

Halal Fashion Industry Competition Strategy Analysis (Clothes) in Face Challenges in the Era of Globalization

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ABSTRACT

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The clothing industry in Indonesia plays a significant role in the national economy, contributing to both employment and GDP growth. However, with increasing globalization and market competition, both locally and internationally, clothing companies face substantial challenges. This study aims to analyze the strategies employed by Indonesian clothing companies to navigate competition in the industry. By utilizing SWOT and Porter's Five Forces analyses, this research identifies key internal and external factors influencing competitiveness. The results indicate that strategies such as product innovation, cost efficiency, digital marketing, and responsiveness to consumer trends are essential for companies to maintain and expand their market share. The study also highlights the importance of adapting to market changes and consumer behavior, especially in the digital era. This research provides valuable insights for Indonesian clothing companies to enhance their competitiveness in both domestic and global markets by diversifying strategies that leverage competitive advantages. Additionally, the findings offer policy recommendations to improve the industry's sustainability and global competitiveness.

INTRODUCTION

Industry clothes in Indonesia has to be wrong One sector key in the economy, serves as one of the main contributors to Domestic Product Gross (GDP) national And create Lots field Work. This sector involves a variety of activities, ranging from raw material production, textile processing, until distribution and marketing of the final product, all of which are the foundation for the manufacturing industry in Indonesia. In addition to meeting the needs in country, Indonesia Also acknowledged as Wrong One country exporter clothes that competitive in Asia Southeast, with products Which has penetrate global market, including European countries, the United States, and the Asian region. In context growth economy which continues moving dynamically, The clothing sector has great potential to continue to grow, both in terms of production and consumption (Yosita et al., 2017).

Behind these promising opportunities, the clothing industry in Indonesia is also face various challenge Which complex. With the increasing openness of the global market due to the process of globalization and trade liberalization, many company clothes foreign Which enter market Indonesia, offer diverse product with price Which very compete. This competition No only come from brand local, but Also from brand international that has experienced And own superiority in matter production efficiency, economies of scale, and extensive marketing networks. Coupled with technological advances that change business patterns and consumer behavior, This challenge is getting tougher. In today's digital era, consumers are becoming more selective, paying attention to quality and fashion trends, and have wider access to a

variety of product choices from various brands and countries through retail conventional And platform e-commerce (Kasus, 2017).

Furthermore, ever-changing market conditions and increasing consumer expectations force companies in the apparel industry to continue to innovate and adapt quickly. Aspects such as innovation in product design, efficiency in production processes, optimal supply chain management , as well as marketing based on digital become crucial for company who want to survive and excel in the market. In addition, external factors such as government policies on taxation, import regulations, and labor-related provisions also impact the competitiveness of companies. In recent years, the Indonesian government has taken various steps to support the apparel industry through incentives and regulations designed to improve the competitiveness of local companies at the international level. However, challenge related cost production Which tall, especially on imported raw materials and labor, are still obstacles that must be faced by local companies (Dan, 2020).

To help companies face competition and increase competitiveness, this study aims to analyze the strategies implemented by clothing companies in Indonesia. Using the SWOT (Strengths, Weaknesses, Opportunities, and Threats) and Porter's Five Forces analysis methods, this study attempts to identify internal factors that are the strengths and weaknesses of the company, as well as external factors that are opportunities and threats in competition. SWOT analysis allows companies to understand superiority competitive Which owned as well as evaluate weaknesses that need to be fixed, while Porter's Five Forces analysis provides broader insight into the level of competition in the market, including threats from substitute products, supplier bargaining power, buyer bargaining power, potential entry of new competitors, and competition between existing companies (Naufal Eryogia et al., 2024).

With a deeper understanding of market conditions and competitive dynamics, it is hoped that this study can provide strategic recommendations that are useful for clothing companies in Indonesia. Innovative and adaptive strategies are expected to increase the company's competitiveness, both in the domestic and global markets. The results of this study will not only help companies in determining more effective business strategies, but also provide input to stakeholders in designing policies that support the development of the clothing industry in Indonesia. Ultimately, the implementation of the right strategy is expected to optimize the potential of the Indonesian clothing industry to achieve sustainability, increase global competitiveness, and contribute to national economic growth (Kurniadi et al., 2017)

