

Market Development Strategy Through Website and Product Packaging Innovation

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Abstract - SME contribution to Indonesia GDP is increase from 57.84% to 60.34% in the last five years, the labor absorption in this sector is also increase from 96.99% to 97.22% in the same period. Despite of the increase on above factors, there are 2 major obstacles faced by UMKM both internally and externally. Alka F.A is one of Indonesia's SME who sell hijab to their target market, generation Y. As SME it also has the same main problem like stated before. Alka F.A main objective in 2018 is to increase the revenue from currently IDR 100,000,000.00 to IDR 150,000,000.00. Writer as the business coach is trying to find the most suitable strategy to help ALKA F.A meets their objective. Writer is using in depth interview, survey to customer and open market and analyse the collected data using strategical tools for instance business model canvas, external analysis, internal analysis, ANSOFF matrix and gap analysis. The output of the strategical analysis is being translated into a pareto chart. It is shown from the analysis in order to achieve it goal, ALKA F.A has to implement the market development strategy by targeting Generation X by developing new product packaging to increase the new targeted customer perspective and developing new corporate website.

Index Terms - ANSOFF Matrix, Business Model, External Analysis, Internal Analysis, Pareto, Market Development Strategy, SME

1. INTRODUCTION

The Indonesian government under President Joko Widodo has a NAWACITA work program. Based on this work program as shown in table 1 below, Indonesia targets an increase in GDP per capita from 43,325,000 in 2014 to 71,975,000 in 2019, reducing the poverty rate from 11.25% in 2014 to 5-6% in 2019 and reducing the unemployment rate from 5.49% in 2014 to 4-5% in 2019.

Look deeper to the GDP, based on a statement from the Ministry of Industry, the contribution of micro, small and medium enterprises (MSMEs) to GDP increased from 57.84% to 60.34% in the last 5 years, employment in this sector increased from 96.99% to 97.22% in the same duration. Although recording an increase in the above matters, there are 2 main obstacles faced by MSMEs to run their business both from within and from outside. Internal factors are capital, operations and

innovation, marketing, human resources, and legality, while external factors are business climate, infrastructure and access (LPPI & Bank Indonesia, 2015).

ALKA F.A was established by Mufida Amelia (Fida) in February 2016 as part of ALKA Indonesia, this separation was carried out because her two colleagues could not focus on running the business as they are working as well. Therefore Mufida finally decided to separate and form ALKA F.A.

The product from ALKA F.A is a hair cover for Muslim women such as hijab, instant pasmina and syarii hijab, operated at the house of Fida which is located in Cimanggis, Depok, West Java. Currently ALKA F.A is run by 2 people, namely Fida who is in charge of conducting research on the hijab, purchasing raw materials (cloth) and putting the

cloth on the tailor and one employee serving as admin for ordering and shipping the goods.

ALKA F.A buys fabric from traders in Tanah Abang, then the fabric will be sewn at the convection around the place of business and finally ALKA F.A will sell the product through Instagram. Prospective buyers will choose the items and make payments through bank transfer. After getting payment confirmation, ALKA F.A will send the orders via Go-Jek or other expedition.

From the interview and observation, the following are considered as the problem identification:

1. How to develop ALKA F.A's market segmentation?
2. How to target new market segment through website?
3. How to develop new packaging design in order to reach the new market?

To solve the problem identification, the research objectives are:

1. Analyzing new market segmentation to be targeted by ALKA F.A.
2. Improving the marketing performance through website therefore it can be an effective marketing channel
3. Creating new product packaging design for new market segment.

2. THEORETICAL REVIEW

To formulize a right strategy for ALKA F.A, writer use external analysis of the business

2.1 MACROECONOMIC ANALYSIS

Writer use 4 macroeconomic factors which are politics, economy condition, sociocultural and technology. Based on the macroeconomic analysis ALKA F.A can take advantage from:

Indonesian Government would like to make Indonesia as Muslim fashion trend center

Current technology improvement increase ALKA F.A possibility to reach customers who use smartphone

Most of Muslim women has realized the importance of using veil to cover their genitalia but keep look fashionable.

