

Analysis of Halal Fashion Business Development Strategies in Medan City

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ABSTRACT

The halal industry continues to be an important issue in Indonesia, including in Medan City. This study aims to analyze the development strategy of Umama Gallery Medan halal fashion and formulate effective alternative strategies by analyzing internal and external factors to face competition in the Halal Fashion industry in Medan City. This research uses mixed-method methodology by using SWOT analysis and QSPM approaches. The results of this study indicate that the SWOT analysis of Umama Gallery Medan is in quadrant I which supports aggressive strategies so that the suitable strategy used is the SO (Strength - Opportunity) strategy 1) Develop product variations in accordance with Muslim fashion trends to remain competitive, 2) Expand marketing through e-commerce platforms, and 3) Increase collaboration with influencers and hijabers communities to strengthen brand image. And QSPM analysis, obtained alternative strategies that are suitable for Umama Gallery Medan, namely ST (Strength - Threat) 1) Increase product innovation regularly to anticipate changes in fast fashion trends, 2) Maintain product quality to remain superior to competitors in the midst of intense market competition. The most appropriate alternative strategy for Umama Gallery Medan is the S-O (Strength-Opportunities) strategy with an aggressive growth approach. This strategy includes the development of product variations that align with Muslim fashion trends to maintain competitiveness in the market.

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Introduction

The halal industry is experiencing rapid growth, with expenditures of 1.4 trillion USD in 2017 expected to reach 2.6 trillion USD by 2024.[1] Muslim fashion attracts the attention of designers and Muslims around the world. They desire an elegant style that enhances their appearance, thereby boosting their confidence. Indonesia is now a reference point for this development. Several Muslim fashion designers were born and raised in this country. The hijab community has also emerged as a group that pays attention to and consumes the latest Muslim fashion. This trend serves as a means of fostering brotherhood and generating ideas and movements that support the development of the Muslim fashion world.[2] The number of Muslim residents in the city of Medan is recorded at 1,764,738 people, based on data from katadata.co.id. Referring to that data, the Muslim community generally adopts the halal concept in making fashion choices. Adopting a halal lifestyle is the right of every Muslim to maintain themselves and control morality in various aspects of life.[3]. Halal fashion is a style of dressing that allows someone to appear more modern and stylish while still adhering to Islamic law. Halal fashion has become part of the halal lifestyle, which is currently experiencing high popularity in Indonesia. The impact of this trend on consumers, especially Muslim women, is varied.

The presence of this trend indirectly encourages Muslim women to dress more modestly, which ultimately provides a sense of comfort and safety. [4], [5] Strategy is a plan focused on achieving the company's goals. Strategy not only serves as a conceptual map but also includes operational tactics aimed at ensuring that the products offered are accepted and favored by the market. As a managerial process, strategy aims to achieve specific targets of the company. An ideal strategy ideally has characteristics such as long-term planning, being general, comprehensive, integrated, and capable of adapting to environmental changes. [6] According to Marpaung, strategy is defined as a process of determining value choices and making decisions related to resource utilization, which then results in the organization's



commitment to carrying out future-oriented actions. Meanwhile, according to the Business Dictionary, strategy is a method or plan chosen to achieve the desired future condition, whether in the form of achieving goals or solving a problem. [7] Based on the Republic of Indonesia Law Number 18 of 2002, development is defined as scientific and technological activities aimed at improving the function, effectiveness, or application of existing science and technology, or creating new technology by utilizing proven scientific principles and theories. Development strategy plays an important role in the progress of a company. This strategy serves as an effort to achieve the goals set by the company. Therefore, the formulation of a development strategy cannot be done in just one stage, but rather requires a fairly long process to design a strategy that truly aligns with the needs and characteristics of the company.. [8]

According to previous research conducted by [9], one of the constraints hindering the development of Muslim fashion products at LKP Usi Modist is the limited workforce, which can slow down the production process according to consumer orders. Meanwhile, according to research [10], there are still various obstacles in the development of the halal industry, including policies that have not fully implemented the Halal Product Assurance (JPH), the limited number of halal product certifications and standardizations, and the imperfection of the halal industry development roadmap. As for the research according to [5] One of the challenges in developing the halal fashion industry is maintaining the clean export potential of this industry. The support needed to achieve this is the availability and safety of halal fashion raw materials obtained from halal sources and free from contamination by non-halal materials. Meanwhile, the difference between the previous research and this study lies in the allocation of time and the method used, which in the previous research was the IE matrix analysis and only used SWOT analysis, whereas this study uses the IE matrix analysis with SWOT analysis techniques and QSPM analysis. Umama Gallery Medan is a business engaged in the halal fashion sector, with its flagship products being hijabs and Muslim clothing. Based on the interview results, here are the sales figures for the past year at Umama Gallery Medan from January 2024 to December 2024.