METHOD

This research uses a qualitative approach with a case study design to analyze the competitive strategies employed by clothing companies in Indonesia. The research involves a thorough review of relevant literature, including academic articles, industry reports, and case studies of Indonesian clothing companies, to understand the factors that affect competitiveness in the clothing sector. Data is collected through a combination of secondary sources such as market reports and published studies, as well as direct observation of the industry practices. Additionally, in-depth interviews with industry experts, business owners, and managers of Indonesian clothing companies will be conducted to gain insights into the strategies they

implement to respond to market competition. Thematic analysis will be used to identify the key factors influencing the success of these strategies, and the findings will be used to provide recommendations for improving competitiveness in the local and global markets. The research focuses on both external factors, such as market conditions and consumer trends, and internal factors, such as innovation and operational efficiency, to develop a comprehensive understanding of the competitive landscape in Indonesia's clothing industry. This method allows for a detailed examination of how businesses in the clothing sector manage competition and make strategic decisions that impact their success.

RESULT AND DISCUSSION

A. Understanding Competition Business

Basically, business competition is a race between companies to attract customers by providing the best offers, both in terms of price and quality of products or services. Both individuals and organizations can engage in competition to achieve predetermined goals, such as improving their position in the market or gaining recognition for their performance. In management competition business consists of from:

1. Healthy competition is a situation where companies each other compete For to achieve the purpose, However remain within ethical corridors and do not harm consumers or competitors.
2. Race slit throat neck (cut throat competition). Type This unhealthy competition involves the struggle for the market between several companies that carry out the same business. leading to the use of all method Which Possible For to drop opponents, so that one of them is thrown away and the other is sold at below the current market price (Urpida, 2018).

B. Analysis Competition

Competition between companies engaged in the same field often has an impact that is very important in formulating strategies. Strategy steps taken by companies to be successful if they have a competitive advantage in the system. This matter is considered important because consumers can access the product information they want (Anpel Rizaldy, 2023).

"Consumer Attitudes towards New Circular Models in the Fashion Industry", consumers are identified as the main drivers of the transition process towards a circular economy. Businesses must be able to compete and win the competition in this digital era because the competition is very tight, especially in the main market areas. There are three approaches available that can be used to compete, for example:

1. Becoming a supplier with prices lower than the market (low cost company)
2. Do sorting with method focus One products that cannot be served by competitors
3. Changing its market or service strategy so that this industry can be known for its unique characteristics (JASMINE, 2014).

Some things that can be done by companies that have received Information system support And the ability that good at supporting the above strategies and more.

Managing the supply chain to create a system that connected and efficient with “Customer Perception and Reaction” and by building a good information system Company website related to products Services sold to the market. So the company can compete and win. To compete in business, the company must own superiority competitive (profit). Matter This can be done by providing more value to many customers. competitor Possible offer mark The same like its competitors, but price become more low (Trimajon, 2015)

Industry competition tends to be more intense when the number of competitors increases, the size and capabilities of competitors are more evenly matched and demands for finished goods are reduced and prices are discounted. Therefore That, according to Porter, competition between competitor in industry the same one become strength competitive. In matter This competitor is industry that produces and sells similar products that have the competitiveness to dominate the market. Many other companies are involved in the same field (Anpel Rizaldy, 2023).

C. Development halal fashion in Indonesia

Fashion is a general term found in everyday life. According to the book Fashion Merchandising (1981) by Mary D. Troxell And Elaine Stone, fashion defined as the style that accepted And used by Part big member group at time certain. Fashion now has become A identity for every Muslims in the world have unknowingly become a positive brand for the Islamic community. *Fashion trends* assume that the desires or tastes consumer always changed And innovate, matter This influenced by environment social culture Public And development era moment This. The concept of fashion according to Islamic law has high ethics and values in dressing, namely not only covering parts of the body, but also prioritizing values. in Islam.

Currently, the development of halal fashion trends is not only limited to headscarves or clothing, but also extends to accessories, shoes, and bags that support Muslim fashion. According to Abdurrahman Navis (Deputy Chairperson of Tahfidziyah PBNU East Java (2018), the increasing popularity of the fashion world raises concerns about whether the raw materials used to make it are halal and in accordance with sharia. What is meant by halal here is the raw materials used in its manufacture, which vary from yarn, fabric, dyes, softeners, production processes and production environments. So Muflikhin in his research said that the most important thing in the halal industry is the production process, storage, distribution, trade to buyers are not mixed with illicit goods. Therefore, halal certification is needed for fashion to ensure that halal products reach consumers (Rahayu et al., 2024).

