

**Dynamics of Opportunities and Challenges in MSMEs Abiee Hijab  
Medan North Sumatra: Business and Innovation Perspectives**

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**ABSTRACT**

SMEs (Small and Medium Enterprises) play a significant role in Indonesia's economy, including in the fashion sector, particularly in Muslim wear such as hijabs. Abiee Hijab is one of the rapidly growing SMEs in this industry, offering high-quality hijab products. This study aims to identify the opportunities and challenges faced by Abiee Hijab in navigating the dynamics of the modest fashion market. The research employs a qualitative approach with descriptive analysis based on observations and in-depth interviews with the owner and consumers of Abiee Hijab. The findings indicate that Abiee Hijab has significant growth potential, especially with the increasing demand for modest fashion both domestically and internationally, as well as support from e-commerce platforms and government policies. However, challenges include intense competition, price sensitivity, and supply chain efficiency issues. In conclusion, Abiee Hijab needs to strengthen product differentiation and optimize digital marketing to maintain competitiveness and expand its market reach.

**Keywords: SMEs, Abiee Hijab, Modest Fashion, Digital Marketing, Competition**

**1. INTRODUCTION**

Micro, Small, and Medium Enterprises (MSMEs) have a very strategic role in the Indonesian economy. According to data from the Ministry of Cooperatives and SMEs, the MSME sector accounts for around 60% of Indonesia's GDP and absorbs more than 97% of the country's workforce (Bhowmick & Seetharaman, 2023). Therefore, the development of MSMEs is considered one of the important keys in encouraging inclusive economic growth. One of the MSME sectors that is experiencing rapid development is the fashion sector, especially Muslim fashion or Muslim fashion which includes hijab and other accessories. Indonesia, as a country with the largest Muslim population in the world, has a huge market potential for modest fashion products, including hijab (Wahyuni, 2019). The demand for hijab in Indonesia continues to increase in line with public awareness of the importance of maintaining religious values in dressing, but still want to look fashionable. This is reflected in the development of Muslim fashion trends that are not only dominated by traditional hijab models, but also develop into various design innovations that are more modern and in accordance with contemporary lifestyles. Additionally, the global trend towards modest fashion is growing, with many women in non-Muslim countries also looking for fashion products that align with their religious values. Modest

fashion is now part of an inclusive global lifestyle, making it one of the sectors with great market prospects (B. Effendi 2022).

Abiee Hijab is one example of MSMEs that have successfully taken advantage of this opportunity. Known for its high-quality hijab products that carry elegant and innovative designs, Abiee Hijab has managed to attract the attention of the local and international markets. Looking at the projected modest fashion market which is expected to reach more than 300 billion US dollars by 2025, Abiee Hijab has the potential to expand its market reach and achieve greater success (Li et al., 2021). In this context, Abiee Hijab is faced with a number of opportunities that can be taken advantage of, such as the increasing demand for modest fashion products that continue to grow, as well as technological developments that provide greater access to consumers through e-commerce platforms and social media (Gunawan, 2020). However, despite the various opportunities, Abiee Hijab also faces considerable challenges (Hadiyati, 2012). One of the main challenges faced is the increasingly fierce competition in the modest fashion market, both at the local and international levels. More and more brands, both large and small, are offering similar products at competitive prices and attractive designs (Shastry, 2021). Large companies with more abundant resources can often run broader marketing campaigns or offer lower prices, so MSMEs like Abiee Hijab must be smarter in building product differentiation and strengthening brand position in the market (Yuliani et al., 2024). In addition, challenges related to price sensitivity are also a significant issue, considering that many consumers choose products based on price, although quality and design remain important factors in decision-making (Permana & Rivani, 2024).

In addition, efficient supply chain management, raw material procurement, and production cost management are other challenges for MSMEs. Often, fluctuations in raw material prices and logistics costs can affect the ability to offer competitively priced products without sacrificing quality. These logistical challenges are further complex when Abiee Hijab plans to expand the market overseas, as international shipping involves additional costs and issues related to longer delivery times. The Indonesian government's policy of supporting the development of MSMEs through various assistance and financing programs also provides opportunities for Abiee Hijab. Programs such as the National Economic Recovery (PEN) and access to microfinance can help MSMEs obtain the capital they need to expand their production capacity, as well as strengthen their competitiveness in the market. Therefore, with the right policy support and maximum utilization of digital technology, Abiee Hijab has the opportunity to continue to grow despite being in the midst of fierce competition (Pebriani and Busyra 2023)

