BUSINESS STRATEGY SIXTREES 2022-2023

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Abstract: The fashion industry is growing rapidly along with technological developments so that it is able to support Indonesia's economic growth. However, at the start of the pandemic, this industry experienced a slowdown due to decreased purchasing power. Sixtrees as a new local fashion brand has also been affected. Since 2021, Sixtrees has stopped operating due to limited capital. Future analysis and development of the Sixtrees brand business strategy are required. The purpose of this study was to identify the weaknesses, strengths, opportunities, and threats of Sixtrees and to develop alternative strategies to be implemented from 2022 to 2023. The survey was conducted by distributing online questionnaires to collect data from 100 respondents who are fashion enthusiasts. The analysis was carried out by examining the company's external and internal factors and alternative business strategies were obtained using SWOT analysis and the TOWS matrix. The results of the study show that the company is still behind compared to its competitors, so it is necessary to implement alternative strategies in order to gain opportunities and minimize existing risks. Sixtrees needs to strengthen product and digital marketing advantages in order to reach a wider market and achieve profitability.

Keywords: business strategy, fashion, online, SWOT analysis, TOWS matrix

Abstrak: Industri fesyen berkembang pesat seiring dengan perkembangan teknologi sehingga mampu menopang pertumbuhan ekonomi Indonesia. Namun pada awal pandemic, industri ini sempat mengalami perlambatan karena daya beli menurun. Sixtrees sebagai salah satu brand lokal fesyen baru pun ikut terimbas. Sejak 2021, Sixtrees berhenti beroperasi dikarenakan keterbatasan modal. Diperlukan analisis dan pengembangan strategi bisnis brand Sixtrees ke depan. Tujuan dari penelitian ini adalah untuk mengidentifikasi kelemahan, kekuatan, peluang dan ancaman Sixtrees serta mengembangkan strategi alternatif yang didapatkan untuk dapat dijalankan tahun 2022 hingga 2023. Survei dilakukan dengan menyebarkan kuesioner online untuk mengumpulkan data dari 100 responden yang merupakan peminat fesyen. Analisis dilakukan dengan meneliti faktor eksternal dan internal perusahaan dan strategi bisnis alternatif didapatkan dengan menggunakan analisis SWOT dan matriks TOWS. Hasil penelitian menunjukkan bahwa perusahaan masih kalah dibanding dengan kompetitor sehingga perlu mengimplementasikan strategi alternatif agar dapat memperoleh peluang serta meminimalisir risiko yang ada. Sixtrees perlu memperkuat keunggulan produk dan pemasaran digital agar dapat menjangkau pasar yang lebih luas sehingga mampu meraih profitabilitas.

Kata kunci: AHP, analisis kesenjangan, ISO 50001:2018, pabrik pengolahan konsentrat, sistem manajemen energi

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INTRODUCTION

In this industrial era 4.0, industrial development is growing rapidly. Many people, including entrepreneurs, are committed to competing in a competitive industry. Not only professionals, but the millennial generation also pours their creativity into developing products and services. Community involvement in starting new businesses is also very helpful for the government to develop the country's economy and industry. Based on the results of a press release from the Coordinating Ministry for Economic Affairs of the Republic of Indonesia on May 5, 2021, it is known that the number of MSMEs has reached 6.2 million business units in Indonesia. One of the industries that people love, especially the millennial generation, is the creative industry.

The number of creative ideas owned by Indonesian people is one of the driving forces for creating a clothing line business. Clothing is sold not only offline, but also online due to rapid digital developments. The effects of the Covid-19 pandemic have also caused the emergence of many clothing lines which are expected to grow rapidly when people are asked to limit their movements. Many fashion industry players have adapted to the Covid-19 pandemic situation and attracted more customers. Basically, customers in the fashion industry come from all walks of life because the need for clothing is one of everyone's basic needs. In general, clothing line businesses sell fashionable clothes at certain times and places to attract consumers' attention. Since 2020, one of the choices for fashion models that are much loved by the general public is the type of oversized clothing. This clothing fashion trend emerged because Korean clothing has a strong influence and now people are starting to wear oversized clothes, such as K-pop artists, Korean dramas, and so on. Larger clothing models can also increase comfort during activities and hide the shape of the body. Oversized clothing is known as clothing sizes that are larger than normal sizes (Dilawati, 2021). Today's popular oversized clothing ranges from T-shirts, shirts, and sweaters to other outerwear.

Thorisdottir and Johannsdottir (2019) stated that the production, marketing, and consumption activities of fashion products have a negative impact on the environment due to the large volume of fashion production. The solution needed is the establishment of a business model that considers aspects of sustainability including organizational values, entrepreneurship, innovation, and the process of internationalization.