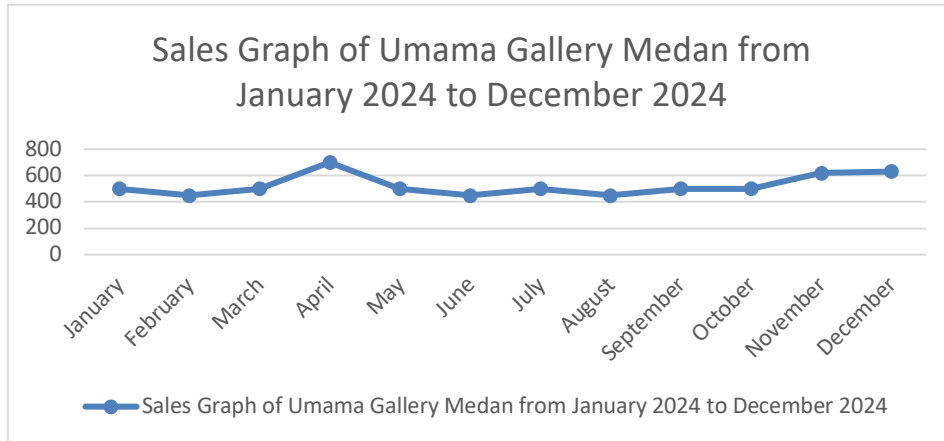


Figure 1. Umama Sales

The sales graph of Umama Gallery Medan from January to December 2024 shows significant fluctuations in the number of halal fashion product sales, particularly hijabs and Muslim clothing. The sales data obtained reflect market dynamics influenced by various factors, including important moments in the calendar, such as religious holidays and specific celebrations. From January to March 2024, sales showed relatively stable figures, with sales reaching 500 units in January and March. However, there was a decline in February with sales reaching 450 units. This decline can be attributed to a lack of demand outside the major holiday celebration period. April 2024 saw a significant surge in sales, reaching 700 units. This increase was triggered by the month of Ramadan and preparations for Eid al-Fitr, where the demand for halal fashion products surged sharply. May to August 2024, sales experienced a decline again, with sales figures ranging from 450 to 500 units per month. This indicates that after the Ramadan period, consumer interest in halal fashion products declines, which may be due to the reduced momentum of celebrations. September to December 2024, sales showed a more positive trend, with sales figures increasing again. In November, sales reached 620 units, and in December, sales increased again to 632 units. This increase can be attributed to the celebrations of Teacher's Day, Mother's Day, and the end of the year, as well as preparations for welcoming the New Year,



during which consumers tend to shop more. Overall, the sales graph of Umama Gallery Medan shows that the sales of halal fashion products are greatly influenced by seasonal factors and celebrations. To increase sales sustainably, Umama Gallery needs to consider more aggressive marketing strategies, especially outside peak sales periods, as well as expand distribution and promotion channels to reach more consumers.

Additionally, the limitation of Umama Gallery Medan's marketing scope is a constraint, as it only markets through Instagram and WhatsApp, without utilizing other e-commerce platforms like Shopee, Lazada, Tokopedia, and several other e-commerce sites. The issue has become a constraint that causes Umama Gallery Medan's sales to remain flat each month, even experiencing a decline if there are no celebrations of major holidays. The main issue in this research is how the right strategy can be implemented at Umama Gallery Medan and which alternative strategies should be prioritized in its execution. Determining effective strategies for the company can be done using a strategic planning approach. This approach aligns with the use of the SWOT (Strength, Weakness, Opportunity, Threat) and QSPM (Quantitative Strategic Planning Matrix) methods, which serve to formulate business strategies and develop appropriate conceptual models in identifying potential strategic areas.[11] Both methods play an important role in supporting the development of the company's strategy in the future. Both methods play an important role in supporting the company's future strategy development efforts. This research aims to develop a Business Development Strategy Plan for Halal Fashion at Umama Gallery in Medan City through SWOT and QSPM analysis.

Additionally, the challenge is the limited marketing scope of Umama Gallery Medan. This means they can only market through Instagram and WhatsApp, and cannot use e-commerce platforms like Shopee, Lazada, Tokopedia, and several others. That problem hampers sales at Umama Gallery Medan, which even decline if there are no major celebrations. The main focus of this research is how the most suitable strategy can be applied to Galeri Umama Medan, as well as which alternative strategies should be prioritized when implemented. The strategic planning approach can be used to determine effective business



strategies. This method aligns with the use of the SWOT (Strengths, Weaknesses, Opportunities, and Threats) and QSPM (Quantitative Strategic Planning Matrix) methods, both of which are useful for developing business strategies and creating appropriate conceptual models to identify potential strategic areas.