However, on the other hand, Abiee Hijab also needs to adapt to changing market trends and increasingly dynamic consumer needs. Product innovation is the main key in maintaining brand relevance in the fashion market. Consumers now not only want attractive and high-quality products, but also those that are environmentally friendly, comfortable to use, and fit their lifestyle. Therefore, Abiee Hijab must continue to innovate in product design and materials, as well as integrate sustainability values in every stage of production (Pebriani & Busyra, 2023). In addition, effective marketing through digital platforms is also an important factor in increasing brand awareness and reaching a wider market. Social media such as Instagram, TikTok, and e-commerce platforms become highly effective marketing channels, given their visual and interactive nature that allows brands to interact directly with audiences and build a loyal community (Wiyono, Ardiansyah, and Rasul 2020).

In this case, Abiee Hijab can leverage digital marketing and work with influencers to strengthen branding and increase product sales. With various opportunities that exist, Abiee Hijab is in a good position to continue to grow. However, to be able to take full advantage of these opportunities, Abiee Hijab needs to overcome existing challenges, including increasingly fierce competition, price sensitivity, and challenges in supply chain management and logistics (Rahma & Ramdan, 2024). With the right approach, continuous innovation, and the use of digital

technology, Abiee Hijab has the potential to become a major player in the modest fashion market, both at the national and international levels. The formulation of the problem raised in this study is how Abiee Hijab can take advantage of the existing opportunities to develop its business, and what challenges need to be faced to maintain competitiveness in the increasingly competitive modest fashion market. The research question we want to answer is: What are the opportunities that Abiee Hijab can take advantage of in developing its business? What are the challenges faced by Abiee Hijab, and what strategies need to be implemented to deal with them? The purpose of this study is to analyze the opportunities and challenges faced by Abiee Hijab in developing its business in the modest fashion market. This research also aims to provide recommendations on strategies that can be applied by Abiee Hijab in order to maintain and develop its business in the midst of fierce market competition, as well as utilize technology and government policies to strengthen competitiveness (Syahrowiyah 2016).

## **2. THEORETICAL BASIS**

### **2.1. Theory of Comparative Advantage**

The theory of comparative advantage, proposed by economist David Ricardo in the early 19th century, is a fundamental concept in international trade. It suggests that even if one country is less efficient than another in producing all goods, both countries can still benefit from trade if they specialize in producing goods in which they have a relative efficiency advantage. In other words, countries should focus on producing goods where they have the lowest opportunity cost, even if they are not the best at producing everything. This theory highlights that international trade allows for a more efficient allocation of resources globally. When countries trade based on comparative advantage, they can each consume more than they would be able to if they only produced goods for themselves. For instance, if Country A is more efficient in producing agricultural products and Country B in manufacturing, both countries can benefit from trading these goods rather than producing everything domestically. The key to this theory is that the focus is on relative efficiency rather than absolute efficiency. However, while the theory provides strong justification for trade liberalization, it does assume that factors like labor and capital are immobile between countries, and that externalities or government policies do not distort trade. Despite these limitations, the theory remains a cornerstone of modern trade policy and continues to explain why countries engage in international trade and how they can mutually benefit from it. (Purwati, 2020).

### **2.2. The Theory of Supply and Demand**

The theory of supply and demand is one of the core principles in economics, explaining how prices and quantities of goods and services are determined in a market. According to this theory, the price of a good is determined by the interaction between its supply and demand in the market. Supply refers to the quantity of a good that producers are willing and able to sell at different prices, while demand refers to the quantity of a good that consumers are willing and able to purchase at different prices. When demand for a good increases, while the supply remains constant, the price tends to rise. Conversely, when demand decreases, the price tends to fall. On the other hand, if supply increases while demand stays the same, the price will generally fall, and if supply decreases, the price will rise, assuming demand remains constant. The equilibrium price, also known as the market clearing price, is the price at which the quantity supplied equals the quantity demanded. At this price, there is neither a surplus nor a shortage of goods in the market. This theory is essential in understanding how markets work and helps businesses, policymakers, and consumers make decisions. It also forms the basis for analyzing price fluctuations, government interventions, and the overall functioning of economies. However, the theory assumes perfect competition, where no single buyer or seller can influence the market price, which in reality is often not the case. (Purwati, 2020).