Many concepts are used to map and develop the business model of fashion retail industries namely Business Model Canvas by Osterwalder and Piegner (2010). Permana and Yoga (2018); Susilowati (2021); Kuswoyo et al. (2018) use and map business models using Business Model Canvas and identified that one of the leading fashion retailers in Indonesia divided the business model into three major parts, namely design, production. and sales. The business plan should also reflect its business model canvas that will lead to the firm's competitive advantage (Septian, 2018).

Apart from needing to consider aspects of economic and environmental sustainability, the fashion retail industry, especially the MSME segment, is to continue to be able to compete in the market. The competitive advantage factor in question is the ability to read market demands. Therefore, it is very important for MSMEs or business actors to be able to understand and meet consumer expectations (Gonda et al. 2020).

Furthermore, technological pressures also need to be responded to by the fashion industry by strengthening the three disruptor aspects, namely producing strong digital brands, demand forecasting and product design based on artificial intelligence, and collaborative consumption (Jin and Shin, 2020; Rao et al. 2021; Kaushik et al. 2020).

Fashion retailers also need to build a pleasant shopping experience that is able to integrate online and offline shopping experiences or what is known as omni-channel marketing. The phenomenon of omni-channel marketing can be a competitive advantage for these retailers. According to Ryu (2019), there are 3 factors related to consumer characteristics that need to be considered in developing an omni-channel marketing strategy, namely the innovation power of consumer fashion, the ability of consumer technology innovation, and the level of consumer involvement in the process of purchasing these fashion products.

The most challenging management in an effort to change an offline fashion retail business to online is business operations (Fauziah, 2020). According to (Jamza et al. 2020), the recommended method is the BPM (Business

Process Management) method which begins with analyzing business processes, then mapping them by making a notation to BPM, after which the business process is classified in BVA (Business Value Added), VA (Value Added), and NVA (Non-Value Added) do not forget to analyze the actors involved in the business process.

A more sophisticated concept is called an integrated supply chain which is able to increase tight control in the area of operation so as to increase speed and flexibility (Aftab et al. 2018).

Sixtrees is a local fashion brand formed at the end of 2020. Sixtrees was founded and promoted directly by researchers in the form of the researcher's desire to make a local fashion brand known to the wider community. Serving the market in the Bekasi area, Sixtrees operates online and does not yet have an offline store. Social media platforms (Instagram @sixtrees. id) and e-commerce (Shopee @sixtrees.id, Tokopedia @Sixtrees Indonesia) are ways for consumers to get the products offered. Sixtrees offers products in the form of plain and patterned oversized t-shirts, shirts to sweaters. This research is a continuation of the business incubator course that researchers have completed by discussing the feasibility of the Sixtrees business and the feasibility has been declared by the examiner.

During the course of its business, Sixtrees faced several obstacles in running its business. From a marketing perspective, product sales are still fluctuating. Sixtrees itself has a sales target of doubling sales every month. However, with unstable product sales results, Sixtrees still has a long way to go, to achieve its sales target. Operationally, Sixtrees needs to lower its sales level for the next month because it takes a relatively long time to manufacture clothes, up to two months. So Sixtrees created a solution with a new convection service. In terms of human resources, Sixtrees uses the performance indicators method to improve the performance of each department. Meanwhile, from a financial perspective, the researcher prepared a cash flow report to determine the performance and level of sales of Sixtrees. Sixtrees faced financial difficulties during the incubation period, such as financial accounting that had not been updated, as well as additional capital obtained from personal funds for marketing activities.

Based on these constraints, it is necessary to develop a business strategy so that the business can develop (Cravens & Piercy, 2013). This research was conducted when Sixtrees was entering a vacuum or the business was not operating because the marketing activities carried out did not go according to the expected results, so they did not have the capital to continue the business.

METHODS

The type of research used in this thesis is a mixed method which is research using mixed methods which involves collecting qualitative and quantitative data (Glueck et al. 2003). In this study, researchers used data collection methods to produce primary and secondary data. The primary data used by researchers are in the form of surveys and observations. The survey conducted by the researchers was distributing questionnaires to 100 Sixtrees customers who had shopping experiences at Sixtrees using the Google Form. Then for the observation, the researcher carried out internet assistance by observing Sixtrees' target market social media which was carried out during the last month of the incubator period. Meanwhile, for secondary data the researcher used document studies, namely among others the performance reports of the Sixtrees business incubator, the internet, the website, and press releases. The following are the stages of writing data collection methods in the research conducted:

Based on Table 1, this study was started by conducting a PESTEL analysis. Survey results about the research in question, news on online sites, and ministry press conferences are the documents sought in this research. Next is Porter's Five Forces analysis to get data on opportunities and threats. Customer analysis was obtained from a survey by distributing questionnaires. Competitor analysis is carried out by observing e-commerce and social media competitors. The two analyses also help generate opportunity and threat data. Furthermore, internal analysis was carried out using data from the results of the Sixtrees business incubation report that had been done previously. The data taken is data related to the four functional management (Glueck et al. 2003). The results of the analysis are in the form of strengths and weaknesses as well as CPM.