In the other hand there is a threat that needs to be considered:

As the technology improve so fast, the investment required to enter this industry is low hence threat from new competitor need to be considered

2.2 MICROECONOMIC ANALYSIS

Writer use Porter's five forces analysis to analyze the microeconomic condition which are the competitor, new entrants, substitution goods, supplier, and based on the interview and observation result below is the analysis result:

Table 1 Porter's Five Forces Analysis

No	Tekanan Kompetitif	Hasil Analisis
1	From competitor	High
2	From new entrants	High
3	From Supplier	Low
4	From Substitution Goods	Low
5	From customer	Mid

From above table in can be concluded that this industry can gain maximum return on investment.

2.3 KEY SUCCESS FACTOR ANALYSIS

Writer did a survey to 97 people consist of 90 women and 7 men who experience purchase a veil for their own or their relatives. Below is the survey result of ALKA key success factors points compare to the competitors:

Figure 1 Key success Factor Analysis



From the comparison of the above key success factors it can be seen that ALKA F.A is in the same position in terms of material quality, price, ease of payment, brand recognition, marketing channels, service after purchase, and web display. But in terms of price it turns out that its competitors are still superior compared to ALKA.FA.

2.4 INTERNAL ANALYSIS

Writer analyzing ALKA's resources and capabilities then put it into VRIN (Valuable, Rarity Inimitable, Non substitutable) analysis. The result is shown in following table

Table 3 VRIN Analysis

Resources/ Capability	V	R	I	N	Competitive Implication	Strength (S) or Weakness (W)
Design	Yes	No	No	Yes	Med	S
Supplier	Yes	No	No	Yes	Med	S
Brand awareness	Yes	No	No	Yes	Med	S
Marketing channel	Yes	No	No	No	Low	W
Human resource	Yes	No	No	Yes	Med	S
Instagram followers	Yes	No	Yes	Yes	High	S

2.5 SWOT ANALYSIS

Considering the external and internal condition of the business which has been captured from the internal and external analysis, the SWOT (Strength, Weakness, Opportunity and Threat) analysis can be utilized to create a business strategy. Table 4 show the SWOT analysis result

Table 4 SWOT Analysis

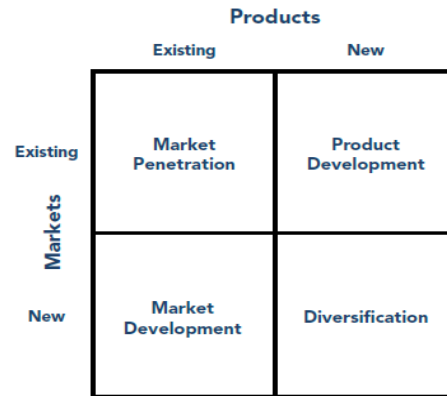
<p>Strength:</p> <ul style="list-style-type: none"> • Has good knowledge in veil development • Has good relationship with supplier • Good brand awareness 	<p>Weakness:</p> <ul style="list-style-type: none"> • No accounting process • High number of defect (9%) • Limited marketing channel
<p>Opportunity:</p> <ul style="list-style-type: none"> • High Muslim women population • Other age cohort which can be targeted • There are cheap business software available in the market • Indonesian Government want to make Indonesia as Veil trendsetter 	<p>Threat :</p> <ul style="list-style-type: none"> • Easy to enter this industry since low investment is required

From above table, several things can be done as a strategy of ALKA F.A.

- Increase sales of products owned by improving quality and increasing the ratio between the number of buyers and followers
- Launching new products that can reach new and untouched market categories and also consider differentiating products and markets currently owned
- Conduct financial records by investing in cloud-based software that can be owned at fairly cheap prices
- Select tailors and material sellers to get a low defect rate
- Open new marketing channels with low investment
- See opportunities to increase brand recognition by participating in exhibitions by the government
- Ensure satisfaction from customers when choosing, paying and also after obtaining the hijab from ALKA F.A, this can be done by implementing a customer relationship program
- Increasing marketing channels due to the low cost of being able to open new marketing channels

2.6 MARKET OPPORTUNITY ANALYSIS

Ansof matrix, is a business analysis technique that provides a framework for identifying business developments. This matrix helps to see the implications of business development through existing or new products and whether keep targeting current market or move to other markets



Picture 1 Ansof Matrix

Based on interviews with the owner of ALKA F.A, the current market opportunity strategy is market penetration and product development. The market penetration strategy is to give discounts at certain moments, make a purchase promo with a certain amount and service after purchase.

