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## Proposed Marketing Strategy to Increase Sales Performance: Case Study: Reyd Muslimah Sportwear

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### **Abstract:**

*REYD Muslimah Sportwear is a business that is engaged in Hijab clothing which mainly used by Muslim women. It was established since 2013 in the form of MSMEs and has become a company since 2017. In 2019-2020 the company's sales trend experienced several challenges. Currently, REYD Muslimah Sportwear relies on three main channels in its sales, namely regular monthly events, through resellers / retail in several cities in Indonesia as well as online sales. The level of sales each month fluctuates and there is some drastic decline.*

*Therefore, internal and external analysis is carried out to find out the root causes of the low sales performance which experienced by REYD Muslimah Sportwear. Internal analysis is done by analyzing the STP strategy setting and the 4P Marketing Mix. Then for external analysis is done by doing Porter's Five Forces analysis, competitor analysis and consumer analysis. In order to obtain these analyzes, research was conducted by doing primary and secondary data using quantitative and qualitative methods.*

*From the results of the internal and external analysis, it was found the problems that underlie the lack of sales performance in 2019-2020. The factors that cause the root of the problem consist of four factors, namely in terms of targeting, product, promotion and place of the REYD Muslimah Sportwear business.*

*Therefore, the authors propose a new STP strategy so that the marketing strategy that will be more running accurately. Author also proposes 3 Marketing Mix strategies out of 4Ps, namely Product, Promotion and Place. By providing those recommendations, it is hoped that better marketing activities will occur so as to increase sales performance and increase productivity for the company.*

**Keywords:** Strategy, marketing, clothing, STP, marketing Mix

## **1. Introduction**

### *1.1. Background*

One of the latest assets and drivers of economic development in the world is the creative economy. The innovative economy is able to make a positive contribution to Indonesia's economy in the face of slowing product and raw material prices globally. The task of the creative economy is to provide the added value of products/services so that high-value products/services can be generated and can later make a substantial contribution to the economy. According to (Saumi, 2020) the contribution of creative economy to Indonesia's GDP in 2020 predicted reaching IDR 1,100 Trillion. Wisnutama, the minister of tour and creative economy mention that there are three main subsectors under creative economy that have high foreign exchange contribution to Indonesia's GDP which are 41 percent comes from culinary sector, fashion with 18 percent and 15,7 percent comes from craft.

Apparel production has a major role to play in the future of Indonesia. With its huge population, Indonesia has an edge in controlling both production and sourcing as well as purchase by customers. The government, therefore is determined to make this industry a foundation of growth. It is fair to assume that fashion is one of the most lucrative industries to step into while looking at the data listed before. According to (Davis, 2017) fashion reveals the identity of people, not just their gender identity, but also their ethnic identity and socio-economic status. In addition, how they chose their types, most of which are determined by tradition. Since it was taken from its ethnic culture, religious laws or family relationships, it could be the most important thing. Indonesia is dominated by people who embrace the Muslim religion. There are 86 percent of total population in Indonesia comes from Muslims consist of 51 percent of women and 49 percent of men (Kusnandar, 2019). In those percentage of Muslim women around 30 percent or around 40 million women in Indonesia using Hijab (Bachdar, 2018).

The change in lifestyles is one of the variables that lets the creative industry of Indonesia develop. Internet which is the infrastructure that support interconnection of people through online media platforms, changes the consumer behavior. Indonesia's internet users penetrate 64 percent of total populations and 59 percent penetrate of social media

usage (Kemp, 2020). By using internet people will ease to reach the product that they willing to buy. According to DATAREPORTAL, there was 93 percent of internet users searched online for a product or service to buy. The fashion and beauty are the highest consumer spent from the total amount spent in consumer e-commerce in Indonesia.

REYD Muslimah Sportwear is one of the creative industries in Muslim fashions that targeting all of the total target segments which their product combining all of the hijab's criterion segments. REYD products can be obtained through several e-commerce platforms also in Instagram. REYD hijab using a flexible and comfortable fabric so Muslim women can move without boundaries, also the design that they used are modern so the users still look stylish. REYD Muslimah Sportwear itself targeting Muslim women who looking for hijab that comfortable to use in workout and sports routine and most importantly can cover the part of the body that Muslim women supposed to cover.

### 1.2. Business Issue

Muslim fashion has a huge opportunity to enter the market because of the segmentation that they targeted can concluded as the majority in the population. Because of that local players in this sector attracted in this opportunity. There are more than 750,000 small medium enterprises in Indonesia and 30 percent of them are in Muslim fashion industry (Ahluwalia, 2019). A main point of the player's accelerated development is the low entry barrier. The advancement of technologies made players easily join into market with low capital which make market competition tighter.