Table 1. Data collection method

Analysis	Instrument	Data Type	Method	Result
PESTEL analysis	Strategic issues related to politics, economics, social, technology, environment, and law.	Secondary	Desk research	Opportunities and Threats
Industry analysis	Information related to buyer, supplier, competitors, substitutes	Secondary	Desk research	Opportunities and Threats, Key Success Factors (KSF)
Customer analysis	Evaluative Criteria to Purchase Intention	Primary	Survey	KSF
Competitor analysis	Website, Social-media of competitor	Primary	Observation	Opportunities and Threats
Internal analysis	Marketing, operation, human resource, and financial performance	Secondary	Desk research	Strengths, weaknesses, and CPM (competitive profile matrix)
CPM	Marketing, operation, human resource, and financial performance, KSF	Secondary	Desk research	Strengths, weaknesses
SWOT analysis	Strengths, weaknesses, opportunities, threats Sixtrees	Secondary	Desk research	Business objectives
Business objectives	SWOT analysis	Secondary	Desk research	TOWS Matrix

CPM analysis was prepared using the document study method. Internal analysis results and key success factors are combined into CPM aspects (David, 2013). The results of the CPM analysis to design a SWOT analysis. SWOT analysis is carried out by classifying strengths, weaknesses, opportunities, and threats obtained from the results of PESTEL analysis, internal analysis, and CPM analysis. The results of the SWOT analysis to develop Sixtrees business goals. The description of concepts used in this research can be shown in Figure 1.

The method of data analysis in this study is using the content analysis method which is included in the qualitative analysis method. Content analysis is a study that examines the content of printed or written information in the mass media in depth which has the function of analyzing advertisements on television, social media, newspapers, radio news, or other media. In compiling content analysis there are 5 steps, namely organizing and preparing data for analysis, reading all data, coding all data (coding), creating themes and descriptions, and explaining themes and descriptions.

RESULTS

The results of the PESTEL analysis show that from political factors there are opportunities and threats to Sixtrees. Opportunities obtained include recovering the Indonesian economy, the Ministry of Industry encouraging the improvement of the fashion industry, as well as increasing the target of the banking credit ratio for MSMEs to 30 percent in 2024. Threats are that the inflow of goods is hampered due to government policies to close 132 entry points to Indonesia. From economic factors, the opportunity that is obtained is that the Indonesian e-commerce market in ASEAN has the potential to grow to USD 124 billion. Meanwhile, the threat is the price of cotton raw materials which has soared in the international market, as well as 12 million MSMEs running their business online in Indonesia. Opportunities from social factors are that consumers in Indonesia prefer shopping online to offline, the percentage reaches 74.5 percent, and social media users in Indonesia increase by 12.35 percent in January 2022. The threat from social factors is the low percentage of loyalty level of e-users commerce, which is only 42 percent.

In terms of technology, the opportunity is the rapid development of technology in Indonesia, while the threat is that 8.4 billion e-commerce users' data has been hacked and uploaded to hacker forums. From environmental factors, the opportunities that are obtained are non-plastic product packaging and the threat is that one of the most damaging factors to the environment in the global economy is the fashion industry, and one of the plastic wastes in Indonesia comes from clothing product packaging. Meanwhile, from legal factors, the opportunity is Law no. 8 of 1999 concerning Consumer Protection, and the ITE

Law which regulates the dissemination of information and transactions carried out electronically, while the threat is the issue of online shopping regulations that cannot provide discounts at will in e-commerce. Table 2 explains the details PESTEL analysis.