### **3. RESEARCH METHODS**

This research method uses a qualitative approach that aims to explore and analyze the dynamics of opportunities and challenges faced by Abiee Hijab MSMEs in the modest fashion market. The qualitative approach was chosen because this research prioritizes an in-depth understanding of the factors that affect the success or difficulties experienced by Abiee Hijab in facing various market changes. This approach allows researchers to gain a more comprehensive insight into the situation faced by the company and how the strategies implemented by Abiee Hijab to overcome these challenges. The population in this study is business people in the modest fashion sector, especially MSMEs engaged in the production and sale of hijab. The main focus of this research is on Abiee Hijab as the main object of research. The sample taken in this study consisted of Abiee Hijab owners and operational managers, as well as consumers who had purchased hijab products from the brand. Researchers will also engage parties related to the hijab production and distribution process, such as raw material suppliers and delivery partners, to gain a broader perspective on the challenges and opportunities faced by Abiee Hijab. Sampling is carried out purposively, namely selecting respondents who are considered the most relevant and have in-depth knowledge of the research subject (Purwati, 2020).

In this study, there are several variables that will be analyzed, namely the opportunities and challenges faced by Abiee Hijab. Opportunity variables will include aspects such as market demand for modest fashion products, international market potential, digital technology developments (e-commerce and social media), and government policies that support MSMEs. Challenge variables will include fierce competition, price sensitivity, supply chain management and logistics, and brand development and customer loyalty. The data measurement in this study was carried out using in-depth interview techniques with owners, managers, and a number of consumers who are Abiee Hijab customers. This interview aims to explore information about their views regarding the opportunities and challenges faced by Abiee Hijab in competing in the modest fashion market. The interview will also include questions regarding the marketing strategies implemented, consumer preferences, as well as changes in the product design implemented by Abiee Hijab. In addition to the interviews, the researcher will also use observation techniques on social media and e-commerce sites used by Abiee Hijab, to analyze how the brand leverages digital platforms to market its products.

Data collection in this study is carried out in the following ways:

1. **In-Depth Interviews:** Interviews were conducted with the owners, operations managers, and some loyal consumers of Abiee Hijab. This interview focuses on topics related to opportunities and challenges in the modest fashion market, product innovation, and the use of social media and e-commerce platforms in marketing products.
2. **Observation:** Observations are made on marketing activities carried out by Abiee Hijab on social media such as Instagram, TikTok, and e-commerce platforms. These observations aim to understand how the brand builds communication with consumers and leverages digital channels to increase sales.
3. **Documentation Study:** The researcher will also collect secondary data through annual reports, sales data, and promotional materials used by Abiee Hijab. This documentation study will help in identifying market trends and strategies implemented by the company.

Data obtained from interviews, observations, and documentation studies will be analyzed using thematic analysis techniques. Thematic analysis allows researchers to identify themes or patterns that emerge from the collected data and organize them into categories relevant to the research topic, namely the opportunities and challenges faced by Abiee Hijab. To ensure that the research instruments used have good validity and reliability, the validity and reliability tests of the instruments will be carried out before the main data collection. Validity tests were conducted

to ensure that the questions in the interviews and observations really unearthed information relevant to the research topic. The reliability test was carried out by testing the consistency of answers given by respondents at different times or by different people. If needed, researchers can use statistical analyses such as the Alpha Cronbach test to measure the reliability of the questionnaire instruments used, although in this study in-depth interviews are preferred as the main method. With this research method, it is hoped that a deep understanding of the opportunities and challenges faced by Abiee Hijab in developing its business in the modest fashion market can be obtained. This research is also expected to provide useful recommendations for the development of more effective and sustainable business strategies for MSMEs in the fashion sector.

**Tabel 1.**  
**Analisis Swot**

<b>Factor</b>	<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
<b>Internal</b>	High-quality hijab	Limited capital and manpower	Increasing demand for modest fashion	Fierce competition
	Elegant and innovative design	Limited use of digital technology	Modest fashion market projections continue to grow	High price sensitivity
	Good brand reputation	Supply chain management is not optimal	Digital platforms expand market reach	Fluctuations in raw material prices and logistics costs
	Quality raw materials	Limited product innovation	Government policies to support MSMEs	Difficulty maintaining product quality consistency
<b>Eksternal</b>			Opportunities for expansion into international markets	Rapid changes in market trends

#### **4. RESULT AND DISCUSSION**

The results of this observation were obtained through direct observation of Abiee Hijab's operational, marketing, and customer interaction activities on various platforms, both physically in stores and through e-commerce channels and social media. The observation was carried out over a period of two months, focusing on aspects related to the dynamics of opportunities and challenges faced by Abiee Hijab as an MSME in the modest fashion industry. The following are the findings from these observations.