Development Strategy, The term strategy comes from the Greek word *strategos*, which originally meant a plan to achieve victory in a military context in the past. Now, the concept of strategy has expanded and is applied in various fields of activity. Strategy can also be defined as planning that is usually carried out by top management, with long-term goals for the organization or company [12] Strategy is a strategic approach designed to help companies outperform competitors in the same industry. Strategy is a potential course of action that requires decisions from top management and the allocation of significant company resources. Strategy is a plan made by a company or organization to achieve predetermined goals. In general, strategy is defined as a meticulous plan to carry out activities in order to achieve specific goals. [13] Business strategy is an approach used to achieve goals, which is often compared to strategy in a game of chess. In this case, the way of thinking, thorough planning, readiness to move, courage to take risks, and the spirit to win the match are characteristics of chess that are highly relevant to business management. [14] To achieve business goals, such as increasing sales and reaching more customers, a proper strategy is needed to target the desired consumers. [15].

From the theory above, it shows that Strategy is a process in determining the direction to be taken by the company, through potential steps supported by decisions from top management and the allocation of company resources to achieve the established goals [16] Development is a conscious, planned, directed, orderly, and responsible effort aimed at introducing, nurturing, directing, and developing a balanced, holistic, and harmonious character based on talent. business development is the responsibility of every entrepreneur or businessman that requires foresight, motivation, and creativity. In the development process, strategy encompasses a series of steps taken by top management to implement changes and development within the organization. This process starts from the current conditions and,



through a series of changes made over a certain period, is expected to achieve better conditions that are more in line with environmental demands.[17] The process of formulating a strategy involves several steps, namely developing the company's vision and mission, identifying opportunities and threats from outside the organization, evaluating the organization's internal strengths and weaknesses, setting long-term goals, formulating various strategic alternatives for the organization, and finally choosing the most suitable strategy to implement. [18]. Some theories regarding business development reveal that business development encompasses various aspects, such as developing business activities, products, sales, consumer base, increasing profits, and enhancing product value.

Halal Fashion. Fashion is the way of dressing that a person wears, whether in daily activities or special events, with the aim of enhancing their appearance. According to Lypovetsky, fashion is a manifestation of change characterized by the rapid turnover of trends, making fashion a means for individuals to express themselves through their clothing choices. [19] Halal (Arabic: *حلال*, translit. *ḥalāl*, lit. 'permissible') refers to anything, whether objects or activities, that is permitted in Islamic teachings, generally in the context of human behavior. Halal fashion is a concept of dressing that follows Islamic guidelines, encompassing clothing products, accessories, and a lifestyle that aligns with Sharia principles. The idea of halal fashion is based on the belief that clothing must meet standards of ethics, modesty, and adherence to Islamic values. Indonesia has a great opportunity to become the world's center for halal business. Based on the State of Global Islamic Economic Report 2021, Muslims globally spend around 2 trillion US dollars.[20] Meanwhile, the State of the Global Islamic Economy Report for 2019–2020, cited in Espos (2023), shows that global Muslim fashion consumption reached US\$283 billion, with an annual growth projection of around 6%. In 2024, global Muslim fashion consumption is projected to reach US\$402 billion, while Muslim fashion consumption in Indonesia remains at around US\$21 billion.[21] The halal industry describes a business sector that must adhere to laws and regulations based on Islamic Sharia. The implementation of halal business and trade introduces a new paradigm, where achieving maximum profit is not the only goal, but must remain in line with the principles of Maqasid



Al-Shariah. As part of the halal industry, the halal fashion sector must also reflect religious practices in all activities of its stakeholders. Allah SWT said: "O children of Adam, indeed We have bestowed upon you clothing to conceal your private parts and as adornment." (QS. Al-A'raf: 32). In addition to being an obligation for Muslims, the use of halal fashion also has the potential to increase the community's income, as the producers of these products usually come from the Muslim community who understand Islamic law. [22]

SWOT analysis is a systematic approach used to identify various factors in order to formulate a company's strategy. This method is used in strategic planning to assess the aspects of strengths, weaknesses, opportunities, and threats related to a project or business initiative. The four elements form the acronym SWOT. SWOT is a combination of internal factors, namely strengths and weaknesses, and external factors, namely opportunities and threats faced by the business world. In general, SWOT analysis is a strategic evaluation tool applied to examine the strengths, weaknesses, opportunities, and threats within an organization, planning, projects, individuals, or business activities [23] SWOT is a method in strategic planning used to help organizations identify internal factors such as strengths and weaknesses, as well as external elements in the form of opportunities and challenges that may be encountered.[24]. SWOT is an effective tool in formulating strategies, where its effectiveness lies in the decision-makers' ability to optimize existing strengths and leverage available opportunities. Additionally, this analysis also serves to reduce the internal weaknesses of the organization and control the impact of potential external threats.[25] Through a SWOT analysis, it can be identified: (1) strengths and opportunities that can be maximized to drive business growth, and (2) various weaknesses and threats that need to be anticipated to avoid potential losses for the business..[26]