Based on the results of Porter's Five Forces analysis (Table 3), it can be concluded that the threat from new entrants is high due to the ease of entering the industry and a large number of new entrants. In addition, the required technology is also easy to obtain and the investment costs are relatively low. The threat of substitute products is quite high because people tend to still choose clothing products with normal sizes and there are several substitute products that are easy to obtain. Meanwhile, the bargaining power of suppliers is low because the cotton combed 20s series is still difficult to find in Jakarta. The bargaining power of buyers is high because online clothing lines are quite familiar to the public, prices offered by newcomers are lower so switching costs are quite high, and online shopping site users continue to increase in Indonesia. Competition between competitors is quite high because there are many players in the online shop sector, high promotional competition, and offers made by competitors who are well known to many people,

making it difficult for new players to compete.
Customer analysis

Customer analysis was carried out using survey results that were obtained during the preparation of the incubation report at the end of 2021. Out of 100 questionnaires distributed, 81 Sixtrees customers responded. Based on the results of the questionnaire, Sixtrees customers are dominated by the millennial generation aged 21-30 years with a percentage of 85.2 percent. The domicile of Sixtrees customers comes from the city of Bekasi with 49 people with a percentage of 60.5 percent and DKI Jakarta with 22 people with a percentage of 27.2 percent. Customers know the Sixtrees brand from 33 friends/family and 32 from social media (Instagram). Furthermore, the level of customer loyalty can be measured by the level of product purchases more than once with a total of 19 people with a percentage of 23.5 percent and the rest only buy the product once. This indicates that the level of customer loyalty is low. The first impression after using clothing products is dominated by the opinion that Sixtrees clothing is comfortable to use with a percentage of 35.8 percent or as many as 29 customers.
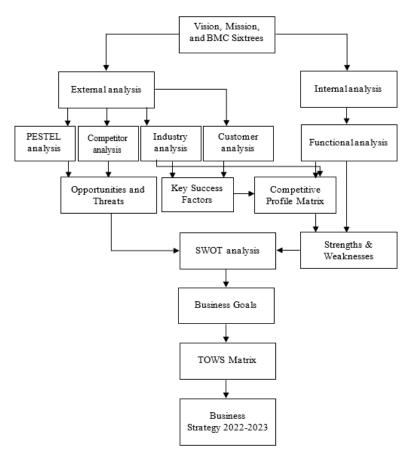

Figure 1. Research framework

Table 2. PESTEL Analysis

	Facts	Opportunities	Threats
Politic	government policy through the Ministry of Home Affairs encourages the improvement of the fashion industry in order to restore the Indonesian economy (national.co.id)	fashion retailers can take advantage of facilities from the government to develop their business while participating in recovering the economy (O1)	-
	government policy to close 132 entry points for goods to Indonesia (kemlu.go.id)	-	fashion retailers will be hampered and can create a shortage of raw materials or the worst situation can cause internal conflicts. (T1)
Economy	The Ministry of Cooperatives and SMEs is targeting an increase in the bank's credit target for MSMEs from 20 percent to 30 percent in 2024 (liputan6.com)	fashion retailers can take advantage of business loans for business financing with low interest (O2)	
	In 2025, the growth of e-commerce in Indonesia is predicted to become a champion in ASEAN with a total value of USD 124 billion (liputan6.com)	MSMEs and market players have the opportunity to increase product sales due to digital transformation (O3)	
	The Indonesian Textile Association (API), stated that the domestic textile and clothing industry will slowly increase product selling prices due to the skyrocketing price of cotton raw materials in the international market (ekonomi.bisnis.com)		Increase in selling price due to increase in raw price of imported cotton (T2)
	the number of MSMEs in Indonesia has reached 12 million, most of which operate their businesses online and will continue to increase every year (Bekraf, 2021).		increasingly fierce competition in the industry (T3)
Social	74.5 percent of consumers prefer to shop online than offline (liputan6.com)	the more advanced the world of online shopping in the future (O4)	
	An increase of 12.35 social media users from 2021 to 2022. (dataindonesia.id)	The continued increase in social media users in Indonesia (O5)	
	42 percent of e-commerce users still have a low level of loyalty. (kompas.com; Ika, 2022)		Low customer loyalty has the potential to reduce revenue (T4)
Technology	Digital innovation in Indonesia continues to develop along with technology in payment methods (COD and transfers) (kompas.com; Ika, 2022)	Online shopping is easier because of the rapid development of technology. (O6)	
	8.4 billion e-commerce user password data leaked and uploaded on the hacker forum (katadata.co.id)		potential customers are more careful in making purchasing decisions through online sites (T5)
Environment	In 2018 the Environmental Protection Agency estimates that 11.3 million tonnes of textiles, most of which are clothing, end up in landfills. (kompas.com)		the fashion industry has the greatest opportunity to damage the environment (T6)
	Plastic waste in Indonesia reaches 66 million tonnes per year, one of which is from packaging for clothing products (liputan6.com)		Plastic waste from clothing products is bad for the environment (T7)
	Some clothing stores have used cloth-based tote bags or tote bags instead of plastic (liputan6.com)	The use of cloth bags can combat the unresolved problem of plastic waste (O7)	
Law	UU no. 8 of 1999 concerning Consumer Protection contains the rights of sellers, including determining prices and receiving payments according to the agreement, and receiving legal protection from actions that have bad intentions	Fashion retailers can get legal protection in selling (O8)	
	The ITE Law regulates all electronic transactions and information dissemination.	Fashion retailers can use electronic documents, information or printouts as valid proof of sale and purchase (O9)	
	Regulations in the ITE Law regarding online shopping sites can no longer provide arbitrary discounts		The promotion strategy by giving discounts makes business people need to rethink their marketing strategy so that it stays within their budget (T8)