ALKA F.A only sells instant pasmina which is an advantage and products offered. As time goes by ALKA F.A also develops other products such as triangular cloth, rectangular fabric, and Muslim dress.

The average income a month from sales made is around Rp.110,000,000.00 with an average number of buyers of 400 people. Buyers who make purchases at this time change every month. This can be seen from the purchase report in the FKA ALKA. with existing data the authors and business owners conclude that the market penetration strategy has reached a saturation point and ALKA can see opportunities from market development strategies and diversification.

2.6 GAP ANALYSIS

Gap analysis is done in order to compare current performance with the desired conditions in the future. Gap analysis conducted here will use previous existing analyzes and finally look back at

the existing business model canvas and change it to the desired state.

After doing a gap analysis to make a priority in conducting business coaching, the author performs a pareto analysis of each gap that has been identified and weighted together with the business owner

Table 5 Gap Analysis

Code	Gap Description	Gap (1-10)	Percentage	Cumulative Percentage
G1	ALKA FA can approach the market development strategy by adding new marketing channel	4	29%	29%
G2	Need to have new packaging design for new target market	3	21%	50%
G3	Try to offer to new target market	3	21%	71%
G4	The owner can delegate more works to her employee	2	14%	86%

G5	Increasing customer services	1	7%	93%
G6	To have quality control policy	1	7%	100%
Total		14	100%	

3. Research Method

3.1 NEW BUSINESS CANVAS

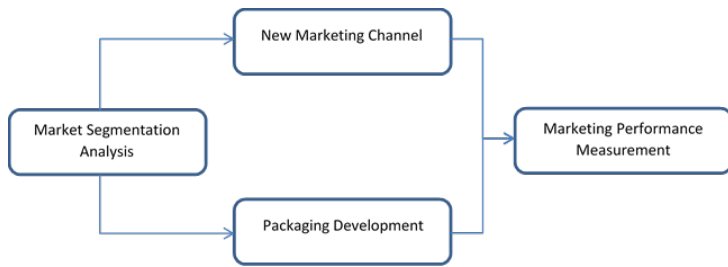
After analyzing the data collected, writer propose a revised business model that can be developed by ALKA F.A. The new business canvas can be seen in Appendix 1

3.2 DESIGN CONCEPTS IN PRELIMINARY RESEARCH

In the early stages of research the authors collected data by applying the triangulation concept so that the data obtained could be complete and reliable information. The Data collection methods used are interviews, observations and surveys.

3.3 DESIGN CONCEPTS IN MAIN RESEARCH

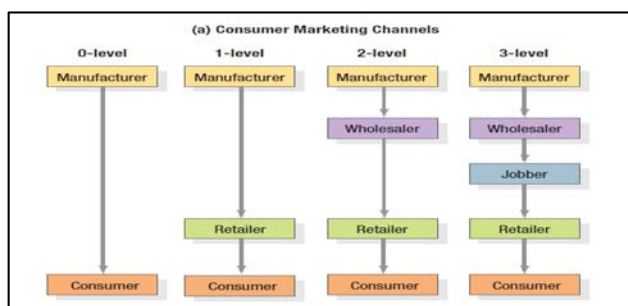
After identifying, the author will develop a website and marketplace as a new marketing channel that will be used by ALKA F.A to be able to market its products to existing and new customers. Finally, the author will develop a new product packaging that will be used by ALKA F.A to be able to improve the consumer's perspective on its products



Picture 2 Design Concepts in Research

In this research, the owner and the writer will try to map consumers and potential customers from ALKA F.A based on age group, gender, and religion. To be able to collect data in mapping customer segmentation the author will conduct a survey of the specified consumer segments.

