack of competence of production staff</li> <li>2. Limited availability of business funds.</li> <li>3. Lack of simple company furniture updates.</li> <li>4. Unwritten management program.</li> <li>5. Some models of clothes are also sold by competitors.</li> </ol>	
<i>Opportunity</i>	<ol style="list-style-type: none"> <li>1 Support from the Government for the MSME program.</li> <li>2. Very high demand for clothing.</li> <li>3. Has a strategic store location.</li> <li>4. New competitors that continue to grow.</li> <li>5. High bargaining power of consumers.</li> <li>6. Price competition with competitors.</li> </ol>	
<i>Threats)</i>	<ol style="list-style-type: none"> <li>1. Growing number of new competitors.</li> <li>2. High bargaining power of consumers.</li> <li>3. Price competition with competitors</li> </ol>	

Source; Various sources are processed

### Techniques for processing research data

The method of processing the data used into valid information that is easily understood by other parties so that it can be used by other parties, namely using descriptive analysis by discussing what is the object of research, namely the SWOT analysis carried out by the company in order to develop the Boutique company.

The objects of analysis are as follows:

EFAS	IFAS	STRENGTHS (S)	WEAKNESSES (W)
		Determine 5-10 Internal Strength Factors	Identify 5-10 internal weaknesses
	OPPORTUNITIES (O)	STRATEGI (SO)	STRATEGI (WO)
	Identify 5-10 external opportunity factors	Create a strategy that uses strengths to capitalize on opportunities	Create a strategy that minimize weaknesses to take advantage of opportunities
	THREATS (T)	STRATEGI (ST)	STRATEGI (WT)
	Identify 5-10 external threat factors	Create a strategy that uses strengths to overcome threats	Create strategies that minimize weaknesses and avoid threats

**Picture 1** SWOT Matrix

Description of Data Analysis Method Matching stage, this stage is made with SWOT analysis

1. Identify opportunity and threat factors from outside the company.
2. Identifying the company's strength and weakness factors.
3. matching the four factors with each other in pairs. Where the results of the strategy pair are S-O, W-O, S-T, W-T.

Description:

1. S-O strategy: in this scheme, the emphasis is on maximizing the advantages possessed by the company as a weapon and strength in using existing opportunities and opportunities as an effort to advance the business.
2. W-O strategy: this direction must be taken in order to minimize the shortcomings and weaknesses of the company by taking advantage of the available opportunities. For example, there are large orders for products while the company's production capacity is inadequate, so it can cooperate with other suitable companies.
3. S-T strategy: in this direction, it is necessary to optimize the strengths of the company to be able to win threats from external parties. For example, to reduce product counterfeiting, it is necessary to copyright the product.
4. W-T strategy: in this position to maintain the company's position, it is necessary to anticipate how to keep the company in the company's position and efforts need to be made to overcome and find solutions to its weaknesses. In this condition the company needs to get alternative solutions to overcome this situation. Merger and liquidation are strategic options used by the company when in this position.

## RESULTS AND DISCUSSION

### Laksmi Boutique Profile

Laksmi kebaya muslimah and islamic wedding is a jada business in service that emphasizes the concept of Islamic weddings in the field of wedding services that have 4 kinds of services, namely making bridal clothes and free events in the form of kebaya, basic wedding concepts, special spa services for brides, and LM by laksmi.

For 8 years, Laksmi kebaya muslimah and islamic wedding service has been serving consumers and continues to grow and improve itself to serve the wider community, with a touch of innovation, creativity, quality, and quantity for its consumers. The concept of the wedding carried is titled Islamic which is the majority of prospective bridal couples in Indonesia with a touch of local culture according to the tastes of consumers with a touch of modern style stylys, thus adding to the attractive appearance at the wedding. Business Location: Galaxy Bumi Permai, Blk. L1 No.30, Medokan Semampir, Kec. Sukolilo, Surabaya, East Java



Picture 2. Products: Laksmi Boutique

### Laksmi Boutique SWOT Analysis

Table 2. SWOT analysis of Laksmi Boutique

		STRENGTHS (S)	WEAKNESSES (W)
IFAS	FAS	Internal Strength Factors	1. Internal weakness factors
		<ol style="list-style-type: none"> <li>using high quality materials</li> <li>.Diverse product designs and models, always updated and keeping up with the latest fashion trends.</li> <li>Designs and models also adjust to tastes and varied prices that are relatively affordable.</li> <li>Strategic location, located in the area, easy to reach.</li> <li>Have a good creative team</li> </ol>	<ol style="list-style-type: none"> <li>sizable capital to continue developing the Boutique</li> <li>Very affected by market trends, if the product being sold is viral, there will be many consumers looking for it, on the other hand, when there is a new trend, the product that went viral in the previous trend will be quiet.</li> <li>Requires marketing costs which are considered large, if done intensively</li> </ol>