Table 3. Porter's Five Forces analysis

Forces	Analysis	Key Success Factors	Low/ High	O/T
Threats of new entrants	Investment costs are relatively low	Small business capital	High	T
	Many competitors selling in the same line	Product differentiation		
	Sources of raw materials are easy to obtain	Availability of raw materials		
	The process of applying for an online retail fashion shop business license is easy	-		
	Technology to run an online fashion retail business is easy	-		
Threats of substitutes	Lower prices for substitute products	Customer loyalty	Low	T
	Limited availability of substitute products			
	Consumers in the market prefer substitute products (normal size t-shirts, jackets, etc.)	Product quality		
Bargaining power of suppliers	Raw material suppliers provide fairly stable prices, but prices can change at any time	-	High	O
	Suppliers offer many substitutes raw materials making it easier to change decisions	-		
	The number of suppliers of cotton combed 20s is still limited	-		
Bargaining power of Buyers	Online clothing brands are quite familiar in society	Promotion strategy	High	T
	Users of online fashion retail shopping sites in Indonesia continue to increase			
	The prices offered by new clothing brands are lower	Competitive price		
Rivalry among existing competitors	There are quite a lot of competitors in the online fashion retail industry	Product design	High	T
	Offers made by competitors who already have brand names make it difficult for newcomers to compete	Promotion strategy		
	Many competitors are moving both online and offline	Location		

Competitor analysis

competitor analysis was conducted by comparing Sixtrees with its two main competitors who have the same business characteristics, such as running their business online, offering oversized clothing products, and in the same market scope. Thus, the competitors that will be used in the competitor analysis are local Indonesian clothing line brands, namely Adler (Instagram @adler.studios) and Izzel (Instagram @izzel.c). Based on competitors' observations, it can be concluded that Adler runs its business through social media, e-commerce, and has a business website. Consistently offering oversized clothing products since 2015 and managed to get 91 thousand followers on Instagram as of June 2022. Meanwhile, Izzel has been running its business online since 2019. Izzel also offers oversized clothing and sells its products on social media and e-commerce.

Apart from the clothing production process, there are several operational activities carried out by Sixtrees. Maintenance of supporting equipment is also carried out, namely equipment for shipping purposes, product storage, to marketing content needs. Among them are duct tape, markers, pens, material scales, scissors, to storage boxes. Maintenance of supporting equipment is carried out regularly every month. In terms of product delivery, customers can use online logistics and motorcycle taxi services that are easy to find. This is done so that customers feel comfortable and easy in choosing the shipping facility they want to use. In terms of the payment process, transactions using bank transfers and payments via e-commerce platforms are available.

From the aspect of human resources, Sixtrees creates Key Performance Indicators (KPI) to maintain the pace of business activities for each division so that they can see which aspects are not suitable. The following is the Sixtrees KPI that is broken down into several performance indicators as per divisions (Table 4).

Table 4. Key Performance Indicators

Division	Performance Indicator	Performance		
		1	2	3
Marketing	- Sales target achieved	- Sales target not reached	- Sales target achieved	- Sales exceeded the target
	- Design marketing strategy and budget	- There is no marketing strategy plan and budget	- Not all of the marketing strategy plans and budgets have been implemented	- All marketing strategy plans and budgets are implemented
	- Actively providing content on social media and e-commerce platforms	- Passively provide content on social media and e-commerce	- Actively providing content on social media and e-commerce platforms	- Very active in providing content on social media and e-commerce
	- Building good interactions with customers	- Not building good interactions with customers	- Build good interaction with some customers	- Build good interactions with all customers
Operation	- Good raw materials and products and pass quality control	- Raw materials and products are bad and do not pass quality control	- Average raw materials and products are good and pass quality control	- All raw materials and products are good and pass quality control
	- Products are available at business locations according to the schedule	- Products available at business locations are not on the schedule	- Products are available at business locations according to the schedule	- Products are available at business locations ahead of schedule
	- There are no complaints from customers about the product	- Complaints from customers about products	- There are no complaints from customers about the product	- Customers give praise about the product
Finance (Hisrich, 2020)	- Timely financial reports	- Financial reports are not generated	- Financial reports are made but not on time	- Timely financial reports
	- Increased company finances	- The company's finances are declining	- Stable company finances	- Increased company finances
	- Maximum controlled company funds	- Uncontrolled company funds	- Controlled company funds but not optimal	- Maximum controlled company funds
Human Resource	- Preparation of evaluation reports for each division	- Evaluation report for each division is not made	- Late evaluation report for each division	- Evaluation reports for each division are made monthly

Based on Table 4, there are points in the performance column. These points indicate the level of success of each division. Point 1 indicates that the division's performance was not carried out or did not reach what was expected. Point 2 indicates that the performance results obtained by each division are average. Point 3 indicates that the performance of each division was carried out and achieved what was expected.

