



# Evaluation Strategy Ecoprint Fashion Business by Applying Web-Based Bespoke Tailoring Application: Case Study on “*Daun Efek*”

R. A. Sista Paramita<sup>1</sup>(✉), Imami Arum Tri Rahayu<sup>2</sup>, Tias Andarini Indarwati<sup>1</sup>,  
Muh. Ariffudin Islam<sup>3</sup>, Riska Dhenabayu<sup>4</sup>, and Dhita Ayu Permata Sari<sup>5</sup>

<sup>1</sup> Department of Management, Universitas Negeri Surabaya, Surabaya, Indonesia  
sistaparamita@unesa.ac.id

<sup>2</sup> Department of Fashion Education, Universitas Negeri Surabaya, Surabaya, Indonesia

<sup>3</sup> Department of Visual Communication Design, Universitas Negeri Surabaya, Surabaya,  
Indonesia

<sup>4</sup> Department of Business Digital, Universitas Negeri Surabaya, Surabaya, Indonesia

<sup>5</sup> Department of Science, Universitas Negeri Surabaya, Surabaya, Indonesia

**Abstract.** Covid-19 has made changes to the Fashion business run by SMEs. Efforts to stay in business, not only focused on green product innovation but also on being able to carry out digital transformation as a response to the changes of business environment after the pandemic. Daun Efek, engaged in men’s clothes, makes fabrics using the eco-print method then sewn into men’s clothing. The shifting business forces Daun Efek to implement digital transformation by using Web-based Bespoke Tailoring application. This technology give solution to serve customers to conduct online consultations with tailors related to the manufacture of clothing including the selection of materials, types of clothing, making patterns, and fittings. By implementing this application, SMEs need to look at the development of strategies that must be prepared after SMEs carry out digital transformation through web-based bespoke tailoring applications, so the purpose of this research is to develop competitive strategies after using web-based bespoke tailoring applications using SWOT analysis. This research is descriptive and uses data obtained from primary data by observation, documentation, and interviews. The results showed that according to SWOT analysis, Daun Efek can implement an aggressive strategy, such as: developing eco print fabrics with more attractive motifs, focusing on men’s fashion by applying a web-based Bespoke Tailoring application, and increasing participation in exhibitions to increase its publicity. It implies that Daun Efek can use its strengths to capture the opportunities.

**Keywords:** Daun Efek · Eco-print · SWOT analysis · Web-based Bespokes tailoring application

## 1 Introduction

The development of business units in both Small and Medium Enterprises continues to increase [1], and the MSMEs and Cooperatives in East Java contributed more than 56 percent to the East Java economy from 2016 to 2020 [2].

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S. Setiawan et al. (Eds.): IJCAH 2022, ASSEHR 724, pp. 1584–1594, 2023.

[https://doi.org/10.2991/978-2-38476-008-4\\_171](https://doi.org/10.2991/978-2-38476-008-4_171)

The company's response through green product innovation is to reduce pollution and exploitation of certain natural resources to avoid scarcity [3]. The public awareness about environmental conservation and green products increase [4], make companies concerned with environmental protection program [5] also increase their economic value with their social responsibility program [6]. Environmentally friendly product innovation consist of three main components such as, materials, energy, and pollution [7]. The Companies' efforts can influence consumers to be more aware and willing to buy environmentally friendly products [8]. Its affects buying interest and can improve company performance [9].

Daun Efek is SMEs which makes fabrics using the eco-print method presented in Fig. 1, known as a technique of transferring color to fabrics using natural dyes with motifs such as leaves and flowers [10]. The Eco-print motif can be various, that is why the eco-print technique is unique and exclusive, including the mordanting process, color transfer process, boiling process, and fixation process [11], then the eco-print fabric can be processed into bags, shoes, and sewn into clothes.

Since the outbreak of the Covid-19, there has been a very significant change in tailor turnover especially when the implementation Large-Scale Social Restrictions and Work from home (WFH), that many tailors closed their businesses and experience a decrease in sales turnover and lead up to decreasing income. Customers are starting to turn to online shop to buy apparel, but they often do not find ready-to-wear clothes that match their needs, such as size, colour, and materials used. This kind of feature hasn't provided in online clothing stores. Figure 2 described the design of Web-based Bespoke Tailoring Design that being implemented for Daun Efek.

