

INNOVATIVE BUSINESS MODEL DESIGN: A TRIPLE-LAYERED APPROACH FOR INDONESIA'S FASHION SECTOR

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Abstract

The Indonesian fashion industry faces increasingly complex challenges in increasing its competitiveness and sustainability in the global market. To overcome this, the use of technology and innovation is the key to developing adaptive and relevant business models. In this abstract, we explain how technology and innovation can be optimally implemented in fashion business model design to achieve these goals. First, digitalization and e-commerce are the main strategies for optimizing online presence, expanding market reach, and increasing operational efficiency. Second, data analysis and artificial intelligence provide deep insights into consumer trends and market preferences, enabling smarter decisions in business strategy. Third, blockchain technology increases supply chain transparency, strengthening consumer confidence in sustainable and ethical production practices. Fourth, the use of augmented reality (AR) and virtual reality (VR) can improve consumer experiences in online shopping, differentiate fashion brands, and build closer relationships with consumers. Lastly, partnerships with technology startups open access to innovative solutions in logistics, stock management, product development and digital marketing, driving innovation across the Indonesian fashion industry value chain. By holistically integrating technology and innovation in fashion business model design, the Indonesian fashion sector can strengthen its competitiveness in a dynamic global market while improving the sustainability of business practices. It requires investment in digital infrastructure, skilled human resources and a strong culture of innovation in fashion companies to fully exploit the potential of this technology. Thus, adopting technology and innovation with the right approach will bring the Indonesian fashion industry to a higher level in achieving the goals of sustainable competitiveness and sustainability.

Keywords: fashion industry, technology, innovation, competitiveness, sustainability

INTRODUCTION

In the current era of globalization, the Indonesian fashion industry has become one of the sectors that is growing rapidly and is increasingly seen as a potential economic force. However, with the increasing pace of competition and the development of dynamic consumer trends, fashion industry players in Indonesia are faced with serious challenges in maintaining their competitiveness.

In this context, developing innovative business models is the main key in maintaining the relevance and sustainability of the fashion business in Indonesia.

The three-tiered approach to innovative business model design offers a comprehensive and effective framework for crafting business strategies that are adaptive and responsive to changes in the industrial environment. The first layer of this approach is a deep understanding of the core values of the fashion business, identifying the essence that makes a particular brand or label unique and attractive to consumers. In the Indonesian context, this includes understanding the cultural and local aspects that form the basis of the uniqueness of Indonesian fashion. For example, exploring the richness of traditional cultural heritage such as batik, weaving and other local crafts which are an important part of Indonesia's fashion identity. By understanding these core values, business model designers can build a strong foundation for continued innovation.

The second layer of this approach is determining an effective differentiation strategy. In the midst of an increasingly crowded and competitive market, it is important for Indonesian fashion industry players to find unique ways to differentiate themselves from competitors. This can include the use of environmentally friendly raw materials, an inclusive and diverse design approach, or even innovative distribution strategies such as local e-commerce targeting global markets. By exploring differentiation strategies that are in line with the core values of the Indonesian fashion business, companies can strengthen their position in the domestic and international markets.

The final layer of this three-tier approach is the implementation of technology and innovation. Technology has brought profound changes to the fashion industry, both in terms of production and marketing. In Indonesia, where internet penetration is increasing and people's consumption patterns are changing, the opportunity to adopt technology as a support for innovative fashion business models is very large. For example, the use of artificial intelligence in market trend analysis, the integration of blockchain technology to strengthen supply chain transparency, or the use of social media and influencers to expand brand reach. By combining core business values and differentiation strategies with advanced technology, Indonesian fashion industry players can create adaptive and sustainable business models.

However, although this three-tiered approach offers a powerful strategy, challenges remain in implementing it in the Indonesian fashion context. One of the main obstacles is access to the resources needed for innovation. Many fashion companies in Indonesia, especially small and medium sized ones, still face limited access to capital, technology and managerial skills needed to implement innovative business models. Apart from that, changes in regulations and

infrastructure that are still developing also pose challenges in creating a business environment that is conducive to innovation.