The results of the analysis of financial aspects carried out several methods such as cash flow and Net Present Value. Financial analysis was obtained from the results of sales during the incubation period which was carried out from April to June 2021. From the results of the cash flow analysis, during the incubation period, Sixtrees started with a capital of IDR 5,000,000 and managed to earn a total income of IDR 14,277,000, while total expenses originating from costs for production, packaging, promotion, and operations reaching IDR 11,920,000. From the results of the Net Present Value (NPV), Sixtrees got a positive NPV value of Rp. 8,467,000 which concluded that the business was able to provide a profit of Rp. 8,467,000 and was good enough if you look at the NPV results obtained.

Next, CPM analysis by comparing Sixtrees with two Sixtrees competitors that have been discussed in the competitor analysis. Each brand has an optimal value of 4 and the lowest value of 1. The value weighting is obtained from the results of observing document studies based on several reasons. In the CPM table, there are also critical success factors that contain the key success factors obtained by responding to the results of Porter's Five Forces analysis. Other factors are also obtained from the results of customer analysis to measure the

customer's perspective. Based on Table 5, Adler gets the highest CPM matrix result of 3.55, followed by Izzel at 3.02, and Sixtrees at 1.92. The conclusion from the results of the CPM matrix is that Sixtrees is still below its competitors in terms of competitive profile.

The results of the SWOT analysis were obtained from previous external and internal analyzes. The SWOT factor consists of four factors, namely Strengths, Weaknesses, Opportunities, and Threats. The following are the results of the SWOT analysis obtained:

Analysis of business targets is structured so that Sixtrees' goals in designing business strategies are identified so that the business objectives to be achieved are in accordance with the designed business strategy. Business goals are obtained from the results of identifying the strengths, weaknesses, opportunities, and threats of Sixtrees. The following are Sixtrees business goals:

1. Generate product sales twice higher than during the incubation period or the monthly product sold;
2. The number of Sixtrees followers on social media Instagram reached 10k in the second quarter of 2023;
3. Customer loyalty increases with the formation of repurchase intention;
4. Able to achieve financial freedom in 2023, where Sixtrees does not need to think about business capital issues but the business can continue to grow.

The results of the SWOT analysis are compiled for grouping and adjusting the design of alternative strategies that will be obtained using the TOWS matrix.

Here is the TOWS Sixtrees matrix (Table 6).
Based on Table 6, alternative strategies are obtained from the results of crossing external and internal factors. External factors involve O (Opportunities) and T (Threats), while internal factors involve S (Strengths) and W (Weaknesses). S is the factor of excellence and strength that Sixtrees has compared to its competitors. W is Sixtrees' weakness compared to its competitors. Alternative business strategies will be obtained after crossing these two factors with external factors consisting of O and T. SO is a choice of business strategies that take advantage of opportunities that are owned by using the advantages or strengths of a company. WO is a business strategy choice regarding steps to minimize weaknesses or deficiencies that a company has so that opportunities are obtained. ST is a business strategy choice to prevent companies from existing threats by utilizing strength. Whereas WT is a business strategy choice to prevent or reduce existing threats by reducing the deficiencies or weaknesses possessed by the company.

From the results of the analysis of alternative strategies using the TOWS matrix, the strategies are grouped using the Ansoff matrix method. The grouping consists of product development, market development, market penetration, and diversification. This strategy grouping is carried out to facilitate the determination of priority strategies and the preparation of a timeline for operating business strategies so that before implementing a business strategy, its implementation can be assessed first. Here is a detailed explanation.