To be able to target generation X, ALKA F.A as producers of instant pasmina can offer their products using marketing channels. There are several levels in the marketing channel as shown in figure 3. The strategy of ALKA F.A is direct sales to consumers, then the level of channels to be used is level 0



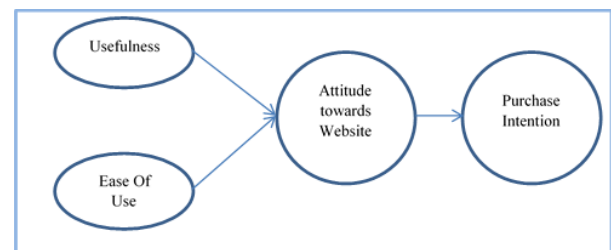
Picture 3 Consumer Marketing Channel

After determining the level of the marketing channel to be chosen, the selection of marketing channel will be made, the decision is taken based on economic, control and adaptive criteria. For economic criteria based on Kotler & Keller, for direct sales there are three alternatives, namely internet, telemarketing and retailers according to

figure 14. Because the ALKA FA has financial limitations, the internet will be chosen by using the internet, which is managed by AL KA FA as well. can have control and can change the contents of the internet according to what is happening in the business environment

Packaging is a storage place for a product (arens, 1996; Deliya & Parmar, 2012). The purpose of making a package is physical protection of the product, protection from the environment, storage, comfort and marketing. Packaging can attract customers to a product brand, enhance the image of the product, and influence consumer perception of the product (Rundh, 2005; Deliya & Parmar, 2012). To make packaging that can increase the desire to buy from a product, things that must be considered in sequence are the colors of the packaging, background image, fonts, packaging innovation, printed information, packaging materials and the design of the packaging (Mitul M. Deliya & Bravesh J. Parmar, 2012).

To be able to measure marketing performance, the author will use 2 models, for the effectiveness of the website model used is the Technology Acceptance Model, the variables to be seen here are ease of use and view of usefulness (perceived ease of use and perceived usefulness) from the ALKA website.



Picture 4 Technology Acceptance Model

While to measure the marketing performance of the packaging model that will be used is the

attitude model toward packaging (Gary R Holmes and Audesh Pashwan, 2012). The thing that will be reexamined to consumers from ALKA is that by using indirect (visual) experience on packaging there will be a positive relationship between the quality of the product and the desire to use packaging that will ultimately increase the desire to buy from consumers



Picture 5 Attitude Toward Packaging

4. RESEARCH IMPLEMENTATION

Research is carried out by analyzing market segmentation based on generation, making ALKA F.A website, making packaging, and measuring marketing performance by surveying website users and new packaging.

4.1 ALKA F.A MARKET SEGMENTATION

The author and business owner of ALKA F.A segmentation based on age group, gender and religion, here the author will try to confirm the behavior of customers. To be able to get behavior from customers, the author conducted a survey of 69 respondents consisting of 39 respondents in the generation Y age group (1982-1999) and 30 respondents in the generation X age group (1961 - 1981). Survey questions can be seen in appendix 2. Of the 39 generation Y respondents, 82% or as many as 32 people have an S1 education background and 18% or 7 people have a S2 educational background. Based on income 36% generation Y or as many as 14 people already have

income above 10 million, from income obtained 43% of respondents or as many as 17 people spend 5% - 10% of their income to shop online. All respondents from generation Y wear hijab due to following religious orders, in addition to following the religious orders of colleagues and friends who wear hijab and the desire to look fashionable.

Generation Y Muslim women who are respondents in this survey prefer to shop online rather than offline because shopping online saves time, is more practical, can compare with each other more easily, can choose more freely, and can save costs. The types of hijab chosen are more diverse, but the favorite ones are instant square and pasmina fabric, here is the relation between the product chosen and the motivation of the customer in wearing the hijab. 91.3% or as many as 21 respondents answered that the equipment used to be able to search, research, and purchase was a smartphone and then followed by PC as much as 4.35% and tablets 4.35%. In terms of information search online hijab stores that sell hijab 43.5% or as many as 10 people know information from friends, 30.4% or as many as 7 people from search engines, 17% or as many as 4 people from social media and the rest comes from advertisements on television. Before making a decision to buy a hijab respondent, you will find information about the material and color of the hijab, the price of hijab compared to other online stores, product reviews from customers and product availability. 83% or as many as 20 people from respondents prefer to make purchases on Instagram then followed by the marketplace 12.5% or as many as 3 respondents and no one chooses through the website. In terms of packaging from hijab 35% of respondents felt

the design of the important packaging and 65% felt unimportant.