In facing this challenge, cooperation between stakeholders is key. Governments can play an important role in providing the policy and infrastructure support needed to encourage innovation in the fashion industry. Funding support and technical guidance for fashion entrepreneurs, especially those from the informal sector, can help create a more inclusive and competitive environment. In addition, collaboration between industry players, academics and research institutions can accelerate the transfer of knowledge and technology, which in turn will support the development of innovative business models that are relevant to the local context.

Overall, the innovative business model design with a three-tier approach offers a holistic view of how the fashion industry in Indonesia can achieve long-term sustainability and relevance. By understanding core business values, implementing effective differentiation strategies, and adopting technology and innovation, fashion industry players can build a solid foundation for sustainable growth. Although challenges remain, with the right collaboration between various relevant parties, Indonesia has great potential to become a major player in the global fashion industry.

METHOD

The literature study research method can be an effective approach to explore in-depth information on the topic "Innovative Business Model Design: A Three-Layer Approach for the Indonesian Fashion Sector". First, the initial step is to identify trusted sources relevant to this topic. This includes academic journals, books, industry reports, and articles from trusted sources such as online databases specializing in the fashion industry and business innovation. By using appropriate keywords such as "fashion business models," "fashion industry innovation," "differentiation strategies," and "technology in fashion," researchers can assemble a comprehensive collection of reading materials.

After collecting these sources, the next step is to analyze and evaluate each library material carefully. Researchers will compile a summary of the concepts and theories underlying the three-layer approach in the design of innovative business models for the Indonesian fashion sector. This includes understanding the concept of core values in the context of Indonesian fashion, differentiation strategies relevant to the local market, and the latest technology that can be applied in the fashion industry.

Next, the researcher will synthesize the information found from these various sources. This involves organizing key findings and innovative business approaches into a clear and comprehensive framework. This process allows

researchers to identify emerging trends and patterns in innovative fashion business strategies in Indonesia, as well as link theory with practice in the field. Not only that, researchers can also use benchmarking methods to compare innovative business approaches in the Indonesian fashion sector with current practices in other countries. This will provide additional insight into how the fashion industry in Indonesia can capitalize on its local advantages while remaining globally competitive.

The final step in the literature study research method is to compile these findings into an informative and structured manuscript. The researcher will draw conclusions based on an in-depth analysis of the sources studied, highlighting the implications of these findings for fashion business practices in Indonesia and identifying potential areas for further research in this field. By using this literature study research method, researchers can gain an in-depth understanding of the concept of "Innovative Business Model Design: A Three-Layer Approach for the Indonesian Fashion Sector", as well as provide valuable guidance for fashion industry practitioners, academics and other related parties to develop adaptive and sustainable business strategies in the future.

DISCUSSION

In this research, we explore a three-tiered approach to innovative business model design in the context of the Indonesian fashion sector. We analyze the concepts of core values, differentiation strategy and technology implementation as key elements in creating an adaptive and sustainable business model. To support these findings, we analyzed data and information related to the Indonesian fashion industry, and identified the latest trends and practices in business innovation in this sector. First, we see the importance of understanding core values in the Indonesian fashion business. Based on our research, we identified several core values that form the basis of the uniqueness of the Indonesian fashion industry:

Core Values	Description
Local Cultural Diversity	Use of traditional motifs such as batik, weaving and songket as fashion identity.
Environmental Sustainability	Utilization of environmentally friendly materials and responsible production practices.
Innovation in Material Use	Explore unique local materials for innovative fashion designs.

These findings show that strong core values play an important role in building the foundation for sustainable business innovation in the Indonesian fashion sector.

Effective Differentiation Strategy

Next, we investigate effective differentiation strategies that fashion industry players in Indonesia can implement to differentiate their brands from competitors. Following are the results of our analysis of relevant differentiation strategies:

Differentiation Strategy	Description
Use of Environmentally Friendly Materials	Selection of organic or recycled materials to attract consumers who care about the environment.
Inclusive and Diverse Design	Incorporate designs that accommodate different body types and consumer needs.
Collaboration with Local Designers	Partner with local designers to explore the creativity and uniqueness of local culture.

These results show that the right differentiation strategy can help Indonesian fashion brands build a strong identity in the market.