##### **1. Physical Store Conditions and Management**

Abiee Hijab has a physical store located in a strategic shopping mall, but focuses more on selling through e-commerce. During observation, the physical store looks more like a product showcase than a major transaction center. This shows that despite having a physical store, sales are more driven through digital channels. The management of the store in general is quite neat and the products are arranged attractively on the display shelves. However, there are not too many visitors who come, with most visitors more likely to shop online.

##### **2. Marketing Through Social Media**

Observations of Abiee Hijab's social media accounts on Instagram and TikTok show quite active marketing activities. On Instagram, there are many posts featuring the latest collections with product photos that highlight the design and quality of the materials. Posts

are also often accompanied by captions that contain invitations to shop directly through the link in their bio, or through their online store. In addition, Abiee Hijab is also actively working with influencers, especially influencers who focus on fashion and Islamic lifestyle. This collaboration with influencers has a positive impact in increasing brand visibility, as seen in the increased number of comments and likes on every post involving the influencer. Through TikTok, Abiee Hijab often posts short videos showing how to wear a practical and fashionable hijab, which turns out to be very attractive to younger audiences.

3. Customer Interaction and Feedback

In observing interactions on social media and e-commerce platforms, it can be seen that Abiee Hijab is very responsive to questions and feedback from customers. Their customer service team is actively answering customer questions through direct messages on Instagram and comments on TikTok in a relatively short time. Positive feedback is often received regarding the quality of the products, especially the fashionable design and comfortable materials. However, some customers criticized the price which was considered rather high compared to other similar brand hijab products. In addition, many customers judge that Abiee Hijab products are very suitable for formal and semi-formal events, but are less suitable for casual or daily activities, unless they are combined with other products from the brand (such as headbands or other trending accessories).

**Tabel 2.**  
**Analisis Swots**

<b>Aspects</b>	<b>Strengths</b>	<b>Weaknesses</b>
<b>Product</b>	High-quality products with fashionable and innovative designs.	Limited to the hijab product category, lack of variety in other products such as clothing or accessories.
<b>Marketing</b>	Leveraging social media and influencers to increase visibility and sales.	Physical stores serve more as storefronts than major transaction centers, with more consumers opting to shop online.
<b>Customer Service</b>	Be responsive to customer inquiries and feedback on social media.	The price of the product is relatively higher than other similar brands.
<b>Product Innovation</b>	Presenting hijab products with eco-friendly materials and practical features such as anti-wrinkle.	There have not been many products other than hijab, such as clothing or accessories that can increase product variety.
<b>Digital Strategy</b>	Active in e-commerce and social media (Instagram, TikTok, WhatsApp) which allows for more cost-efficient market expansion.	Not all market segments can be reached at a premium, which can hinder appeal to price-sensitive consumers.

4. Purchase and Shipping Process

Abiee Hijab has a website and accounts on several e-commerce platforms that allow customers to place orders easily. During the observation, the buying process looks quite easy and efficient. The diverse payment features also make it easier for customers to make transactions. Some customers have given feedback that their online shopping experience has been quite satisfying, with most transactions completed in a short period of time without any

significant friction. However, there are some complaints related to delivery. Some customers complain of quite a long delivery time, especially for out-of-town or overseas orders. This is a challenge, especially for those who want to get products in a short time. This shows that there are potential problems in the supply chain and logistics that must be addressed immediately.

#### 5. Product Innovation and Development

During the observation of the products sold, it can be seen that Abiee Hijab has succeeded in innovating by presenting various variants of hijab products that not only follow fashion trends, but also prioritize comfort and sustainability. For example, hijab products with lightweight and anti-wrinkle materials that are suitable for daily activities, as well as the use of environmentally friendly materials in certain collections. However, despite the variation in products, Abiee Hijab has not developed many product categories other than hijab, such as clothing or other accessories. This may be an opportunity for them to develop further and offer a more complete selection of products for customers.

#### 6. Competition in the Market

In the observation of the hijab market around the physical location and also online, it can be seen that the hijab market is indeed getting more crowded with various local and international brands offering similar products. Many other brands use a more aggressive pricing strategy, while Abiee Hijab maintains a relatively higher price. In addition, there is a difference in the quality of the products offered. Although some other brands offer more affordable prices, most of the customers we observed prefer Abiee Hijab because of the quality of the materials and designs that are considered superior. However, this slightly higher price could be a challenge for Abiee Hijab to attract a more price-sensitive market segment.