The COVID-19 pandemic has accelerated digital transformation in Indonesia, indicated by the massive movement of people in cyberspace that is growing positively during 2021, respectively 8.72 percent, 6.87 percent, and 5.51 percent [12]. Industry 4.0 implement Big Data, AI, robots, and more [13]. Therefore, tailors also also inevitably have to



**Fig. 1.** Example of Eco-print unique motif

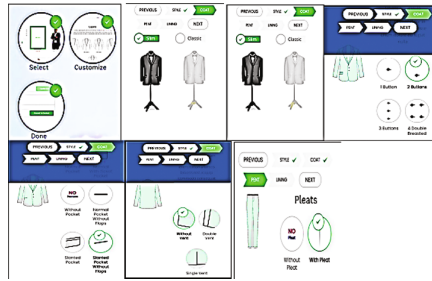


Fig. 2. Web-based Bespoke Tailoring Design

adapt to digital transformation in their sewing business. Web-based Bespoke Tailoring is designed to provide recommendations for clothing models according to body shape and size patterns for individual customers. This application must be evaluated so Daun Efek able to overcome competition and business environment changes due to the last Pandemic. Companies develop strategies based on the environmental conditions that affect company performance [14]. So, this study aims to analyze the Daun Efek's competitive strategy based on SWOT analysis.

## 2 Literature Review

### 2.1 SWOT Analysis

SWOT (Strengths, Weaknesses, Opportunities, and Threats) is a technique that is specifically designed to identify the strategy that must be carried out by the company. The SWOT analysis consists of the company's internal and external environment during the decision-making period [15].

The internal environmental assessment outlines strengths (especially in achieving goals) and weaknesses (things that can interfere organizational goals achievement) on key dimensions such as financial performance and resources; human resources, facilities, production capacity; market share; customer perceptions of product quality, price and product availability; communication organization. External assessment environment – Opportunities (external aspects to help organization achieving its goals or gaps that can be exploited for new activities) and Threats (barriers to achieving goals) including market information (customers and competition), economic conditions, trends social, technology and government regulations [16]. SWOT analysis will guide the process for finding strategic advantages [17].

### 2.2 Competitive Advantage Strategy

Strategy is a potential action that requires top-level management decisions and large amounts of company resources [18]. A business is consider successful in building its competitive advantage is when the implements strategy is right. Competitive strategy or business strategy, focuses on improving the competitive position in a particular industry or market segment served by the company. It also a way to find a profitable competitive position where the competition takes place to build a profitable position [19].

### 2.3 IFAS and EFAS Matrix

The SWOT analysis compare the internal factors of strengths and weaknesses (IFAS/Internal Factor Analysis Summary matrix) with the external factors of opportunities and threats (EFAS/External Factor Analysis Summary matrix). There are several stages in the preparation of the IFAS matrix. First, determining the strengths and weaknesses factors, then give weight for each factor ranges from 1.0 (very important) to 0.0 (not important). The sum of all weights must equal 1.0. Weighting refers to the industry the company is in, regardless whether these factors are strengths or weaknesses. Then give a rating to the factor to show that the factor is a big strength (rating = 4), a small strength (rating = 3), a big weakness (rating = 1), or a small weakness (rating = 2). Giving this rating refers to the company. After that, multiply each weight by its rating to get a score, and then add up the total score of each factor.

The preparation of EFAS matrix consists of several stages. First, determine the factors of opportunities and threats, then give weight to each factor ranging from 1.0 (very important) to 0.0 (not important). The sum of all weights must equal 1.0. Then, calculate the rating for each factor by giving a scale of 1 to 4, where 4 (very good response), 3 (response above average), 2 (response average), and 1 (response below average) based on the effectiveness of the company's strategy and condition. Finally, multiply weight by the rating to get a score.