Implementation of Technology and Innovation

Finally, we examine how the implementation of technology and innovation plays a key role in the design of innovative fashion business models. The following are our findings regarding the use of technology in the Indonesian fashion sector:

Technology Implementation	Description
E-commerce and Digital Marketing	Utilize e-commerce platforms and digital marketing strategies to reach global markets.
Using Blockchain for Supply Chain Transparency	Implement blockchain technology to ensure supply chain sustainability and transparency.
Integration of Artificial	Using AI to analyze consumer data and

Intelligence in Market Trend Analysis	emerging fashion trends.
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This analysis shows that technology integration can help strengthen operations and marketing in the Indonesian fashion industry.

In this research, we succeeded in identifying and analyzing the concepts of core values, differentiation strategy, and technology implementation as key elements in the design of innovative business models for the Indonesian fashion sector. The results of our analysis show that understanding core values, implementing effective differentiation strategies, and adopting technology and innovation can help Indonesian fashion industry players maintain competitiveness and relevance in an increasingly complex global market. Our findings also provide practical guidance for fashion practitioners, academics and other related parties to develop adaptive and sustainable business strategies in the Indonesian fashion industry. By utilizing this three-layer approach, it is hoped that the Indonesian fashion industry can continue to develop and make a positive contribution to the national economy and strengthen the image of Indonesian culture in the eyes of the world.

The core values of the Indonesian fashion industry can be identified and analyzed to form a strong basis for developing innovative business models

In the Indonesian fashion industry, identifying and analyzing core values is a key step in forming a strong foundation for the development of innovative business models. These core values include aspects of culture, locality, sustainability and innovation in the use of materials. This process of identifying and analyzing core values is an important first step in understanding the essence of the Indonesian fashion industry and integrating these values into an adaptive and relevant business strategy.

First of all, core cultural values are the main factor in identifying Indonesian fashion businesses. Indonesia is rich in cultural diversity, and this is reflected in the variety of traditional motifs and techniques used in local fashion designs. Identifying core cultural values involves an in-depth introduction to Indonesia's cultural heritage such as batik, weaving, songket, and other traditional crafts. For example, batik is one of Indonesia's cultural heritages which is highly valued and widely used in the fashion industry. Identifying this value involves studying the symbolic meaning, history, and production techniques of batik and how to market it effectively in a modern context. In-depth analysis of core cultural values helps designers and fashion industry players to understand the essence of Indonesia's local uniqueness and integrate it into innovative business strategies.

Apart from cultural values, locality is also an important part of identifying core values in the Indonesian fashion industry. Each region in Indonesia has its own characteristics in the use of motifs, colors and materials in fashion design. Identifying local core values involves exploring the uniqueness of each region, both in terms of materials, techniques and design styles. For example, woven fabric from the East Nusa Tenggara region has its own unique patterns and colors that reflect local nature and culture. Through this analysis of the core values of locality, fashion industry players can appreciate Indonesia's diversity and strengthen local identity in their designs. Using core local values as a basis for developing innovative business models helps create emotional connections with domestic and global markets that appreciate the uniqueness of Indonesian culture.

Apart from cultural and locality aspects, sustainability is also a core value that is increasingly being prioritized in the Indonesian fashion industry. In the midst of increasing awareness of environmental issues, Indonesian fashion industry players are trying to implement environmentally friendly business practices. Identifying sustainability core values involves evaluating the use of environmentally friendly materials, responsible production processes, and innovations in business practices that reduce environmental impact. For example, the use of organic materials, textile recycling and environmentally friendly technology are part of the core values of sustainability in the Indonesian fashion industry. An in-depth analysis of these values helps fashion industry players to take concrete steps to face environmental challenges and improve their business reputation in the eyes of consumers who are increasingly concerned about environmental issues.

Finally, innovation in the use of materials is a core value that supports the development of innovative business models in the Indonesian fashion industry. Identifying the core value of innovation involves exploring new possibilities in the use of unique and different local materials. For example, the use of materials such as fish skin, water hyacinth, or pandan leaves as basic ingredients for fashion products is an example of the core value of innovation. Analysis of these core values helps fashion industry players to find new ways to create products that are different and attract market attention. Innovation in the use of materials can also have a positive impact on the development of local industry and empower traditional craftsmen.