Table 5. Competitive Profile Matrix (CPM)

Key Success Factors (KSF)	Weight	Sixtrees		Izzel		Adler	
		Rating	Score	Rating	Score	Rating	Score
Product differentiation	0.1	2	0.2	3	0.3	2	0.2
Fund	0.15	1	0.15	3	0.45	4	0.6
Availability of raw materials	0.125	2	0.25	3	0.375	4	0.5
Product Quality	0.1	2	0.2	3	0.3	4	0.4
Customer loyalty	0.09	1	0.09	3	0.27	4	0.36
Price	0.07	3	0.21	2	0.14	3	0.21
Promotion	0.095	2	0.19	3	0.285	4	0.38
Product design	0.09	3	0.27	4	0.36	2	0.18
Promotional content	0.1	2	0.2	3	0.3	4	0.4
Store location	0.08	2	0.16	3	0.24	4	0.32
Total	1		1.92		3.02		3.55

Table 6. TOWS Matrix

	Strengths (S) S1 Product Quality S2 Affordable price S3 Personal art branding S4 Practical payment and purchase processes S5 Unique design S6 Easy maintenance of sales equipment S7 Fast product delivery S8 Clothing products for everyday wear	**Weaknesses (W)** W1 Low level of customer loyalty W2 Low brand awareness W3 There are products whose quality does not meet the standard W4 There are no employees yet W5 Product promotion is still less competitive than competitors W6 Availability of raw materials from suppliers is limited W7 Small capital W8 Products are easily imitated by competitors
Opportunities (O) O1 The Ministry of Home Affairs encourages the improvement of the fashion industry. O2 Increasing the target of bank credit ratios for MSMEs to 30% in 2024. O3 Indonesia's e-commerce market in ASEAN has the potential to grow to USD 124 billion. O4 consumers in Indonesia prefer shopping online, reaching 74.5%. O5 social media users in Indonesia increased by 12.35% in January 2022 O6 The rapid development of technology in Indonesia. 07 Non-plastic product packaging. O8 Law No. 8 of 1999 concerning Consumer Protection. O9 UU ITE regulates the dissemination of information and transactions conducted electronically.	**SO STRATEGIES** 1. Make clothing product designs that are of interest to the millennial generation (S1, S3, S5, S8, O4, O5). 2. Creating interesting and up-to-date content that is relevant to millennials through social media by using paid advertising features to endorsements. (S3,S8,O3,O4,O8). 3. Creating environmentally friendly packaging for all Sixtrees products to increase the value of product packaging. (S3,S5,O7).	**WO STRATEGIES** 1. Seek capital funding from the ministry through KUR (People's Business Credit) to improve the quality and quantity of marketing activities so that the sales rate is more stable than before. (W1,W2,W5,W7,O2,O4). 2. Holding a bazaar that offers product bundling of the old season with the new season every month. (W2,W3,W5,O3,O4). 3. Create viral content that features designs and materials that have Sixtrees identity details. (W2,W5,W7,05,O6,O9).
Threats (T) T1 The inflow of goods is hampered due to the government policy to close 132 entry points to Indonesia. T2 The price of cotton raw materials shot up in the international market. T3 12 million MSMEs move their business online in Indonesia. T4 Low percentage of e-commerce user loyalty, which is only 42 percent. T5 8.4 billion e-commerce user data was hacked and uploaded on hacker forums. Q6 One of the most environmentally damaging factors in the global economy is the fashion industry. T7 One of the plastic wastes in Indonesia comes from clothing product packaging. Q8 Regulatory issues Online shopping sites cannot provide arbitrary discounts in e-commerce.	**ST STRATEGIES** 1. Making premium products with higher quality or limited editions to be able to increase the selling price by beautifying the shape and type of innovative product packaging. (S1,S3,S5,T2,T3). 2. Buy raw materials for clothing in larger quantities so as to reduce production costs. (S1,S2,T1,T2,T6).	**WT STRATEGIES** 1. Invest 20% of sales profit so that profits can grow and become additional funds when raw material prices increase in the future. (W2,W7,T1,T2). 2. Maintain customer loyalty by providing the latest information about Sixtrees through broadcast messages and being active on social media. (W1,W2,W5,T3,T4).

Product Development

Marketing strategies grouped as product development are as follows.
1. Make clothing product designs that are of interest to the millennial generation;
2. Making premium products with higher quality or limited-edition products in order to increase the selling price by beautifying the shape of innovative product packaging;

3. Creating environmentally friendly packaging for all Sixtrees products to increase the value of product packaging. The next debate is a tug-of-war between commercial interests and sustainability interests so that fashion retailers are sometimes caught in the middle, namely between producing products that have a long-life cycle to answer sustainability needs while still being able to answer commercial aspects. According to the research results of (Goworek

et al. 2020); Claxton and Kent, 2020,), a product development manager is expected to be an agent of change in creating sustainable fashion products. Government support is needed as a policymaker through efforts to provide attractive incentives. In the future, Sixtrees is interested in developing fashion products that are environmentally friendly or known as slow fashion. Many research figures define Slow fashion as long-lasting, locally manufactured clothing, primarily made from sustainably sourced fair-trade fabrics. According to the study of Stefko and Steffek (2018), the challenge of adopting slow fashion is an effort to adapt to many things including technologies, sustainable challenges, and multichannel retailing. The study also emphasizes the biggest challenge in responding to the big ambition that fashion products must be commercial while still being considered attractive by Omni consumers who are concerned about social and environmental issues.