QSPM or Quantitative Strategic Planning Matrix is a method used to objectively determine which alternative strategy should be prioritized. QSPM is a strategic analysis tool that allows strategists to systematically evaluate various alternatives, referring to the key internal and external success factors that have been previously identified. [27] In this process, the company needs to determine the most effective and relevant strategy that aligns with both



its internal and external conditions, which is done after going through the input and strategy matching stages. Theoretically, QSPM functions to assess the relative attractiveness of various strategic options based on important internal and external elements of the company. The advantage of this method is its ability to present a sequence of strategies simultaneously or gradually, as well as encouraging decision-makers to thoroughly consider both internal and external factors in the strategy formulation process.

Method

Data collection is carried out through interviews and distributing questionnaires. The questionnaire was distributed to respondents to obtain weights for the IFE and EFE matrices. The collection of questionnaires came from the relevant parties. The population in this study consists of employees and customers of Umama Gallery Medan, totaling 15 people. The sampling technique used in this study employs purposive sampling. Sugiyono (2018) states that purposive sampling is a method of selecting samples based on certain criteria or reasons. The data obtained from the questionnaire are then analyzed and entered into the IFE and EFE matrices according to the research focus. Meanwhile, the data from the interviews are processed to formulate alternative strategies that will be analyzed using the QSPM matrix. The data presentation process is carried out through the use of various matrices, such as the internal-external matrix, IE, and SWOT, which are used to illustrate the analysis results and alternative strategies at the matching stage. The formulated strategies are then presented in several options, with priorities determined based on the highest Total Attractive Score (TAS) value from the QSPM matrix.

Results and Discussion

Umama Gallery Medan is one of the key players in the halal fashion industry in Medan City. Umama Gallery Medan was established in 2018, operating every day from 9:00 AM to 9:00 PM WIB. Its location is very strategic and easily accessible because it is close to the road. In developing the Halal Fashion business at Umama Gallery Medan, it is important to

consider a SWOT analysis in the decision-making and strategic planning process. The development of this business is greatly influenced by various factors, both internal to the company and from the external environment. Here are the results of the analysis of internal and external environmental factors:

Internal Environment Analysis (Internal Factor Evaluation Matrix)

The internal environmental factors aim to assess the condition of Umama Gallery's strategy through the level of strengths and weaknesses, with the calculation of rating values and weights obtained based on the questionnaire results.

Table 1. Internal Factor Evaluation Matrix

Main Internal Factors	Weight	Rate	Average
Strenght			
Having a good reputation	0.12	4.4	0.52
The quality of the material is good and comfortable to use	0.12	4.6	0.55
Products in line with current Muslim fashion trends	0.13	4.8	0.62
Good and responsive service	0.12	4.6	0.55
Competitive Price	0.12	4.4	0.52
Sub Total	0.61	22.8	2.76
Weakness			
Stock delays	0.07	2.8	0.19
Design is less innovative	0.07	2.8	0.19
HR is not yet optimal in task distribution	0.08	2.8	0.22
The employee turnover rate is quite high	0.08	3.1	0.24
Limited in digital technology	0.09	3.6	0.32
Sub Total	0.39	15.1	1.16
Total	1	37.9	3.92

Source: Questionnaire results and data processed (2025)

Table 1 states that the value for the strength factor shows the highest average at 0.62, where Umama Gallery Medan offers a variety of products in line with current Muslim fashion trends. And in the next position, it was found that the products sold by Umama Gallery have good material quality and are comfortable to use. where it can be interpreted that some of

these factors are in a strategic condition that can be well utilized. In the weakness factor, the value for stock delays and less innovative design shows a value of 0.19, where the average respondents disagreed with this factor. However, the limitation in digital technology shows a value of 0.32, which means the average respondents agree that the limitation in digital technology, such as insufficient marketing through e-commerce platforms like Shopee, Lazada, Tokopedia, and other platforms.