Thus, identifying and analyzing the core values of culture, locality, sustainability and innovation is a key step in forming a strong basis for the development of innovative business models in the Indonesian fashion industry. This process helps fashion industry players to understand the essence of Indonesia's local uniqueness, implement responsible business practices, and explore the potential for innovation in the use of materials. Integrating these core

values into business strategy helps create a business model that is adaptive, sustainable and competitive in an ever-evolving global marketplace. Thus, developing innovative business models based on core values is the key to strengthening the position of the Indonesian fashion industry in the eyes of the world.

An effective differentiation strategy that can be implemented by fashion industry players in Indonesia to differentiate their brands in an increasingly competitive market

In the midst of increasingly fierce competition in the Indonesian fashion industry, differentiation strategies are the main key for industry players to differentiate their brands in a competitive market. Various effective differentiation strategies can be implemented to attract consumer attention and build a strong brand identity. In this context, we will discuss several differentiation strategies that are relevant and can be adopted by fashion industry players in Indonesia.

1. Use of environmentally friendly materials

One effective differentiation strategy is to focus on the use of environmentally friendly materials in fashion products. In an era where awareness of environmental issues is increasing, consumers tend to look for products that are produced responsibly. Fashion industry players in Indonesia can differentiate their brands by using organic materials, recycled textiles, or other environmentally friendly materials. For example, adopting environmentally friendly fabrics such as Tencel or bamboo fiber for clothing can be attractive to consumers who care about the environment. This strategy not only helps differentiate the brand in a crowded market, but also makes a positive contribution to environmental sustainability.

2. Inclusive and Diverse Design

Another differentiation strategy is to include inclusive and diverse designs in fashion collections. Indonesia is a country that has rich ethnic and cultural diversity. Reflecting this diversity in fashion design can be a significant added value. Fashion industry players can differentiate their brands by providing a wide selection for different body types, skin tones, and style preferences. Adopting inclusive and diverse designs also helps create a brand image that is more inclusive and able to reach a wider market segment. By highlighting this diversity, fashion brands can become more relevant and recognized by consumers from various backgrounds.

3. Collaboration with Local Designers

Collaboration with local designers or traditional craftsmen can also be an effective differentiation strategy. Indonesia has an incredible wealth of art and culture, and working with local designers or craftspeople can bring an element of uniqueness that other brands don't have. These collaborations can involve the integration of traditional motifs, regional weaving techniques, or unique local materials into fashion collections. Apart from that, this kind of collaboration also provides an opportunity for fashion industry players to support local craftsmen and preserve Indonesia's cultural heritage. Consumers will see the added value of fashion products that collaborate with local artists or craftsmen, thereby helping differentiate brands in an increasingly competitive market.

4. Focus on Quality and Reliability

In the fashion industry, product quality and reliability are important factors that can differentiate brands. Fashion industry players in Indonesia can build a strong reputation by focusing on material quality, design details and product construction strength. Ensuring that their products are durable and can be trusted by consumers will help differentiate the brand amidst the proliferation of similar products. Apart from that, good customer service and compliance with delivery deadlines are also part of the differentiation that can provide a positive experience to consumers.

5. Sustainable Approach in Marketing and Branding

A sustainable approach to marketing and branding can also be an effective differentiation strategy. This involves building a brand narrative that focuses on the social or environmental values the brand holds dear. For example, voicing a commitment to sustainability efforts, social justice, or a transparent approach to the supply chain can help build consumer trust and differentiate a brand in a market increasingly sensitive to these issues. A sustainable approach to marketing and branding not only creates differentiation, but also builds long-term relationships with consumers who share similar values.

In facing an increasingly competitive fashion market, fashion industry players in Indonesia can implement various effective differentiation strategies to differentiate their brands. This differentiation strategy includes the use of environmentally friendly materials, inclusive and diverse designs, collaboration with local designers, a focus on product quality and reliability, and a sustainable approach in marketing and branding. By adopting the right differentiation strategy, fashion industry players can build a strong brand identity, attract consumer attention, and remain competitive in a dynamic and diverse market. More than just

differentiating brands, this differentiation strategy also helps create added value that can bring long-term success to the Indonesian fashion industry.

Technology and innovation can be implemented optimally in the design of fashion business models to increase the competitiveness and sustainability of the Indonesian fashion sector

Technology and innovation play a key role in changing the landscape of the fashion industry, including in Indonesia. Applying technology wisely and adopting the right innovations can be a key driver for increasing the competitiveness and sustainability of the Indonesian fashion sector. In this context, we will discuss how technology and innovation can be optimally implemented in the design of fashion business models to achieve this goal.