In this section, the research findings regarding the opportunities and challenges faced by Abiee Hijab as an MSME in the modest fashion sector, particularly in facing the dynamics of the hijab market, are presented and discussed in an integrated manner. The data obtained from interview analysis with management, consumer surveys, and secondary analysis are presented in the form of tables summarizing the key findings, which are then discussed further.

**Tabel 3**  
**Summary of Data Analysis Results Regarding Opportunities and Challenges**  
**of Abiee Hijab**

<b>Aspects Found</b>	<b>Description and Findings</b>	<b>Frequency of Discussion (Interview)</b>
<b>Global Market Demand</b>	The global modest fashion market shows a positive trend, especially for fashionable but still shari'i hijabs. The increasing awareness of fashion according to religious values opens up great opportunities for Abiee Hijab.	9/10
<b>Utilization of E-Commerce</b>	Digital platforms such as Instagram and e-commerce provide an opportunity to expand market reach cost-effectively.	8/10
<b>Product Innovation</b>	Innovation in hijab products made of environmentally friendly materials and functional features such as anti-	7/10

	wrinkle is an attraction for consumers who are increasingly aware of sustainability.	
<b>Market Competition</b>	Competition is getting tougher with many local and international brands. Competitive pricing is a big challenge.	9/10
<b>Price Sensitivity</b>	Consumers tend to choose products with competitive prices. Challenges related to fluctuations in production costs affect price competitiveness.	8/10
<b>Supply Chain and Logistics</b>	Challenges related to raw material management and product delivery to customers, especially for the international market.	7/10

Abiee Hijab, as one of the MSMEs in the fashion sector, faces significant challenges and opportunities in developing its business. In an interview with Ibu Murni, the owner of Abiee Hijab, it was revealed that the competition in the modest fashion market is getting tighter, both at the local and international levels. New brands are popping up with attractive designs and competitive prices. To stay ahead, Abiee Hijab focuses on product quality and innovative design, as well as utilizing social media as the main marketing channel. Mrs. Murni also revealed the importance of technology in expanding market reach, especially through e-commerce and delivery applications. In addition, fluctuations in raw material prices and logistics costs are the main challenges that need to be faced, especially if Abiee Hijab plans to export its products abroad. Even so, the opportunities are huge, with modest fashion trends that continue to grow both in Indonesia and in the global market. To strengthen its competitiveness, Abiee Hijab must continue to innovate, maintain product quality, and improve customer service. With the use of technology and effective marketing strategies, Abiee Hijab has the potential to become a major player in the hijab fashion market, both domestic and international.

### **Global Market Opportunities**

The results of the analysis show that the demand for modest fashion markets, especially hijab, has increased significantly. The global phenomenon regarding modest fashion trends, which are highly sought after by Muslim women around the world, presents a great opportunity for Abiee Hijab to expand their market, both domestically and internationally. With Indonesia's large Muslim population, coupled with the increasing global awareness of sharia and fashionable fashion, Abiee Hijab has the opportunity to dominate the local market and expand their reach to the international market. In the international market, the demand for hijab that is stylish but still in accordance with religious values is increasingly widespread. In countries with large Muslim populations such as Turkey, Saudi Arabia, and Malaysia, as well as Muslim communities in non-Muslim countries such as Europe and the United States, there is an increase in demand for products that meet modest fashion standards. Therefore, Abiee Hijab can take advantage of this opportunity to introduce their products through global distribution channels and target the international market, which is expected to continue to grow rapidly in the coming years (Misno, 2020).

### **Utilization of E-Commerce**

The deployment of digital technology has opened up great opportunities for MSMEs such as Abiee Hijab to access a wider market at a more cost-efficient cost. Social media such as Instagram and TikTok as well as e-commerce platforms provide a huge space for product marketing and distribution without being hindered by geographical restrictions. The results of the analysis show that 8 out of 10 respondents in the interview see the use of e-commerce as one of the effective ways to introduce their products to a wider audience. Marketing through Instagram, which is

based on visuals, allows Abiee Hijab to showcase its hijab collection in an engaging way and directly reach young consumers, who are one of the largest segments in the fashion market. In addition, by utilizing influencers or public figures who have a large audience, Abiee Hijab can build brand awareness and drive sales more effectively. Social media offers lower costs compared to conventional marketing through print or television media, thus allowing Abiee Hijab to allocate resources more efficiently (Hafni & Rozali, 2017).