The advancement of technology also makes easiness to consumer to find their needs at internet, whether it comes from e-commerce as well as social media. According to (Kemp, 2020) there are 64 percent of total population in Indonesia which is 272.1 Million people using internet and 59 percent of them active using social media. Consumer behavior by consuming internet in Indonesia can described as high spender with almost eight hours accessing internet and 3 hours and 26 minutes accessing social media. Most of internet user in Indonesia also using internet to searching product online as much as 93 percent of total internet users and 90 percent of them visited e-commerce. Because of that behavior REYD Muslimah Sportwear using that opportunity to advertise their product online by using e-commerce (e.g., Tokopedia, Blibli, Shopee), their own official website (REYD.co.id) and Instagram.

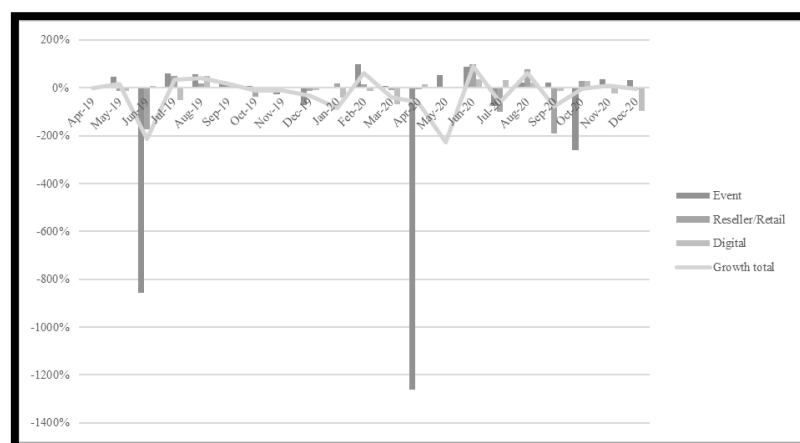


Figure 1: REYD Muslimah Sportwear Sales Growth

The higher sales contribution number comes from the fashion event that REYD Muslimah Sportwear usually follow, or event that used by collaboration project. Also, resellers that sold their product into marketplace or retail which only located in two cities also being the highest contributor of the sales. Moreover, the data shows that the sales that generated by doing digital marketing was less effective comparing to event and reseller/retail. Average sales that come from digital marketing channel is almost not shown on the graph, but among of other channels digital marketing has most stable growth. Comparing to reseller or retailer which has usual distribution failure for several months and collaboration project event, or event that conduct by REYD which not effectively gaining sales growth. REYD Muslimah Sportwear's sales performance in this two year not performed well. REYD Muslimah sportwear need to improve the marketing strategy of their business to increase sales performance.

### 1.3. Research Questions

- How is the current condition of REYD Muslimah Sportwear?
- What is the root cause of REYD Muslimah Sportwear declining sales?
- How to be implemented the action plan?

## 2. Business Issue Exploration

### 2.1. Conceptual Framework

The thought on how researcher explains a phenomenon to represent the outcomes by using a conceptual framework is a step; in other words, the conceptual frameworks describe the degree to which researchers are related to each other in their studies to understand variables. So that the conceptual framework for the presentation of the problem statements 'sets the stage'.