External Factor Evaluation Matrix

The external environmental factors aim to assess the strategic condition of Umama Gallery Medan through the levels of opportunities and threats, with the calculation of rating values and weights obtained based on the questionnaire results:

Table 2. External Factor Evaluation Manual

Main Internal Factors	Weight	Rate	Average
Opportunity			
Demand for halal fashion is increasing	0.12	4.2	0.50
The Muslim fashion trend offers great opportunities	0.11	3.9	0.42
The development of e-commerce	0.12	3.9	0.46
The trend of hijabs and muslim clothing is becoming increasingly popular	0.12	4.5	0.54
Collaboration with Muslim influencers and the hijabers community increases brand awerness	0.12	3.9	0.46
Sub Total	0.59	20.4	23.8
Threat			
Competition is getting tougher	0.09	3.2	0.28
The rapid change in fashion trends	0.10	3.5	0.35
Economy condition affect consumer purchasing power	0.07	2.8	0.19
Fluctuations in raw material prices affect selling price of the product Competitor prices are more affordable	0.06	2.2	0.13
Sub Total	0.09	3.4	0.30
Total	1	32.1	3.63



Source: Questionnaire results and data processed (2025)

Table 2 shows the average value of opportunity and threat factors at Umama Gallery Medan with a good rating of 0.54 and 0.30, according to [28] the range of opportunity and threat values, if positioned well, can be utilized by business actors to determine the right strategy by leveraging opportunities to reduce threats. Based on the analysis results, the total strength score shows a higher value compared to the total weakness score with a difference of (+) 1.6. Similarly, the opportunity score has an advantage over the threat score with a difference of (+) 1.13. Additionally, the coordinates of the internal and external factors have been determined based on the obtained data.

Determination of Strategic Positioning Points

According to [11] by calculating the value of strengths minus weaknesses as the result of the S and W axes (X axis), and the value of opportunities and threats as the result of the O and P axes (Y axis), resulting in the following coordinate point for the strategy position of Umama Gallery Medan:

Internal Analysis Coordinates (X):

$$\begin{aligned} &= (\text{Total Strengths} - \text{Total Weaknesses}) \\ &= 2.76 - 1.16 \\ &= 1.6 \end{aligned}$$

External Analysis Coordinate (Y):

$$\begin{aligned} &= (\text{Total Opportunities} - \text{Total Threats}) \\ &= 2.38 - 1.25 \\ &= 1.13 \end{aligned}$$

Finding the coordinate point as follows:

$$(X, Y) = (S - W) ; (O - T)$$

$$(X,Y) = (1.6 : 1.13)$$

The SWOT coordinates are at point X = 1.6 and point Y = 1.13.

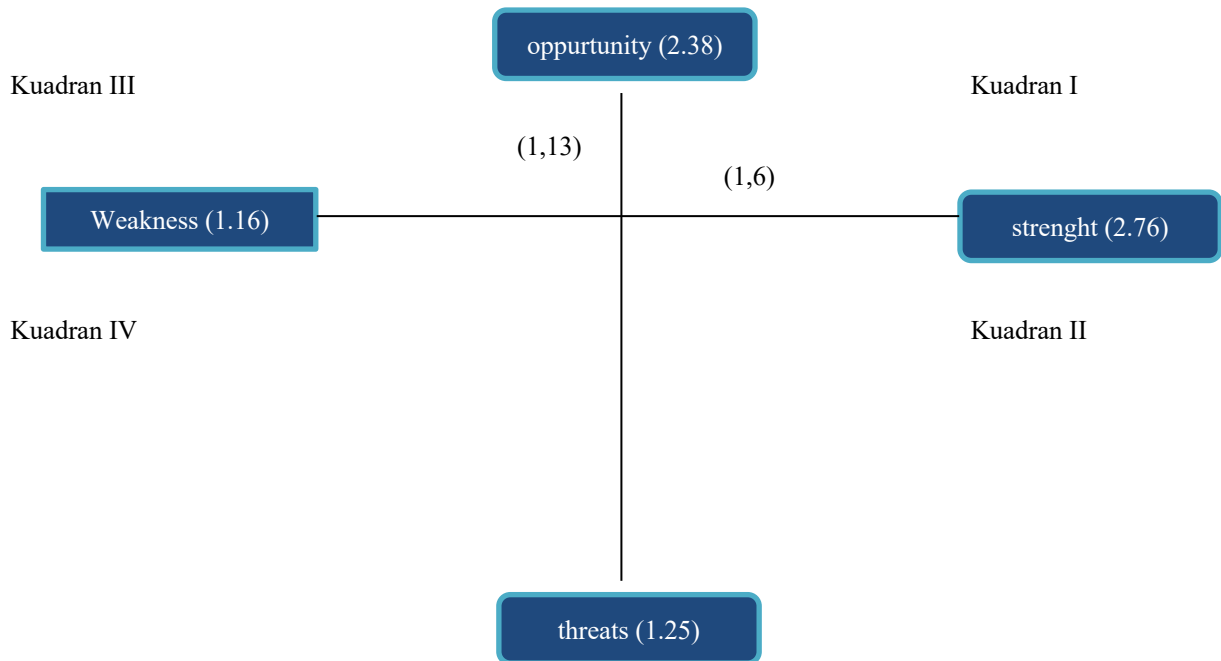


Figure 2. Diagram SWOT analysis results from the processing of internal and external data at Umama Gallery Medan