### 2.4 SWOT Matrix

The SWOT matrix used to compile the company's strategic factors based on the external opportunities and threats faced by the company and adjusted to its strengths and weaknesses [20]. The matrix produce 4 sets of possible strategic alternatives: SO strategy - utilizing strengths and taking advantage of opportunities; ST strategy - using company's strengths to overcome threats; WO strategy - utilization of existing opportunities by minimizing weaknesses; WT strategy - minimize weaknesses and avoid threats.

## 3 Method

Descriptive method is used because this study intends to make conclusions that apply to the general public or generalizations that aim to analyze data [21] and the information obtained will be used to solve problems [22]. The primary data were obtained from observations, documentation, and interviews with owner of the Daun Efek. The data analysis method used are: EFAS analysis (opportunities and threats) by giving weight to each factor. IFAS analysis (strengths and weaknesses) by giving weight to each factor. SWOT analysis conducted by comparing external factors with the company's internal factors to have insight about the right strategy based on the company's condition.

## **4 Result and Discussion**

### **4.1 Internal Factor (IFAS)**

#### **4.1.1 Strength**

- 1) Characteristics and unique motifs on eco print products. The uniqueness of eco-friendly products for bespoke tailoring of men's clothing produced by Daun Efek have a distinctive and unique motif design.
- 2) Implementing Website-based Bespoke Tailoring Application. This application can provide online clothing-making services according to the customer's request by providing consultation about clothing models, material, and also place orders online.
- 3) Has a good production SOP. This can be seen from the flow of the production process that goes well from the raw material preparation stage, making eco-print fabrics and making designs, cutting, until sewing men's clothes.
- 4) Already have business legality (SIUP), in other words, these SMEs have complied with government regulations in setting up a business so the Daun Efek have the power in the field of law.
- 5) Already have their brand rights. "Daun Efek" is a local brand owned by Mrs. Unick. No other business can have the same brand as Daun Efek and its identifies its products so its easier to recognize by its consumer.

#### **4.1.2 Weaknesses**

- 1) The production time of raw materials is relatively long. The process of preparing raw materials that have to be imported from Yogyakarta, the mordanting process, the colour transfer process, the boiling process, and the fixation process takes approximately 2 weeks for getting the colour motifs to appear perfectly.
- 2) Limited production quantity, because the production equipment is very simple, using ordinary cooking pot, so the amount of fabrics at the boiling stage in one batch is small. In addition, there is limited space for drying the finished fabrics.
- 3) The use of social media for digital marketing is not optimal. Daun Efek's Instagram is @daunefect, but has not been optimized to reach many people and has only a few followers.
- 4) The lack of manpower in eco print production. The difficulty of finding workers who has ability to do eco-print production and tailors who can run the web-based Bespoke Tailoring application, makes Daun Efek right now only has three workers, including the owner.

### **4.2 External Factor (EFAS)**

#### **4.2.1 Opportunities**

- 1) Public interest in eco-friendly products is increasing. Nowadays, it become a trend where people prioritize green products.

**Table 1.** Matrix Internal Strategy Factor Analysis System (IFAS)

Number	Internal Strategy Factor	Weight	Rating	Score
	Strength			
1	Characteristics and unique motifs on eco print products.	0,1	4	0,4
2	Have a Website-based Bespoke Tailoring Application.	0,2	4	0,8
3	Have a good production SOP	0,1	3	0,3
4	Already have business legality, namely SIUP	0,1	4	0,4
5	Already have their brand rights	0,1	4	0,4
	<b>Sub Total Strength</b>			<b>2,3</b>
	Weakness			
1	The production time of raw materials is relatively long	0,1	2	0,2
2	Limited production quantity	0,1	2	0,2
3	The use of social media for digital marketing is not optimal	0,1	2	0,2
4	The lack of manpower in the field of eco print production.	0,1	1	0,1
5	<b>Sub Total Weakness</b>			<b>0,7</b>
	Total	1		3

Source: Data Prepared by the writer

- 2) Men are increasingly paying attention to Fashion. They tend to look for quality and durable clothes that can make their appearance stand out. They pay more attention to cuts and stitches that are consulted through the web-based Bespoke Tailoring application.
- 3) There is an exhibition of SME produk, to increase publicity and promotion to increase sales and introducing its product more broadly.