		5. Fluctuating sales conditions cause limited stock availability of new goods.
		6. Limited number of workers
		7. Limited payment terms
<b>OPPORTUNITIES (O)</b>	<b>STRATEGI SO</b>	<b>STRATEGI WO</b>
External opportunity factors	Strategic efforts that use strengths to take advantage of opportunities	Strategic efforts that minimize weaknesses to take advantage of opportunities
1. Utilize social media and e-commerce for marketing and sales.	1. Continue to improve the quality of products produced.	1. Capital turnover efficiency
2. Open resellers so that products can be more widely recognized through online shops.	.Updating product designs and models to follow the latest fashion trends..	2. Able to read market conditions so that procurement and stock of goods are maintained.
3. Having loyal customers.	2. Increase customer satisfaction through service and quality of products offered.	3. Utilizing social media as a marketing medium. More intensively..
4. An easily accessible location gives the boutique the opportunity to be seen by many new customers.	3. Provide attractive offers through promos or discounts..	4. Increase the choice of payment methods.
5. Has the potential to have new customers.	4. Improve good relationships with resellers	5. Improve the quality of the existing workforce.
<b>THREATS (T)</b>	<b>STRATEGI ST</b>	<b>STRATEGI WT</b>
External threat factors	Strategic efforts that use strengths to take advantage of opportunities such as:	Strategic efforts that minimize weaknesses and avoid threats
1. Many competitors sell similar products such as	1. Setting competitive prices.	1. Pay attention to the safety and comfort of the Boutique.
2. Many copycat products with more affordable prices	2. Product quality is the main thing.	2. Improve the safety and comfort of the workforce
3. Losing customers because they prefer to buy at competitors' stores	3. Updating product designs and models.	3. More attractive and varied promotions
4. Security threats	4. Increase the types of products offered.	4. Exploring the business world specifically and more deeply
5. Risk in the event of a traffic accident because the location is near the highway	5. Maintaining good relations with parties such as customers and resellers by providing rewards in the form of bonuses / prizes	5. Provide warranty/ guarantee on the products offered Forming a good relationship with customersi

#### SWOT Analysis of Laksmi Boutique

##### 1. SO (Strengths Opportunities) Strategy Boutique Laksmi

- a. Product quality, The products offered by Laksmi Boutique use raw materials that have good quality, are comfortable when worn comfortably and attractively so as to increase the confidence of the wearer.
- b. Updating designs, models following the latest fashion trends and combined with consumer / orderer tastes. Laksmi Boutique always updates designs, models according to needs, tastes, interests and existing fashion trends. This aims to maintain satisfaction so that customers become loyal to the company.
- c. There is a promo program or discount, as an attractive offer at Boutique Laksmi at a certain time (for example during birthdays, year-end, etc.)..it is hoped that through this program it can increase the marketing of Boutique Laksmi products in order to compete in the market and in attracting new consumers.
- d. Establish a good relationship with resellers by giving special prices to resellers, so that they are interested in buying Laksmi Boutique products.. by expanding the marketing area with cooperation with resellers for promotion so that Laksmi Boutique can be more widely known.

#### ST (Strengths Threats) Strategy Boutique Laksmi

- a. Competitive and varied prices, Boutique Laksmi sets prices according to the quality of the materials, designs and models of the products offered.to consumers Prices are adjusted to the quality and quantity of raw materials for making products, so that consumers can choose prices with their abilities.
- b. Prioritizing the quality of the products produced , Boutique production is made through stages that are in accordance with the production standards produced by going through the production control section before being submitted to consumers, so that the quality of the product is guaranteed to be good and there is even a guarantee for customers. So that allows customers to come back and buy products at Laksmi Boutique.
- c. Following trends in design and model , Noting the increasing number of companies in the fashion sector, the company is required to always be dynamic in making its products, especially in production models and designs following the prevailing trends and customer demand. Because the majority of customers order their products, the company provides model and design consultation services to satisfy customers.
- d. Create product variations, To be able to maintain customer satisfaction from various socio-economic backgrounds and regional origins, the company offers several product variations with varied materials according to customer choice, so that customer satisfaction is fulfilled.

#### WO Strategy (Weaknesses Opportunities) Boutique Laksmi

- a. Conducting Efficient Turnover of Business Funds , To keep capital turnover uninterrupted, the company makes a priority scale in spending its business funds by implementing financial management as effectively as possible. Making a sales budget and production budget can help predict the need for funds. to buy material supplies, for example, tailored to needs, by not leaving inventory management and market demand so as to minimize idle funds.