Quadrant I: In the context of strategic analysis, companies in this quadrant show a favorable combination of significant opportunities and strengths. Therefore, the implementation of aggressive growth policies is necessary to maximize the existing potential. This aggressive strategy aims to support the company's initiatives in leveraging existing strengths and opportunities, thereby driving progress and achieving greater success. Quadrant II: In this position, the company faces various threats but still has strengths that can be used to overcome those challenges. The recommended strategy in this situation is diversification, both in terms of products and markets, leveraging existing strengths to seize long-term opportunities. Diversification serves as a strategy that encourages companies to adapt and transform in order to cover existing weaknesses and seize available opportunities. Quadrant III: In this quadrant, the company has great potential in the market but is also faced with



significant internal weaknesses. Therefore, it is important to selectively choose the right strategy so that these weaknesses do not hinder the utilization of existing opportunities. The appropriate strategy for this situation is to minimize internal issues, so the company can maximize the most promising opportunities. Turnaround strategies can be implemented to support business plans in optimizing existing strengths and changing the direction of the company, especially amidst threats that could disrupt business continuity. Quadrant IV: The situation faced by the company in this quadrant is very unfavorable, marked by poor internal conditions and various external threats. In this context, a defensive strategy becomes a relevant choice, aimed at helping the company survive and excel amidst various risks faced, both from within and outside the organization. This strategy focuses on risk management and maintaining the operational continuity of the company. Based on the diagram analysis, the obtained coordinate points are at the position $(x,y) = (1.6; 1.13)$, indicating that Umama Gallery Medan is located in Quadrant I. This position reflects a very favorable condition, where the company has strengths that can be utilized to optimally respond to available opportunities. Therefore, the most appropriate strategy to implement in this situation is an aggressive growth-oriented strategy, which aims to progressively expand and develop the business.

Determination of Strategy Alternatives

Tabel 3. Matriks SWOT

	Strength	Weakness
IFAS	<ol style="list-style-type: none"> 1. Having a good reputation 2. The quality of the material is good and comfortable to use. 3. The product is in line with current Muslim fashion trends. 	<ol style="list-style-type: none"> 1. Stock delay 2. The design is not innovative enough. 3. Human resources are not yet optimal in task distribution.
EFAS		

4. Good and responsive service
5. Competitive prices

4. The employee turnover rate is quite high.
5. Limited in digital technology.

Opportunity

1. The demand for halal fashion is increasing.
2. The trend of Muslim fashion offers great opportunities.
3. The development of e-commerce.
4. The trend of hijabs and Muslim clothing is becoming increasingly popular.
5. Collaboration with Muslim influencers and hijab communities increases brand awareness.

Strategy S-O

1. Developing product variations in line with Muslim fashion trends to remain competitive.
2. Expanding marketing through e-commerce platforms to reach more consumers.
3. Enhancing collaboration with influencers and hijab communities to strengthen brand image.

Strategy W-O

1. Increasing the use of digital technology to expand marketing and product distribution.
2. Conducting HR training to optimize business management and customer service.

Threat

1. The competition is getting tougher.
2. Rapid changes in fashion trends.
3. Economic conditions affect purchases.
4. Fluctuations in raw material prices affect the selling price of the product.

Strategy S-T

1. Conducting product innovations periodically to anticipate rapid changes in fashion trends.
2. Maintaining product quality to stay superior compared to competitors amidst

Strategy W-T

1. Expanding the marketing network to reach more consumers in order to face increasingly tight competition.
2. Developing production cost efficiency strategies to remain

- | | | |
|--|--|---|
| 5. Competitors' prices are more affordable | tight market competition. | competitive despite fluctuations in raw material prices. |
| | 3. Implementing a competitive pricing strategy while maintaining the quality of materials. | 3. Improving the inventory management system to avoid delays in product distribution. |

Source: Questionnaire results and data processed (2025)

Based on the position of the strategic coordination point, the appropriate strategy for Umama Gallery Medan is in Quadrant I, and from the calculations in the IFE and EFE matrix tables, the highest value is obtained in the strength and opportunity factors (S-O), which is 5. The S-O strategy functions to leverage strengths to seize numerous opportunities, so the alternative strategies that can be formulated for Umama Gallery Medan based on the SWOT matrix table are: 1) Developing product variations in line with Muslim fashion trends to remain competitive, 2) Expanding marketing through e-commerce platforms, 3) Increasing collaboration with influencers and hijab communities to strengthen brand image.