#### 4.2.2 Threats

- 1) Easy to imitate the eco-print fabric production process, because its easy to replicate since the tools and materials can be obtained easily.
- 2) The number of competitors in the same line of business. The increasing number of competitors (eco print fabric producers) makes Daun Efek must also pay attention to their competitors
- 3) Possibility of delays in the delivery of raw materials, because the eco-print fabric is produced with raw materials purchased from Yogyakarta.

#### 4.3 IFAS – EFAS Matrix

The analysis of the internal environment uses the IFAS and EFAS tables as shown in the last row of Tables 1 and 2. Based on Table 1, the IFAS weighted value is 3, which indicates that Daun Efek is a fairly strong business internally. The most important key

**Table 2.** Matrix External Strategy Factor Analysis System (EFAS)

Number	Internal Strategy Factor	Weight	Rating	Score
	Oppoturnity			
1	Public interest in green products is increasing	0,1	4	0,4
2	Men are paying more attention to fashion	0,2	3	0,6
3	There is an exhibition of SME products	0,1	4	0,4
	<b>Sub Total Opportunity</b>			<b>1,4</b>
	Threat			
1	Easy to imitate eco print fabric production process	0,2	1	0,2
2	The number of competitors in the same line of business	0,2	1	0,2
3	Possible delays in delivery of raw materials	0,2	1	0,2
	<b>Sub Total Threat</b>			<b>0,6</b>
	<b>Total</b>	<b>1</b>		<b>2</b>

Source: Data Prepared by the writer

internal factors of Daun Efek as their strength, is the characteristics and uniqueness of the product and assisted by the web-based Bespoke Tailoring application. In addition to these advantages, Daun Efek is still producing manually and the business scale is still small, it is necessary to develop effective and optimal production activities and increase online marketing activities. From Table 2, the weighted value is 2.0. This indicates that Daun Efek is at the average level.

#### 4.4 SWOT Matrix

Based on the calculation results from the IFAS and EFAS tables, Daun Efek can formulate a strategy to be taken using a SWOT matrix. Alternative strategies for Daun Efek in the SWOT matrix are presented in Table 3. A lot of combination of strategy can be develop according the company’s strategic factors. This matrix can clearly describe how the external opportunities and threats faced by the company can be adjusted to its strengths and weaknesses. So it can help company to map its business position against internal and external factors.

#### 4.5 Alternative Decision-Making Strategy

Based on the total score of each IFAS and EFAS matrix from Tables 1 and 2, we are going to decide the quadrant of SWOT analysis of Daun Efek. The strengths is 2.3, weaknesses 0.7, opportunities 1.4, and threats 0.6. To find out the strategic direction of the Daun Efek, an analysis was carried out by reducing the number of strengths and weaknesses on the (X) axis and reducing the number of opportunities and threats on the (Y) axis. Then it is known that the difference in the total score of the strength and weakness factors is 1.6, while the total difference between the opportunities and threats is 0.8.

**Table 3.** Matrix SWOT Analysis

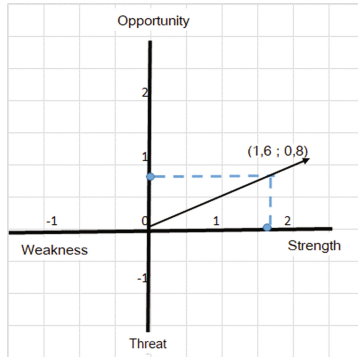
IFAS EFAS	<b>STRENGTH</b> 1. Characteristics and unique motifs on eco print products. 2. Have a website-based Bespoke Tailoring Application. 3. Have a good production SOP 4. Already have business legality, namely SIUP 5. Already have their brand rights	<b>Weight</b> 1. The eco print production time is relatively long 2. Limited production quantity 3. The use of social media for digital marketing is not optimal 4. The lack of manpower in the field of eco print production.
<b>Opportunity (O)</b> 1. Public interest in environmentally friendly products is increasing 2. Men are paying more attention to fashion 3. There is an exhibition of SME products	<b>Strategy SO</b> 1. Develop eco print fabrics with more attractive motifs (S1, S3, O1) 2. Focus on Men's Fashion (S1,S2,O2) 3. Increase participation in exhibitions (S1,S2,S5,O3)	<b>Strategy WO</b> 1. Developing plasma through human resource development that can help produce eco print fabrics (W1, W2, W4, O1) 2. Develop the use of digital marketing (W3, O1, O2)
<b>Threats (T)</b> 1. Easy to imitate eco print fabric production process 2. The number of competitors in the same line of business 3. Possible delays in delivery of eco print	<b>Strategy ST</b> 1. Increasing the competitive advantage of Daun Efek's products (S1, S5, T1, T2) 2. Ensuring SOPs are carried out correctly (S3, O3)	<b>Strategy WT</b> 1. Ensuring that production can be carried out optimally (W1, W2, T3)