Of the 30 generation X 58% respondents or as many as 18 people with an S1 education background and 34% or 12 people with a S2 or S3 educational background. Based on income 83% generation X or as many as 25 people already have income above 10 million, from income earned 16% of respondents or 10% -15% of their income to shop online. All respondents from generation X wear hijab due to following religious orders, in addition to following the religious orders of colleagues and friends who wear hijab and the desire to look fashionable. Generation X muslim women who are respondents in this survey prefer to shop online rather than offline because shopping online saves time, is more practical, can compare with each other more easily, can choose more freely, for cost problems does not seem to be a priority. The types of hijab that are chosen are more diverse but the favorite ones are square cloth and syarii here, the relation between the product chosen and the motivation of the customer in wearing the hijab is seen here. 90% or as many as 27 respondents answered that the equipment used to be able to search, research, and purchase is a smartphone and then followed by PC as much as 10%. In terms of information search online hijab stores that sell 50% hijab or as many as 15 people know information from search engines, 30% or as many as 9 people from friends, 20% or as many as 6 people from social media and advertising. Before making the decision to buy hijab, the respondent will look for information about the material and color of the hijab, the price of hijab compared to other online stores, packaging of products, product reviews

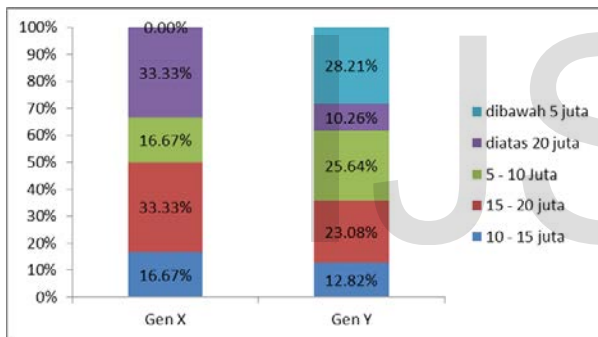
from customers and product availability. 50% or as many as 15 people from the respondents prefer to make purchases on the website from the product, then followed by Instagram 30% or as many as 9 respondents and finally facebook and marketplace. In the case of packaging from the hijab 100% of respondents feel the design of the packaging is important. Comparative data for consumer behavior between generation X and generation Y on the purchase of online hijab can be seen in the table below

Table 6 Consumer Behavior Comparison

Perilaku Konsumen	Wanita Muslim	
	Generasi X (1961 - 1981)	Generasi Y (1982 - 1999)
Reason to use Veil	Following religious order	Following religious order, following their colleagues, to be good looking
Education	Up to doctoral degree	Up to master degree
Income	Higher than Gen Y	Lower Than Gen X
Average purchase per month	10-15% from income	5-10% from income
Purchase frequency in the last 3 month	5-10	Less than 5
Reason to buy online	More practical, faster, can compare with other products	More practical, faster, cheaper
Most frequent purchasing	Syarii, Square fabric	Instant veil, Square fabric
Buying tools	Smart Phone	Smart Phone
Get online shop information	Search engine, news from others	Search engine, news from others
Information sought before buying	Design, price, customer reviews, packaging of products	Design, price, customer review

The place most often buy hijab	Product website	Instagram
Does packaging important?	Yes	Not too important

From the results of the survey above to be able to target new segments other than generation Y which are currently customers of ALKA F.A, generation X can be targeted. In order to avoid a striking difference between the currently selected target market (generation Y with income above Rp. 10,000,000.00), the selected generation X is also the one who has income above 10,000,000.00. When viewed from the survey results of the X and Y generation groups that have income above Rp 10,000,000.00 there are about 50% for generation Y and 80% for generation X.



Picture 6 Income comparison Gen X Vs Gen Y

To be able to reach generation X with income above 10 million, the things that need to be considered are:

- The importance of making a website that is easy to use and can be used easily by generation X Muslim women.
- The importance of paying attention to the design of the website, providing features to be able to compare products with each other
- It is important to clearly explain the attributes of the product

- The importance of creating a website that is easy to find by potential customers
- The importance of making quality packaging so as to increase the prospect's perception of the product.
- The importance of making product categories well so that it is easy for customers to find the desired item