Analysis of the Quantitative Strategic Planning Matrix (QSPM)

Quantitative Strategic Planning Matrix (QSPM) is the final stage in the strategic formulation analysis that serves to determine the best strategic alternatives based on the evaluation results that have been conducted. [29] The formulation of the strategy referred to is the process of selecting the most optimal strategy using the Quantitative Strategic Planning Matrix (QSPM), based on the results of the SWOT analysis that has been conducted. In the QSPM matrix, there are AS (Attractiveness Score) and TAS (Total Attractiveness Score) values. The AS value indicates the attractiveness of each strategy towards the key factors possessed. The AS value is obtained from the results of the questionnaire. The TAS value is the result of weighting the AS value from each key strategy factor. The alternative strategies

and the resulting SWOT matrix are detailed in Table 4.

Table 4. QSPM Evaluation

Keys Factor	Weight	Strategy 1: Regularly enhance product innovation to anticipate rapid changes in fashion trends.		Strategy 2: Maintain product quality to stay superior compared to competitors amidst tight market competition.	
		AS	TAS	AS	TAS
Strength					
Having a good reputation	0.12	5	0.60	5	0.60
the quality of the material is good and comfortable	0.12	5	0.60	5	0.6
Product in line with fashion trends	0.13	5	0.65	5	0.6
responsive service	0.12	4	0.48	4	0.48
Competitif price	0.12	5	0.60	5	0.60
Weakness					
Stock delays	0.70	5	0.35	5	0.28
Design is less innovative	0.07	5	0.35	5	30.35
HR has not been optimal in the distribution task	0.08	5	0.40	5	0.3
Employee turnover rate is quite high	0.08	5	0.40	4	0.40
high Limited in digital technology	0.09	5	0.45	5	0.36
Total	1	49	4.88	47	4.73
Oppurtunity					
The demand for halal fashion is increasing	0.12	4	0.48	5	0.60
The trend of muslim fashion provides opportunities	0.11	5	0.55	5	0.55
Large e-commerce	0.12	5	0.60	4	0.48
The trend of hijabs and muslim clothing is increasingly	0.12	4	0.48	4	0.48
Popular collaboration with muslim influencers and the	0.12	5	0.60	5	0.60

community to increase brand awareness

Weakness

The competition is getting tougher	0.09	5	0.45	5	0.45
Rapid changes in fashion trends	0.10	5	0.50	5	0.50
Economic conditions affect purchases fluctuation in raw material prices	0.07	5	0.35	4	0.28
Affecting the selling price competitor prices are more affordable	0.06	5	0.30	4	0.24
Affecting the selling price competitor prices are more affordable	0.09	5	0.45	5	0.45
Total	1	48	4.76	46	4.63

Source : QSPM analysis calculation

Based on the QSPM analysis calculations, the most suitable alternative strategy provided by Umama Gallery Medan to improve their quadrant from the previous position is the Strength – Threat (ST) strategy. The first chosen strategy is to periodically enhance product innovation to anticipate rapid changes in fashion trends. The selection of this strategy is because the TAS value for the S–T strategy is the highest, at 9.64. Meanwhile, the second strategy, which is to maintain product quality to remain superior compared to competitors amidst tight market competition, has a TAS value of 9.36.

Discussion

The industrial revolution requires business actors to adapt to technology in the production and marketing process. The use of information technology allows business actors to communicate more effectively and efficiently. Technology is now a central element in supporting the production process. Its development is very rapid, including computer devices, software, social media, and other hardware. In Indonesia, around 43% of the total population is the young generation (aged 14–39 years) who are very familiar with the use of digital technology. This condition provides a great opportunity for the creative industry sector, including halal fashion, to utilize digital media, the internet, and startup platforms that are



widely used by the millennial generation. [20] The contribution of information technology to the creative sector is not only in the form of devices and facilities, but also in terms of methods, strategies, and more humane work processes. Information, which includes expertise, data, and news, plays a major role in supporting the development of this industry. Technology and information are closely related to the progress of the creative industry. For example, architects and designers are now greatly assisted by the existence of design software in supporting their work.

The halal fashion industry has promising prospects even though it faces its own challenges. Medan City, with its great local potential and market diversity from both Muslims and non-Muslims, is one of the strategic areas in the development of halal fashion. There are great opportunities for manufacturers and designers to increase their production capacity in order to compete in the global market. To take a significant role in the global halal fashion industry, business actors in Indonesia must be able to demonstrate the quality of products that follow Islamic law but remain in line with current trends. Implementing a halal lifestyle can also start from the awareness of choosing products that are useful and relevant to the times. This is an important part of readiness to strengthen the development of the domestic halal fashion industry. The fashion industry is developing very dynamically with changes in models and characteristics that continue to change every year. Therefore, adaptive and skilled human resources are needed to follow the changing trends. Senior designers need to continue to develop their abilities, while the younger generation is encouraged to play a role as new designers. The reasons why someone buys clothes vary widely, but design is the main factor that influences purchasing decisions. Clothing style is now a reflection of an individual's lifestyle and personality. In the context of a developing socio-cultural context, fashion has become a means to meet the need to appear fashionable while also in accordance with religious teachings.