To support the growth and development of the halal industry in fashion, the Indonesian government issued Law No. 1 concerning Halal Product Assurance No. 33 of 2014 with the establishment of the Halal Product Assurance Organizing Agency (BPJPH) which is tasked with guaranteeing the halalness of a product and issuing halal certificates, followed by assessing the quality of product standards based on the Indonesian National Standard (SNI) and ISO (International Organization for Standardization) certification (Daulay et al., 2023)

D. Challenges and Opportunity Industry Halal Fashion in Indonesia

Challenge halal fashion in Indonesia

Behind strong potential growth And development halal fashion Indonesia Of course there is challenge Which must overcome to become a leading global halal producer. These challenges can come from outside (external) and inside (internal). External challenges include:

1. Competition with other more advanced countries, where this competition does not only occur between Islamic countries, but also with non-Muslim countries.
2. There is no valid halal certification worldwide, this is because there is no agreement between countries, especially OIC countries, to set halal standards, where each country has its own criteria.

For challenge internal includes:

1. The categorization of halal fashion products is always combined or integrated with fashion products in general, making it difficult to observe the development of halal fashion exports.
2. The lack of halal awareness (understanding of halal products) among Indonesian society makes them think that... all product Which circulating in market is halal (Sariah & Indra, 2024).

E. Opportunity Industry Halal Fashion

1. Demand and need for halal products: economically Most of the Indonesian population is Muslim and is in the middle class. Middle class believed can bring change big in economy Indonesia, especially related demand for halal products, because they have been able to fulfill their primary needs and return to fulfill their spiritual needs.
2. Various halal products: the existence of halal products aims to meet consumer demand that increases over time due to the increasing preference of the community for halal products. Seeing this opportunity, many countries are developing halal products, Good For need in country and also For in export.
3. Clear legal framework: the government itself has approved Law No. 33 of 2003 2014 on Halal Product Assurance (JPH) confirms that products entering, circulating and traded in the territory of Indonesia must be halal certified. The positive reaction of the community to the implementation of Law No. 33 of 2014 also allows the birth of new regulations to support the JPH Law, so that the potential of the halal product industry can be developed optimally.
4. Export demand: not only at the national level, the global community's preference for halal products is also increasing. increase. Trading global Which positive means that halal export requirements will also increase. Of course, this is a great potential for national economic actors. In principle, Indonesia already has the capital to compete in the global halal product market, including the MUI halal certificate which is recognized worldwide, thus Indonesia has great potential to take advantage of business opportunities in the halal fashion industry (Srisusilawati et al., 2024).

F. Strategy Development Industry Halal Fashion

Fashion halal referring to on clothes Which in accordance with Islamic rules on

cleanliness, safety, decency, and comfort. These qualities are consistent with Islamic principles and beliefs, which include that Muslims must preserve the environment, refrain from self from waste, And share as well as Work The same with others to help shift to circularity and environmental conversion. Any waste that cannot be recycled or absorbed experience by environment must thrown away since beginning. Chain “Circular” supply is limited to producing no waste, but all waste can be recycled back into edible goods (Mayasari & Indriyani, 2016) .

Non-Muslim consumers who want hygienic clothing from the start are another source of demand for halal fashion. On the supply side, halal fashion manufacturers can cater to the Muslim market and untouched non-Muslims by adhering to halal ethics in their production process. One indication that halal fashion ensures a greater market potential is the increasing number of halal fashion production companies that are truly from some of the globally recognized brands today. Along with the changes pattern behavior consumer, pandemic has push a number of company For use practice manufacturing more efficient and implement more ethical and sustainable production sourcing activities. In this sector, sustainability and inclusivity are top priorities (Sumarliah et al., 2022).

Welfare public has affected in a way significant by the ecological damage that has occurred so far. Redesigning the economy as alternative sustainable Which need immediate action has inspire more Lots action prevention damage. Term "economy circular” referring to on theory economy Which operate in a closed circuit, meaning that resources, raw materials and final goods can be used as often as possible while produce as little waste as possible. This implies that, unlike traditionally managed companies, the circular economy can drive greater green growth. Here These are the important aspects of the circular economy that are upheld high by Islamic teachings, standards and values: (1) Protecting environment and nature when sourcing raw materials; (2) Avoiding emotional manipulation of consumers when making purchases; (3) Preventing waste; (4) Creating a market for various used or second-hand products; (5) Prioritizing local resources, such as manpower Work And material raw; If its capacity No sufficient, then it will be developed to produce goods locally, avoiding dependence on Supplier from place Which Far (Maulana & Zulfahmi, 2022).