Source: Data Prepared by the writer

From Fig. 3, the SWOT analysis quadrant shows that Daun Efek is in the first quadrant - aggressive strategy quadrant. The aggressive quadrant indicates a favorable situation. Daun Efek can take advantage of its strengths to capture all opportunities that exist. The product strength of Daun Efek is a quality product, uniqueness, and environmentally. The strategy suggested is product innovation to arranging the motif to adapted to the design of certain clothing patterns. Although currently the clothes produced are still limited to men's clothing, it is possible to developed women's clothing.

In addition, the strength of this SME also comes from the use of the web-based Bespoke Tailoring application which can provide consulting services for male customers about clothing models and can sew clothes according to the desired material or model, and can place orders online so that all kinds of customer requests can be served wherever they are. Associated with the opportunity for frequent SME exhibitions, Daun Efek can establish good relations and cooperation with the exhibition organizers and support the publication and promotion.





**Fig. 3.** SWOT analysis quadrant

## 5 Conclusion

Based on the results of research conducted on Daun Efek by analyzing IFAS, EFAS, and SWOT. It can be seen that the internal factor that most influence business strength is the use of the web-based Bespoke Tailoring application which can provide consulting services for male customers about clothing models and can sew clothes according to the desired material or model, and can place orders online so that all kinds of requests customers everywhere can still be served. The weakness that must be anticipated by Daun Efek is the lack of human resources to run the business. So far, the business activities of the Daun Efek are still carried out by the owner, assisted by her children and husband.

For external business factors, the most influencing factor in terms of opportunity is the number of men who are currently more concerned with appearance, especially about fashion at 0.6 and on the threat factor, almost all aspects here need to be considered with a score of 0.2, including the easy process of making eco-prints to imitate. So, that it will add competitors and raw materials that must be ordered from Yogyakarta increasing the risk of delays in the delivery of raw materials.

Strategies based on SWOT analysis to improve the competitive strategy of Daun Efek that is in quadrant one, namely aggressive strategy. Daun Efek can take advantage of its strengths to capture all existing opportunities (S-O). The strategy that must be applied by businesses in this condition is the Growth Oriented Strategy. The alternative strategy recommended for Daun Efek is the SO strategy, which are: Develop eco-print fabrics with more attractive motifs, Focus on Men's Fashion by applying web-based Bespoke Tailoring applications, and increase participation in exhibitions.

However, this study has limitations because it only uses SWOT analysis in determining competitive strategy. For further research, may use more complete strategy analysis such as the Space matrix, CPM, BCG, and Grand Strategy to get better results.

**Acknowledgments.** We thank the Chancellor of the State University of Surabaya and the Chairperson of LPPM Unesa who have supported the administrative preparation of the activity. We also thank the Ministry of Education, Culture, Research and Technology of the Republic of Indonesia for providing funding through the program Matching Fund 2022 to develop a web-based bespoke

tailoring application. We also thanks our SME partner, Daun Efek, hopefully this collaboration will continue in the future.

**Authors' Contributions.** All authors contributed. RASP writing, IATR and RD correcting, DAPS and TAI editing, read and approved the final manuscript.

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