4. Invest 20% of sales profits so that profits can grow and become additional funds when the price of raw materials for the production of new products increases in the future.

Market Penetration

Marketing strategies grouped as market penetration are as follows.

1. Creating content that is interesting, up-to-date, and relevant to the millennial generation through social media by using paid advertising features to endorsements. This rationale is in accordance with a study by Dewi et al. (2021) that emphasizes the use of online media as a promotional strategy tool will minimize the use of costs, time, and effort expended by the company.

2. Buy raw materials in larger quantities so as to reduce production costs;

3. Maintain customer loyalty by providing the latest information about Sixtrees through broadcast messages and being active on Sixtrees social media;

4. Holding a bazaar that offers product bundling of the old season with the new season every month;

5. Create viral content that features designs and materials that have Sixtrees identity details. This viral content could boost sales through the inducement of impulsive buying behavior. Fashion products are closely related to impulse shopping buying behavior, so fashion retailers need to develop a series of ways to address these impulse

needs. Studies from Ratu et al. (2021) states that impulse buying behavior of fashion products can be aroused by lifestyle related to fashion, involvement in fashion, and hedonic needs in fashion.

The first priority of the marketing strategy is market penetration since limited funds are owned by the company. Moreover, Sixtrees also still has unfinished clothing materials and unsold products, so it's better to sell them first. This type of strategy also perceives as lower risk than other strategies theoretically.

The second strategy to be prioritized is product development. This strategy is carried out at the end of the planning period since customers can have a choice of clothing products after the market penetration strategy is carried out with sufficient funds provided. Table 7 describes the implementation of the identified strategies. Implementation is divided into quarters, abbreviated as Q. Q1 starts from January to March; Q2 from April to June; Q3 from July to September; and Q4 from October to December.

Managerial Implications

Based on the research results, several managerial implications are recommended to be taken by fashion retailers , including design the products based on consumer preferences; create interesting, up-to-date, and relevant content that match target market through social media; maintain customer loyalty; and create viral content that features its design and material to induce impulse buying behavior.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

From the results, it can be concluded that there are still many external factors that need to be improved since Sixtrees is still unable to compete with its two direct competitors that offer similar clothing products. Researchers have conducted a market survey that aims to find out the customer's perspective in order to develop an effective business strategy. For internal factors, researchers conducted an analysis that included four management aspects, namely marketing, operations, human resources, and finance. The results of the analysis, Sixtrees is still unstable in these four aspects.

Table 7. Timeline of Implementation Plan

Activities	Schedule						Group of Strategy
	2022		2023				
	Q3	Q4	Q1	Q2	Q3	Q4	
Holding a bazaar that offers product bundling of the old season with the new season every month.	v						Market Penetration
Create viral content that features designs and materials that have Sixtrees identity details.	v						Market Penetration
Maintain customer loyalty by providing the latest information about Sixtrees through broadcast messages and being active on Sixtrees social media.		v					Market Penetration
Creating content that is interesting and up to date and relevant to the millennial generation through social media by using paid advertising features to endorsements.		v					Market Penetration
Buy raw materials for clothing in larger quantities so as to reduce production costs.			v				Market Penetration
Seeking capital funding from the ministry using KUR (Kredit Usaha Rakyat) to improve the quality and quantity of marketing activities so that the sales rate is more stable than before.			v				Market Penetration
Invest 20% of sales profit so that profits can grow and become additional funds when raw material prices increase in the future.				v			Market Penetration
Create clothing product designs that are in demand by millennials.				v			Product Development
Making higher quality premium products or limited-edition products in order to increase the selling price by beautifying the shape of innovative product packaging.					v		Product Development
Creating eco-friendly marketing for all Sixtrees products to increase the value of product packaging.						v	Product Development

Recommendations

Sixtrees is expected to be able to compete better in the fashion retail industry, gain a wider market, and achieve business goals more efficiently. Moreover, Sixtrees needs to implement a business strategy that has been prepared according to the timeline that has been made so that business goals can be achieved and measured properly. In addition, Sixtrees needs to optimize its online promotional strategy since it is the key success factor in this industry as stated by previous research from Dewi et al. (2021) that emphasizes the importance of online promotion strategy. For future researchers who will conduct similar research, they could use different perspectives or concepts of business strategy that are more extant and relevant to different industries' studies.

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