Protection of life, faith, intelligence, descendants, and wealth are the five (5) main components of maqasid al-sharih. In other words, maqasid al-sharih includes ethical considerations, impact-based investing, and asset management, which produce paradigm new For system economy, public policy management system, and resource management. The relationship between religion and resource sustainability is reflected in the features of the circular economy. All industrial sectors, including the halal fashion business which has been developed commercially using the method economy linear, can use technique This. Framework Circular economy idea work must be applied to restructure the fashion business halal, Which own chain mark in every phase.

A 360-degree approach is used in the planning, design, operation and evaluation stages of manufacturing when the circular economy is used. Idea economy circular use five R in halal fashion industry in the following ways (Gavana, 2015):

1. Reduce is the process of cutting materials using a design that minimizes fabric waste, allowing for more effective use of raw materials while maintaining the same level of quality.
2. Reuse is the process of reusing clothes that are no longer suitable for use as a cover for private parts.
3. Recycle means that clothes that can no longer be used can be handed over to a processing facility or recycled.
4. Recovery that is Processing repeat to in form Which different if it is no longer suitable for the fabric is known as recovery.
5. Repair is repairing clothes that are still suitable for use. Sector textile, Which is source rubbish the biggest second in Indonesia, demands attention from all stakeholders, especially the producers and consumers affected by it. The newly introduced sustainable fashion focuses on the utilization of resources and environmentally friendly upstream and downstream processes. This idea is very much in line with the premise of the Qur'an regarding the etiquette of dressing in Islam. "O children of Adam, indeed We have sent down to you garments to cover your private parts and beautiful garments for adornment," reads QS. Al A'raf verse 32.

As an industry based on Islamic law, halal fashion has the consequence of not only covering the aurat according to Islamic law, but also... Also produce clothes Which beautiful, that is clothes Which made with practices that do not harm the environment and other living things, but also in a way that creates a value chain throughout the manufacturing process in a sustainable manner (Listyadewi, 2023).

G. Study Case Industry Halal Fashion

Annisa, a student University 17 August 1945 (UNTAG), developed Ayysee Collection. Annisa's love for the fashion world, which began during her school days majoring in Fashion Design, and her desire to support the halal fashion sector in Indonesia, became the driving force behind the establishment of Ayysee Collection. The company operated gradually because it did not have any special privileges and grew using the money that Annisa had saved since vocational school because she started a hijab business immediately after graduating. Then, while still a student, she also earned money for her business by participating in Tik Tok competitions, creating FYP (recommended pages or content on the Tik Tok application), And finally attracts a lot of interest client foreigners who interested with Ayysee Collection products, especially from Malaysia and Singapore. At that time, they received an invitation from Shopee to join export Shopee Because Ayysee has fulfil condition set by Shopee exports, which include successfully completing deliveries every day, never being fined, ensuring deliveries arrive on schedule, and generating revenue that can reach tens of millions of dollars over several months. Starting in 2020, Ayysee Collection will be able to export (Sukardjono, 2016).

Marketplaces are the main tactic used by Ayysee Collection to grow their Muslim fashion exports. While there is a slight price difference, buyers from Malaysia and Singapore can purchase their items through Shopee, which facilitates exports.

However, that is where many customers from different countries are interested in Ayysee Collection's items. To reach a larger audience and increase exports, Ayysee Collection is now exploring digital marketing. Trial and error is no doubt Again is part from process production And halal product Ayysee Collections. As example, product inner ninja hatory who has sold more from 10,000 cut in Shopee, made with how to buy the cloth moreover formerly, Then Annisa try it on members family so that, in a number of Sunday usage, can feel the ingredients. Matter This done For see whether the product is more small or Possible more hot, or whether stitches the back is lacking wide, And and so on. Until succeed start debut, Ayysee Collection can Keep going to perfect the product with this way, so that more comfortable And become choice main for for hijabers. Ayysee faces certain challenges in ensuring that its products are halal. Because the fabric is basically still in the form of a product from a manufacturer whose ingredients are unknown, Ayysee Collection does not brave guarantee it 100% or ripe in situation This, even

If according to him That halal God willing Allah.