#### **Product Innovation**

Innovation in product design and materials is important for Abiee Hijab to remain competitive in a very dynamic fashion market. Based on the results of the interview, Abiee Hijab began to innovate by using environmentally friendly materials and creating hijab products that are not only stylish but also functional, such as hijabs that are anti-wrinkle and easy to wear. This is important because consumers, especially younger ones, are increasingly prioritizing comfort and sustainability in choosing fashion products. In addition, innovation can also be seen in the addition of new products such as turbans and headbands, which are increasingly popular among young women who want to stay stylish while still adhering to religious values. Product innovations that focus on convenience, practicality, and sustainability can be a very attractive selling point for consumers who are more environmentally and lifestyle conscious (P. Effendi et al., 2017).

#### **Market Competition**

However, despite many opportunities, Abiee Hijab also faces challenges in the form of increasingly fierce market competition. Many local and international brands offer hijab products with similar designs and competitive prices. Some large brands with larger resources are able to offer more competitive prices or run larger marketing campaigns. Therefore, to remain relevant in the market, Abiee Hijab must focus on product differentiation, both in terms of quality, design, and customer service. In facing this challenge, Abiee Hijab needs to leverage their advantages in terms of material quality and design that is more specific to the preferences of the Indonesian market, as well as highlighting added values such as sustainability and comfort. Additionally, building a strong emotional connection with consumers through more personalized marketing can be an effective way to maintain customer loyalty amid fierce competition (Meri, 2017).

#### **Price Sensitivity**

The next challenge faced by Abiee Hijab is the high price sensitivity in the hijab market. Although many consumers want quality products, price remains a major factor in purchasing decisions. Fluctuations in raw material, labor, and logistics costs can affect Abiee Hijab's ability to set competitive prices without sacrificing quality. Therefore, efficient cost management is very important to ensure price competitiveness without harming product quality. Efficiency strategies in production and procurement of raw materials that are more optimal must be the main focus for Abiee Hijab in order to remain competitive in a market that is very sensitive to price (Yuliani et al., 2024).

#### **Supply Chain and Logistics**

Challenges related to supply chains and logistics cannot be ignored either. Efficient supply chain management is essential to maintain the smooth production and delivery of products to consumers. Issues such as shipping delays and high logistics costs can affect customer satisfaction, especially when Abiee Hijab begins to penetrate the international market. Therefore, it is important for Abiee Hijab to establish strategic partnerships with reliable raw material providers and logistics partners, as well as optimize their supply chain management systems to ensure quality and timeliness of delivery (Muhammad said Hasibuan, 2010).

## 5. CONCLUSION

Based on the results of research and observation of Abiee Hijab as an MSME in the modest fashion industry, it can be concluded that Abiee Hijab has great opportunities to develop, both in the domestic and international markets. The increasing market demand for hijab and modest fashion products, coupled with the advancement of digital technology that makes it easier to market through social media, provides a wide enough space for Abiee Hijab to expand its market reach. In addition, government policies that support the MSME sector also provide opportunities for Abiee Hijab to take advantage of the various available programs. Product innovations, such as the use of eco-friendly materials and functional features in the hijab, strengthen Abiee Hijab's position in an increasingly competitive market. However, behind these opportunities, Abiee Hijab faces a number of challenges, especially in terms of increasingly fierce competition, price sensitivity, and supply chain and logistics efficiency. Competition with local and international brands offering similar products requires Abiee Hijab to continue to innovate and maintain product quality, while price remains an important factor for consumers. In addition, managing delivery times and logistics costs is a challenge that must be overcome to maintain customer satisfaction.

The implications of this study show that to remain competitive, Abiee Hijab needs to focus on product differentiation and efficiency in managing production and logistics costs. One of the recommended steps is to further optimize digital marketing and collaboration with influencers. Given the importance of marketing through social media in reaching a wider market, Abiee Hijab was able to strengthen their marketing campaigns by engaging more relevant influencers and improving the customer experience online. This will not only increase brand awareness, but also expand market reach, while strengthening emotional connections with customers. Further research can be conducted to explore more deeply about consumer perceptions of the quality and price of Abiee Hijab products and the influence of digital marketing strategies on purchase decisions. The research can also be focused on the analysis of modest fashion trends in the international market, to guide Abiee Hijab's global expansion.

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