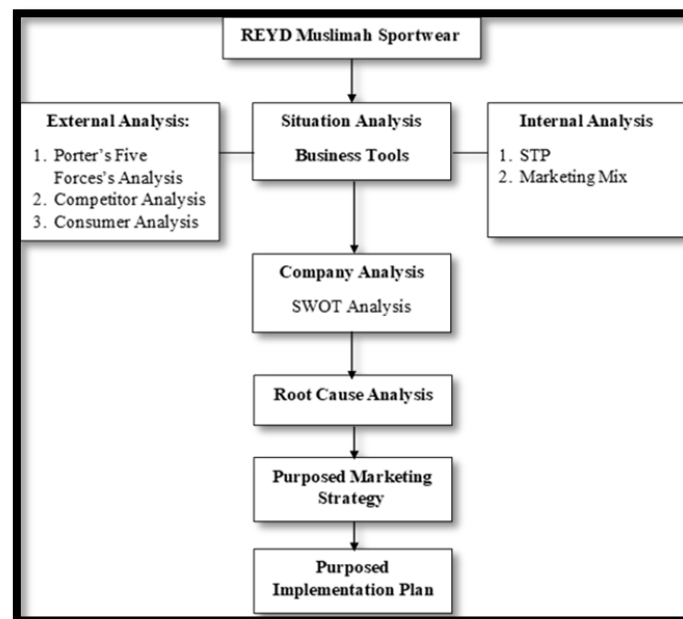


Figure 2: Conceptual Framework

## 2.2. Internal Analysis

Internal analysis is an exploration of organization's competencies, access the resources of the business and exploring the competitive advantages of the brand, by performing internal analysis allowing to identify the strengths and weaknesses of the business. In this research, author using two kind of analysis to analyze the current Internal condition of REYD Muslimah Sportwear which are STP and Marketing Mix.

### 2.2.1. STP Analysis

STP analysis the instrument to evaluate the offerings and ways to communicate benefits and values to certain segments of the group (Kotler & Armstrong, 2010). By using STP analysis, REYD will helped to align their products with right customers by analyzing the three elements of the products brand which are Segmentation, Targeting and Positioning.

#### 2.2.1.1. Segmenting

The segmenting that has been done with REYD Muslimah Sportwear as their STP are people who are female who aged 1-42 years old which are Entrepreneur, Employee, Housewife, Freelance, Students, Artist as their occupation. They can be having source of income that come from salary, husband's income, parent's donor, investment, self-employment. And the outcome should be above IDR 5,000,000 per month. The orientation of the customer should be Workaholic, self-restraint, religious, willing to sacrifice, unwilling to spend more, hipster, socialite, expressive, enthusiast to explore/try new things, self-rewarding oriented, quality-oriented, online shoppers, conventional shoppers, internet users, knowledgeable. Also, the behavior of them which are existing customer and new potential customer and the benefit are hardcore loyal customer, split loyal customer, borderline loyal customer, need-based loyal customer, switchers.

#### 2.2.1.2. Targeting

So far, there is a symptom that more and more companies are choosing target markets to be targeted, this is because they realize that basically they cannot serve all customers in that market. Too many customers, very scattered and scattered and varied in their demands and wants. In Targeting stage, selected market segments will be evaluated and selecting one or more segment to enter. The table below is the REYD Muslimah Sportwear's target market.

The main target of REYD Muslimah Sportwear's product is all women who aged 25-36 years old who are mature and can made their own money. They also come from the people who spent more than 5 million Rupiahs per month. The target of REYD Muslimah Sportwear's customer are people who are workout holic which religious, expressive with using high quality fashion, willing to buy the products with any price also people are technology literate. The personality which being the target of REYD is existing and new potential customer who are loyal to the brand.

2.2.1.3. Positioning



Figure 3: Positioning of REYD Muslimah Sportswear

The chart from Figure 3 implies that REYD Muslimah Sportswear products are in High price and Lifestyle used as NOORE Sport Hijab. As the price itself REYD align with other performance-based sport's brand which are NIKE, Adidas and Arktiv. REYD Muslimah Sportswear position their brand into Luxury Sportswear for Hijab who use Hijab.

2.2.2. Marketing Mix

There are four aspects in Marketing Mix of REYD Muslimah Sportswear which are Product, Price, Place and Promotion.

2.2.2.1. Product

As the brand name, REYD Muslimah Sportswear offers the sportswear that made for women who wear hijab. The products only offer the product that covering that main Muslim women has to cover which is hair. The material of REYD Muslimah Sportswear for each hijab using hybrid microfiber polyester which is premium material and comfortable to use. The design for each hijab was made following the trend, by using the attractive color make it look more luxurious. The design for hijab also made based on the value that proposed to the customer which comfortable that made Muslim women can move without boundaries when they doing workout activity.

2.2.2.2. Price

REYD Muslimah Sportswear offers different price for each product. REYD Muslimah Sportswear's price is quite affordable. Which is priced IDR 189,000 until 329,000 per hijab.

2.2.2.3. Place

Currently REYD Muslimah Sportswear sells their product using physical store but only in few cities which are Gramedia in Makassar and Umama Super Store in Bandung. REYD Muslimah Sportswear sales helped on reseller sales which sold on their own online store which stocked every month. REYD Muslimah Sportswear also distribute their product to customer through online which are their official website (reyd.co.id), official online store at e-commerce in Blibli, Tokopedia, Shopee and Social Media such as WhatsApp and Instagram.