However, Ayysee Collection is brave enough to guarantee the halalness of some items, such as the voal hijab, because they know what material the hijab is made of. On the other hand, the factory does not fully know what the hijab made of t-shirts is made of. Ayysee Products Collection can reviewed from various corner view Which can be a guideline for understanding halal fashion when compared to Islamic law if the definition of halal fashion in the Qur'an is used. Because exposing the aurat in public is considered tabarruj in Islam and is strictly prohibited by Allah SWT, Ayysee products have fulfilled Islamic law by allowing the hijab to cover the chest. Ayysee Collection has also complied with Islamic law requirements for business ethics, which include selling honestly and reliably while making minimal profits. They do this by implementing the principle of "Bringing you to simple solutions", which aims to help Muslim women or hijabers find clothes Muslim Which stylish And in accordance with Islamic law. Thus, Ayysee can be categorized as a fashion that is beneficial in the last point, which is the goal of Islam. Ayysee Collection can considered has fulfil condition This is because the concept of halal clothing in the Qur'an is closely related to Islamic law and there are ethical or legal requirements for clothing that not only covers the body but also instills moral principles in the concept of clothing.

Social media platforms Facebook, Instagram, and Tik Tok are used as part of the marketing plan for halal hijab products from Ayysee Collection. They are also looking for materials to learn more about target market they And issues Which currently faced by hijabers. In addition, Ayysee Collection also strives to answer current issues, such as how to produce content, appropriate advertising, and goods needed by the world market. Until now, Ayysee Collection has also made efforts to reach various social media platforms in an effort to increase exports. In addition, Ayysee Collection makes many efforts to promote its goods through radio, especially if the FYP effort on Tik Tok results in an export invitation from Shopee, which allows the company to successfully export for the first time.

Ayysee Collection own challenge including error man, which results in product

loss and even wrong delivery when the shipment is sent to the client. As a strategy to overcome this, they considered the words of Bob Sadino, an Indonesian businessman Which move in field industry food And cattle: “Business is not always about money, but business can also be about people's trust.” This is a principle that Ayysee Collection always holds firmly. Therefore, Ayysee Collection strives to offer service customer Which very Good with request Sorry And send repeat goods, together with present, If There is lost or misplaced shipments, even if the buyer does not provide a video of the unpacking. They always apply their belief in business ethics in Islamic law, even though the calculation in this situation is a loss (Rusdah, 2023).

H. Potential Development Industry Halal Indonesia in Middle Global Halal Competition

The halal industry and products in Indonesia actually have very large potential both nationally and globally, not only in the fields of food and beverages, fashion, tourism, Islamic finance and others. Because the halal industry and products involve all aspects of supporting lifestyle and cultural trends that are very broad and also suitable for application with market demand because the Muslim majority is so high. Proven by data, one of which is according to the Mastercard and Crescent Rating 2022 report, that the Muslim population has reached 2 billion or around 25% of the total world population and the largest number of Muslims are in the Asian region. Some of the potential halal industries and products in Indonesia include:

- a. Indonesia Gold 2045
- b. The height mark consumption product halal Public Indonesia
- c. Regulation Law/UU Guarantee product halal
- d. The existence of policy substitution import
- e. It was formed Committee National And Economy Finance Sharia (KNEKS)
- f. Synergy *Stakeholders*
- g. It was formed BPJPH D And LPH
- h. Made easy management certification halal good UMK
- i. The existence of program certificate halal free (HEALTHY)
- j. Support Public
- k. Performance Indonesia in Industry Halal

CONCLUSION

As the halal fashion business in Indonesia is still in its early stages, there is still room for growth, especially on the supply side. Maintaining halal integrity throughout the production process is the primary task of business players in this industry, and must be upheld until the product is delivered to customer. Because convergence process industry And digitalization is a strategy main For transition Which smooth from economy linear to circular economy, then a strategy is needed to implement a holistic approach that is the main orientation in this industry. One of these strategies is through technology. By implementing circular economy practices in the halal fashion industry business approach, starting from the selection or method of obtaining raw materials, the management process material, technology Which used, until strategy marketing to consumer, draft fashion halal And economy circular

can mutually realize their goals. There are several aspects of the circular economy that are in line with Maqasid al-Shariah, namely the goals of Islam.

As time goes by, halal business in Indonesia has grown rapidly. Because the amount hijabers in Indonesia, country This in a way No on purpose has become leader global in design Muslims and has trigger interest For wearing headscarf. Of course just, significant and maximum efforts are needed to optimize and develop halal fashion in Indonesia, namely by collaborating to create a more sophisticated halal fashion business ecosystem. Many smart and promising young designers in the fashion industry can be found in Indonesia itself, so that their different designs can become famous in the international market. For example, Ayysee Collection Which move in field fashion halal has exporting its products to Malaysia and Singapore through Shopee's export market program.

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