For this reason, the fashion sector must be able to provide products that are relevant to people's lifestyles quickly and accurately. Maximum consumer service must be accompanied by product design that is in accordance with market desires and sustainable product



development. Designers are expected to continue to present new creations that are attractive and have high selling value. Design is one of the most important aspects that consumers consider in choosing a product. The more attractive a product is, the more likely it is to be purchased. One of the important elements in the halal fashion business is promotion and communication. The role of the media as a marketing medium is very important along with the increasing market demand for halal products. With the media, business actors can reach a wider market and increase consumer awareness of the brands and values of the products offered.

Information technology is not only a tool in production, but has developed into an integral part of the business process. In the context of the creative industry, technology is used to design products through design software, manage business processes through digital systems, and distribute products through e-commerce platforms and social media. The use of digital technology allows halal fashion industry players to increase production and distribution efficiency. Access market trend data in real time. Increasing consumer engagement through interactive digital content. Developing a branding strategy based on Islamic values and modern aesthetics. The concept of halal is currently not only limited to food and beverages, but has developed into a lifestyle. The young generation of Muslims is starting to place compliance with sharia as the main value in choosing products, including in clothing. They not only want clothes that cover their aurat, but also those that are stylish, comfortable, and on trend. Muslim fashion designers are required to create designs that are fresh, relevant, and adaptive to market dynamics. Halal fashion products must now be able to meet the functional and emotional expectations of consumers. For this reason, information technology is a link between consumer preferences and the creativity of business actors.

As a city with a high Muslim population, Medan has great opportunities in developing halal fashion. However, challenges remain, such as the lack of digitalization of MSMEs, limited human resources in technology, and competition from big national brands. Strategies that can be carried out include: Encouraging business actors to utilize digital marketplaces such as Tokopedia, Shopee, and Lazada. Building collaboration with the hijabers community



and influencers to expand the reach of promotions. Improving HR capacity through design and digital marketing training.

Strategic SWOT Quadrant Analysis

Umama Gallery Medan's position is in Quadrant I, which indicates that the company is in a favorable situation internally and externally. Therefore, an aggressive growth strategy (growth-oriented strategy) is highly recommended to accelerate business expansion.

Suitability of S-O Strategy with Market Opportunities

The S-O strategy is considered the most appropriate to take advantage of the momentum of increasing halal fashion consumption. Opportunities for collaboration with the hijabers community, as well as expanding distribution through e-commerce, are adaptive steps in the digital era.

Significance of S-T Strategy Based on QSPM

Although the S-O strategy is superior in terms of SWOT position, the QSPM results show that the S-T strategy (innovation and quality) is more feasible to implement in the short term, given the tight competition and rapid changes in trends.

Managerial Implications and Business Sustainability

Emphasizes the importance of digital transformation, strengthening human resources, and innovation management in responding to the challenges of the halal fashion industry. Umama Gallery's success is largely determined by its ability to adapt to market dynamics.

Conclusion

Based on the results of the SWOT analysis conducted systematically, the company's strategy can be formulated by optimizing strengths and opportunities while minimizing weaknesses and threats. The results of the internal factor analysis (IFE) show that the Strength



value is 2.76 and the Weakness value is 1.16, while the external factor analysis (EFE) yields an Opportunities value of 2.38 and a Threat value of 1.25. From the calculation results using the quadrant diagram with the IFE and EFE approaches, coordinates were obtained in Quadrant I (1.6; 1.13). In addition, the value of the strategies generated from the SWOT analysis are the S-T strategy at 4, the S-O strategy at 5, the W-O strategy at 3.54, and the S-W strategy at 3.92. Based on these results, the most appropriate alternative strategy for Umama Gallery Medan is the S-O (Strength-Opportunities) strategy with an aggressive growth approach. This strategy includes the development of product variations that align with Muslim fashion trends to maintain competitiveness in the market. In addition, expanding marketing reach through various e-commerce platforms such as Shopee, Lazada, and Tokopedia is a strategic step to reach more consumers. Another alternative that can be implemented is to enhance collaboration with influencers and hijab communities to strengthen the brand image and increase customer loyalty towards Umama Gallery Medan. And based on the QSPM analysis calculations, the most suitable alternative strategy provided by Umama Gallery Medan to improve their position is the Strength – Threat strategy. The first chosen strategy is to periodically enhance product innovation to anticipate rapid changes in fashion trends. The selection of this strategy is because the TAS value for the S–T strategy is the highest, at 9.64. Meanwhile, the second strategy, which is to maintain product quality to remain superior compared to competitors amidst tight market competition, has a TAS value of 9.36.

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