2.2.2.4. Promotion

REYD Muslimah Sportswear using online and offline promotion. For the online promotion they use combination of offline campaign. For the online promotion itself they used Instagram (@reyd\_id) as their main online promotional campaign. They post the feeds every 2 days and everyday post as Instagram story. The post included the product appearance which used by model by showing workout pose on it, also the information of the product which are the features and the quality of fabric. Designed as simple, clean and eye-catching, using differ theme color for each product. The post also shares about the applied event or new product launching.

They also using endorsement also several collaborations and then post the celebrity and collaborator using their hijab as one of the online promotional campaign.

Product Name	Price
REYD Lite	IDR 189,000
REYD Classic	IDR 219,000
REYD Ribbon	IDR 219,000
REYD Empress	IDR 279,000
REYD Royal+	IDR 329,000

Table 1: REYD Muslimah Sportswear's Collaborations

For the offline promotion, REYD Muslimah Sportwear has attended several Fashion festivals. One of them are in JAKARTA Fashion and Food Festival in 2019 on 7-25 August 2019. They also using direct promotion by using small reclama that displayed in front of the offline store.

### 2.3. External Analysis

The external analysis or environmental analysis is the examination of external factor or outside of company things that affecting the operations of the business such as the economy, competition, regulations, technological, social also global environment. By doing this analysis company can adapt to change and continue to succeed on running their business.

#### 2.3.1. Porter's Five Forces Analysis

Porter's Five Forces model which is a framework that allows company to analyze the level of competition in industry and business development through analyzing the competitive strength and position of a company or business organization (Williams & Curtis, 2007). Moreover, to apply it Porter's Five Analysis for REYD Muslimah Sportwear, author using scorecard table which is developed to the company five forces self-assessment. The scorecard table will be filled out by founder or the brand owner of REYD Muslimah Sportwear which contains several questions about the company's environment situation. Each question will be answered by answering one of the options which are Yes or No. 'Yes' if the competitive environment for the business indicates favorability, 'No' if it's indicates negative situation. The questionnaire that will be filled by the owner of REYD is base on AICC's publication entitled Industry Analysis: The Five Forces by Cole Ehmke, Joan Fulton, and Akridge. Below are the results of questionnaire of Porter Five Forces that has been filled out by the owner.

##### 2.3.1.1. The Bargaining Power of Suppliers (Low)

The bargaining power of suppliers of REYD Muslimah Sportwear is Low, it means that REYD Muslimah Sportwear can easily find good quality of material from many suppliers around Jakarta, Indonesia. The suppliers also can't enter the business more easily because they must have knowledge about Muslimah fashion (hijab) industry.

##### 2.3.1.2. The Bargaining Power of Buyer (High)

The bargaining power of REYD Muslimah Sportwear's buyer is high. It means that the ability of buyer to decide the product in a lower price or better quality. The high buyer bargaining power impact the lower sales margin.

##### 2.3.1.3. The Threat of New Entrants (High)

The threat of new entrant score is high, it can be caused by to get into fashion industry especially Muslimah wear is not easy and can't be concluded as niche market. The market potential and the opportunity are high making the market started to grow.

##### 2.3.1.4. Threat of Substitutes (High)

The threat of substitutes is high it means that there are many players on Muslimah fashion industries in Indonesia and usually people don't usually loyal to fashion brand.

##### 2.3.1.5. Rivalry among Competitors (Low)

The rivalry among competitors of REYD Muslimah Sportwear has a low score. It means that REYD Muslimah Sportwear may able to raise prices and earn more profits. It is because the uniqueness of the product that REYD Muslimah Sportwear offers, so the product can be described as strong leader of the Muslimah sportwear market.

#### 2.3.2. Competitor Analysis

To formulate a strategy to avoid, attack or corporate with competitor, company need to identify their competitor. Competitor analysis conclude the process of identifying key competitors; assessing their objectives, strategies, strengths and weakness, and reaction patterns; and selecting which competitors to attack or avoid (Kotler P., 2012). As mentioned, REYD Muslimah Sportwear there is one local competitor's brand in the same industry which is NOORE Sports hijab. The analysis of competitor will interpret by 4P's Marketing Mix.

Noore Sport Hijab / Noore (nu-rhe) founded since 2016, based in Bandung – Indonesia. Noore Sport Hijab interpretation of the latest capsule collections dedicated to those who are into modest sport urban fashion that providing much space of freedom and also expressions, and dare to be different. Noore started from online sales and at the end of 2017 Noore decided to have collaboration with eLcorps for expand the market through the offline market.