1. Digitalization and E-commerce

One of the main aspects of technology in the fashion industry is digitalization and e-commerce. Indonesia has a large population of internet users, so e-commerce platforms are a potential channel for marketing and selling fashion products. Fashion industry players can optimize their online presence through e-commerce websites, mobile applications and online buying and selling platforms. Using digital technology to interact with consumers, expand market reach and increase ease of shopping will help increase the competitiveness of Indonesian fashion brands. Apart from that, e-commerce can also help reduce operational costs and increase supply chain efficiency.

2. Data Analysis and Artificial Intelligence (AI)

The application of data analytics and artificial intelligence (AI) can provide valuable insights into consumer trends and market preferences. By analyzing sales data, online consumer behavior and customer feedback, fashion industry players can make smarter decisions in designing products, managing stock and planning marketing strategies. AI can also be used to personalize the shopping experience, provide appropriate product recommendations, and predict market demand more accurately. By leveraging data analysis and artificial intelligence, fashion industry players can improve operational efficiency, optimize sales strategies and respond quickly to market changes.

3. Blockchain Technology for Supply Chain Transparency

The issue of transparency in supply chains is a major concern in the fashion industry, especially in relation to sustainability and ethical production. Blockchain technology can be implemented to create a more transparent and trustworthy supply chain. By using blockchain, information about the origin of

raw materials, production processes and distribution of fashion products can be documented clearly and securely. This helps increase consumer confidence in fashion brands that are committed to sustainable and ethical production practices. Implementation of blockchain technology can also help overcome the problem of product counterfeiting and improve inventory management efficiently.

4. Utilization of Augmented Reality (AR) and Virtual Reality (VR)

AR and VR technology can be used to improve the consumer experience in shopping for fashion products online. For example, AR applications can allow consumers to try on clothes virtually before purchasing them online. This helps overcome online purchasing barriers related to product size and model uncertainty. The use of AR and VR technology not only enhances consumers' shopping experience, but also helps fashion brands to differentiate themselves from competitors and build stronger relationships with consumers.

5. Partnerships with Technology Startups

Fashion industry players in Indonesia can take advantage of the fast-growing technology startup ecosystem in this country. Through partnerships with startup technology companies, fashion industry players can access innovative solutions in terms of logistics, stock management, product development and digital marketing. Partnerships like this enable fashion industry players to gain access to the latest technology at more affordable costs and encourage innovation throughout the Indonesian fashion industry value chain.

By optimally applying technology and innovation in fashion business model design, the Indonesian fashion sector can increase competitiveness and sustainability. The use of digitalization and e-commerce opens up new market opportunities and increases operational efficiency. Data analytics and artificial intelligence provide deep insights into market trends and consumer preferences. Blockchain technology increases supply chain transparency and strengthens consumer trust. Additionally, AR, VR technologies and partnerships with tech startups also help differentiate fashion brands and improve consumer experience. By continuing to adopt technology and innovation, the Indonesian fashion industry can continue to develop sustainably and strengthen its position in the dynamic global market.

CONCLUSION

From the discussion regarding the implementation of technology and innovation in fashion business model design to increase the competitiveness and sustainability of the Indonesian fashion sector, it can be concluded that the integration of appropriate technology has great potential to take the Indonesian

fashion industry to a higher level. The adoption of technologies such as digitalization, data analytics, artificial intelligence and blockchain technology opens up new opportunities in terms of marketing, operations, supply chain transparency and consumer experience. This technology also helps create significant added value in differentiating Indonesian fashion brands in a competitive market. However, to fully exploit the potential of this technology requires investment in digital infrastructure, skilled human resources and a strong culture of innovation within fashion companies. In addition, it is important for Indonesian fashion industry players to continue to follow the latest technological developments and collaborate with technology stakeholders to face challenges and take advantage of opportunities that arise in the future. With a holistic approach to technology and innovation, the Indonesian fashion sector can strengthen its competitiveness, increase sustainability, and bring the Indonesian fashion industry to the global stage with more confidence and sustainability.

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