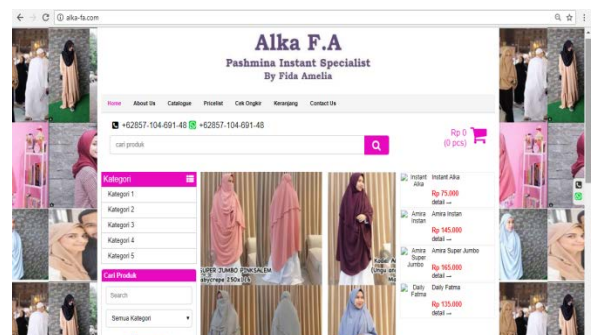
4.2 ALKA F.A WEBSITE DEVELOPMENT

To be able to target different market segments, generation X, the ALKA F.A will create a website to market its products. Under this is the steps taken by the author and ALKA F.A are as below :



Picture 7 Website Development

Below is the ALKA-FA.com layout



Picture 8 ALKA-F.A.com Layout

4.3 NEW PRODUCT PACKAGING DEVELOPMENT

Below is the process of developing new product packaging



Picture 9 Product Packaging Development Process

After submitting the initial options of the packaging design, the author and ALKA make a selection to become one packaging design which is shown below

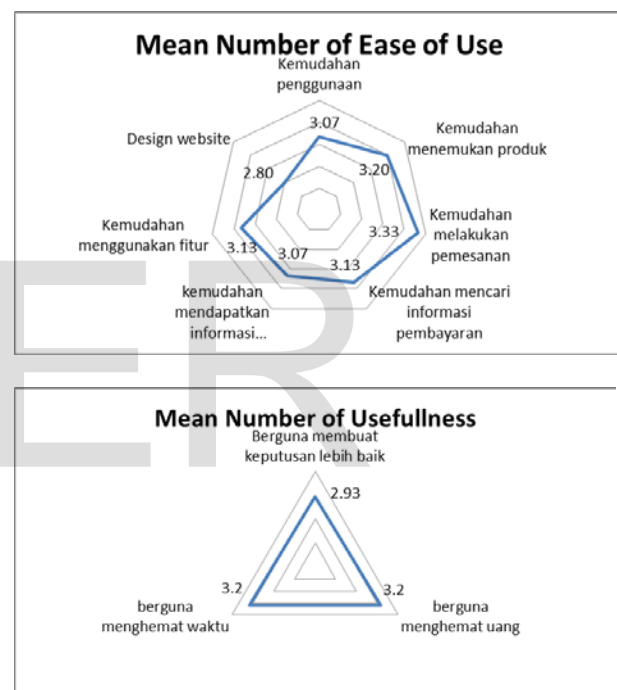


Picture 10 Selected Packaging Design

4.4 MARKETING PERFORMANCE MEASUREMENT

To be able to measure the marketing performance, Author conducted a survey of 15 customers or prospective customers in the target market age group (generations X and Y). The results of the survey are as follows. Of the 15 people who participated in the online survey 11 people were generation Y (born in 1982-1999) and 4

people were generation X (born in 1961-1981). 93.3% or as many as 14 people tried the website for F.A via cell phone, the remaining 6.7% or 1 person tried via PC. Of the total 15 respondents who were asked about the ease of use, the design of the website, the ease of finding products, the ease of ordering, the ease of finding payment information and the ease of finding shipping information after the data is obtained graphically as below.



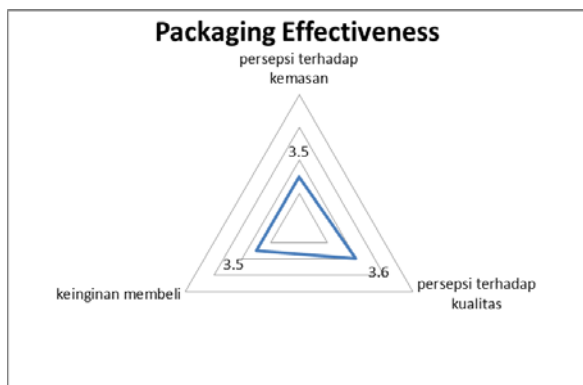
Picture 11. Mean of Ease of Use and Usefulness

In general, the design of the website is divided into visual designs such as layouts and colors that give customers the first impression, content design such as information provided in the product and design of social connections embedded in the website that allows customers to interact with different media (Karimov et al. , 2011; Wann-Yih Wu, Chia-Ling Lee, Chen-Su Fu, Hong-Chun Wang, 2013). From the results of the survey, there were inputs which

could be an improvement of the design of this alka-fa.com website:

- 1) Categorization of items that must be repaired, currently there are only categories 1 and category 2.
- 2) A navigation menu is duplicated
- 3) Details of products that are still incomplete

The results of the survey on the packaging carried out with the same respondents produced data like the graph below. From this graph it can be seen that a good packaging perception makes perceptions of good product quality and also increases the willingness to buy from customers, this is in line with previous studies regarding the perception of packaging. One thing that is an obstacle to this packaging is the price is rather expensive. Therefore, it is necessary to consider the owner whether to hold the requirements to provide packaging to customers or directly enter the packaging price into the selling price of the product.