Comparison	REYD Muslimah Sportwear	Noore Sport
Product	Sell hijab in many forms, colors, several design for several sport kind with Syariah standard	Sell all sportwear to Muslim and Muslimah which offer hijab (for woman), tops, and bottoms also accessories and bags. The design of hijab is not fulfilled Muslim standard
Price (Hijab product)	Expensive (Rp189,000-329,000)	More affordable (R84,000-169,000)
Place	Online: <ul style="list-style-type: none"> <li>• Social media (Instagram)</li> <li>• E-commerce (Shopee, Bli-bli, Tokopedia)</li> <li>• Reseller online store</li> </ul> Offline: <ul style="list-style-type: none"> <li>• Gramedia in Makassar</li> <li>• Umama Super Store in Bandung</li> </ul>	Online: <ul style="list-style-type: none"> <li>• Social Media (WhatsApp, Instagram)</li> <li>• E-commerce (Shopee, Tokopedia, Zalora, Blibli, Lazada)</li> </ul> Offline: <ul style="list-style-type: none"> <li>• Official stores (East Java, Yogyakarta, Jakarta and Banten)</li> <li>• Mini Stores (Bandung, East Jakarta and Kasablanka City)</li> <li>• Concept Store (Jakarta)</li> </ul>
Promotion	<ul style="list-style-type: none"> <li>• Promotion by event</li> <li>• Collaboration with celebrity who wore hijab</li> <li>• Direct selling</li> <li>• Promoting through social media which posting the product and event</li> </ul>	<ul style="list-style-type: none"> <li>• Social media promotion</li> <li>• Collaboration with women sport champions in Indonesia</li> <li>• Promoting through social media which posting the product</li> </ul>

Table 2: Marketing Mix Comparison between REYD Muslimah Sportwear and Noore Sport

### 2.3.3. Customer Analysis

For the customer analysis, this research uses a quantitative method. This method will be explained descriptive analysis. The method approach is used to formulate a digital marketing strategy that will be further formulated in chapter 3 and to calculate the behavior of hijab consumer. The structure of this questionnaire using extended open-ended questions that relate to the variables in order to make respondents feel free in answering and help researcher to get a deeper explanation in the discussion of research and research suggestions. To collect data and information needed as customer analysis material, author must determine the population and sampling of respondents according to research. The following is an explanation of the method of data collection.

The population in this research were the women who wear hijab who lived in Indonesia, in minimum age 18 years old. This study uses non-probability sampling technique to determine the number of samples of this research which does not provide the same opportunity for each element of member of the population to be selected as a sample (Sugiyono, 2011). The type of non-probability sampling used was purposive sampling which determining sample with specific considerations. The selected group of subjects in purposive sampling based on particular characteristics which are considered to have a close connection with features of the population. So, in the other words, the contacted sample units are adjusted to specific criteria applied based on the research objectives or research problem. The number of samples of this research uses the unknown population number which uses reference based on Roscoe (1975) that states the sample size that more than 30 and less that 500 is sufficient for most studies.

The sample that fulfils the qualifications in this research were 97 people with the criteria that determined before, namely women who wore hijab who came from group who aged 21-25 years old as much as 63%. Followed by 23% of 26-35 years old, 8% of 36-35 years old group and 6% of 15-20 years old group of respondents. The largest group of respondents comes from students as much as 42%. Followed by 34% of employee, 18% of freelance group and 6% of housewife group of respondents. Respondents comes from several province around Indonesia which are the target market of REYD Muslimah Sportwear. We can see that the respondents dominated by South Sulawesi group of respondents as much as 32%, followed by 26% from West Java and 20% from Jakarta, the rest comes from Kalimantan, Sumatera until NTT. The highest number of respondents dominated by people who have income Rp3,000,001-Rp5,000,000 per month with percentage 33%. Followed by group of people who have income below Rp500,000 per months as much as 22%, 17% people who comes from group with income Rp1,500,001-Rp3,000,000, 15% of groups with income Rp500,001-Rp1,500,000 and the lowest percentage is comes from group who have income above Rp5,000,000. Most of respondents having workout in uncertain day routine as much as 43 percent, maybe it's because the occupation of respondents that comes from employee and students which has few times to do workout. Fortunately, the rest 57 percent are people who spent at least one day per week to do workout which is the initial market of REYD Muslimah Sportwear.