- b. The company can make good market predictions , The ability to predict the market can produce a sales budget which contains the number of items to be sold, this will have a direct effect on the amount of the production budget which reduces the amount of production costs required including the need for the necessary materials so as to streamline the use of funds without disrupting smooth production.
  - c. Using a variety of marketing media, In the era of digitalization which is now growing rapidly, companies must follow it in order to expand the marketing area even though Laksmi Boutique is geographically in a strategic location. To complement the existing marketing media (offline media) the company uses social media as a means of promotion to expand its marketing reach. Utilization of social media media as a medium to promote the products offered, such as: Website, Facebook, Tiktok, Instagram and Whatsapp. The use of social media is accompanied by paying attention to the variety of posts, the frequency of posting and communication with customers is very much considered by the company. through these online networks, Laksmi Boutique can be recognized more widely without requiring customers to come to Laksmi Boutique.
  - d. Using varied payment methods , To improve services to consumers in terms of payment, the company uses payment methods by Bank Transfer, Internet Banking (E-Banking), Mobile Banking, Virtual Account (VA), Online Credit Card. e-wallet or via debit card provided at the cashier for ease of payment in addition to being able to make cash payments.
  - e. Increase employee competence , To maintain consistent production quality is strongly influenced by the ability of employees who have competence in accordance with their fields. To overcome this, Lasmi Boutique recruits a lot of students who have interned at the company, this is done because the company already has a record of competence during their internship so that they are not too difficult to adapt to the company's culture for employees who feel they lack competence, they are given training.
- WT (Weaknesses Threats) Strategy Boutique Laksmi
- a. Improve Consumer safety and comfort, Customers are an important asset for the company because they are the company can live and grow, therefore psychological factors must be considered, namely the safety and comfort of customers when communicating and visiting the company. Therefore to overcome this, Laksmi Boutique, there are security personnel (security), install CCTV., in addition there are employees who receive guests who come (Customer service) who are friendly and can provide information about the company to those who need it.
  - b. Increase employee protection, Labor is one of the important factors in the development of the company in addition to other factors. so that employees who work in boutiques become more productive, it is necessary to feel safe to continue working for the company. therefore the company provides compensation according to the standard and there is labor insurance protection (Jamsostek) Hari Raya allowance and gives awards in the form of bonuses for employees who excel. This is done to make the workforce feel at home and loyal at wort



- c. Carry out attractive and varied promotional innovation activities, To increase sales turnover, the company needs to carry out product introduction activities to the actual and potential consumer market through promotions in order to attract market attention so that product information is right on target and also to attract attention, and generate interest and ultimately buy company products The company uses several promotional media both offline through exhibitions, brochures and online through social media with a wider reach.
- d. Study business management more intensively, Company owners to advance their business should not stop to focus more on finding solutions in solving company problems through proven methods that can be obtained from scientific activities such as seminars, workshops, courses or from the opinions of experts, research results that discuss related topics.... Owners can also, study and duplicate strategies that have been carried out by other companies that are considered appropriate and good. Equipped with extensive knowledge, Boutique Laksmi can be better prepared to face increasingly fierce business competition and see the opportunities that exist
- e. The company guarantees the quality of the products produced, To provide assurance of the quality of the products purchased, the company provides a guarantee to customers who buy products, Laksmi Boutique. The company will provide solutions to customers if there are problems with the product.
- f. Establish good communication with customers, Consumers are an important element that companies must pay attention to in developing a business, because from consumers the company gets incoming funds for operations & developing a business, the company establishes communication with consumers through direct contact with the call center or through social media created by the company to respond & solve problems experienced by consumers regarding the products they buy at the Boutique.

## CONCLUSION

Based on the results of the analysis conducted that Laksmi Boutique has elements of strength / Strengths in the form of the quality of the products offered using good quality raw materials, the company continues to update designs, models following the latest fashion trends and combined with consumer / customer tastes. the company has a promo program or discount, has a good relationship with resellers to strengthen and expand the marketing area. In order to support the strength of the company, the company sets strategies in the form of: setting competitive and varied prices; prioritizing the quality of the products produced; following trends in designs and models; making product variations; maintaining communication with customers and resellers. From these conclusions, Laksmi Boutique is advised to carry out a strategy of differentiating the products produced so that there is diversification of income, maintaining good product quality, to accelerate the completion of product orders, the company can establish cooperation in the field of production and marketing with other companies with mutual benefit

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