Picture 12 Packaging Effectiveness

5. CONCLUSION AND ACTION TO BE TAKEN

5.1 CONCLUSION

This research has helped ALKA F.A. in doing:

1. Determine market segmentation that will be targeted by F.A ALKA which are Muslim woman generation X and generation Y.
2. Making new marketing channels through the website alka-fa.com with 90% achievement. The company's website will assist ALKA in reaching its new target customers with the ease, speed and usefulness offered and ultimately will increase the desire to buy from consumers of ALKA products.
3. Making the right product packaging for new and existing consumers. Achievement in the manufacture of packaging is 90% and is based on a survey conducted this new packaging can boost consumers' perceptions of products offered by ALKA F.A and increasing desire of consumers to buy products ALKA

5.2 ACTION TO BE TAKEN

There are remaining works that can be taken further by ALKA in the future to be able to maximize the resources that have been developed:

1. The website, ALKA F.A can add SEO to alka-fa.com so that this website can be found more easily by customers.
2. Integration of marketing channels, currently there are two marketing channels owned by ALKA F.A through Instagram and website. It is necessary to ensure that these two marketing channels integrate with each other so that the information or products on

3. Instagram are the same as those on the website.
4. Packaging, ALKA owners must decide how consumers get the exclusive packaging offered, whether by using a minimum purchase or directly entering the sales price.
5. Mass production of packaging, when the design of the packaging has been determined, and the owner decides how to offer packaging to customers, it is necessary to pay attention to how mass production of packaging, how much the cost of packaging production and how it affects the selling price.
6. Operational Efficiency and Human Resources, by using the website, the efficiency of operations and human resources can be increased so that it can increase profits from ALKA F.A Relationships with Suppliers can be increased to produce higher profit

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Appendixes

Appendix 1 New Business Canvas Model

<p>Main Partner:</p> <ul style="list-style-type: none"> • Fabric seller • Clothes / convection tailors • Logistics companies (JNT, GOJEK, etc.) • Packaging company 	<p>Main Activities:</p> <ul style="list-style-type: none"> • Raw Material purchase • Veil Production • Veil Delivery • Website Maintenance <hr/> <p>Main resources:</p> <ul style="list-style-type: none"> • Has 2 employees • Alka-fa.com 	<p>Value Proposition:</p> <p>Practical hijab that can be used by Muslim women with modern designs, making it easier to worship, study and work</p>	<p>Customer Relationship:</p> <ul style="list-style-type: none"> • Provide after sales services • Menyediakan personal asisten pada saat berbelanja <hr/> <p>Channel :</p> <ul style="list-style-type: none"> • Instagram • Butique • Website alka-fa.com 	<p>Market Segmentation:</p> <ul style="list-style-type: none"> • Gen Y Muslim women • Muslim women Gen X • Income above 10 million
<p>Cost Structure:</p> <p>Fix Cost:</p> <ul style="list-style-type: none"> • Employee salary • Utility costs (water, electricity, computers) • Shipping costs • Website maintenance fees <p>Variable Cost:</p> <ul style="list-style-type: none"> • Cost of making hijab • Packaging costs 		<p>Revenue Stream:</p> <ul style="list-style-type: none"> • Veil Sales 		

Appendix 2 Survey Question

https://docs.google.com/forms/d/10vVY5RLBMdMEiz8R_tDpD8znHaOLc5VP9EJ02HmQoU/edit#responses (customer satisfaction)

https://docs.google.com/forms/d/1L_5NNAvwwqcWh8o_d_eVKs1BYT4N8FKUbB1qE9doUA/edit#responses

https://docs.google.com/forms/d/1v21I2IA1b1Kkq8GC4Dj1dkdg51_Sq77eoNIuFpgAyP4/edit#responses

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