The most respondents allocate an expenditure budget less than Rp500,000 to buy hijab in a month with percentage of 95%. For such percentage, it can be concluded that almost everyone even though they have good job as source of income, and have a significant income. They still want to purchase hijab with affordable price. Otherwise, the rest 5% are people who spent money on hijab per month as much as Rp500,001-Rp1,000,000. 58% of respondents are concerned with shopping both online and visit the store of hijab (offline). While those who choose shopping online 32%

and those who prefer shopping offline are 10%. Many considerations for someone to shop hijab online, although through online it will be offered may option and discount for shopping online. Respondents most often used Instagram as social media choices day by day with percentage 68%, followed by 25 percent using WhatsApp as daily social media, 3% YouTube and 3% of Twitter as daily social media choices. For the online platform from shopping online most of respondents use Shopee to purchase product online with percentage 79,4%, followed by 11,3% using social media, Tokopedia 6%, and Bli-bli, Lazada, JD ID, and visiting official website each 1%. Most of respondents use Shopee to purchase hijab online with percentage 75,3% which has a different number of behaviors as purchasing product, followed by 21,6% using social media. Tokopedia, Lazada and visiting official website each 1%. Respondents mostly preferred Shopee to purchase sport equipment online with percentage 68%, followed by 14% Social Media and Tokopedia. Also, Lazada, E-Mall, Website and surfing through search engine by 1%.

Customer preference to analyze customer opinion and ratings about Muslim fashions brand. In this study, the marketing mix was used to be a factor and used the Likert as an assessment. As the results, from the product category, indicator product variation, quality and design showing the positive results. Where the average respondent considers the three things necessary. For the price cheap price and value over price is necessary consideration of respondents to buy hijab. The place indicators showing all positive results whereas offline store is still necessary consideration of respondents to buy hijab. As well as, through online store which using e-commerce, social media and website to sell hijab product. The promotion indicators showing that advertise frequently, appealing social media content and discount's interpretation results which in respondents mind that still necessary consideration to buy hijab. Although by using idol as ambassadors is impressed as neutral interpretation.

2.4. SWOT Analysis

SWOT Analysis is a technique that is used in organizations for strategy planning and strategic management. In order to develop corporate strategy and strategic strategy, it can be used efficiently. This Analysis used to evaluate Strength, Weakness, Opportunity and the Threat of the REYD Muslimah Sportwear Company. The following table is a SWOT analysis of REYD Muslimah Sportwear:

Strength (S)	Weakness (W)
<ul style="list-style-type: none"> <li>Using high grade fabric so hijab is comfortable to use</li> <li>Capable to collaborate with famous celebrity</li> <li>The design is meet the Muslim's standard also trendy and appealing</li> </ul>	<ul style="list-style-type: none"> <li>The price is higher than competitor</li> <li>Not using proper influencer as brand endorser</li> <li>Few offline store</li> <li>Low social media use</li> <li>Social media post only post the product brand</li> <li>Sales depends on external channels</li> <li>Inaccurate conducted event</li> </ul>
Opportunity (O)	Threat (T)
<ul style="list-style-type: none"> <li>Few competitors who are in hijab sportwear market</li> <li>Consumer behavior tend to buy a good grade product whether the product is not cheap</li> </ul>	<ul style="list-style-type: none"> <li>Barrier to entry is low</li> <li>Product easy to substitute</li> <li>Low brand awareness</li> <li>Miss targeting consumer</li> </ul>

Table 3: REYD Muslimah Sportwear SWOT Analysis

2.5. Root Cause

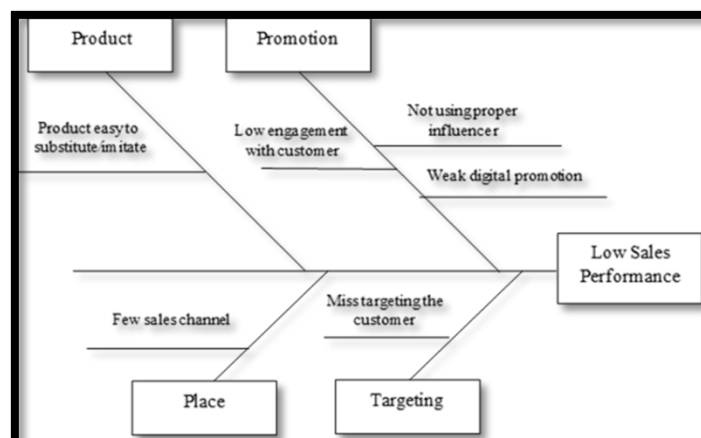


Figure 4: Fishbone Diagram

After external and internal analysis, then the root cause is defined with fishbone tool. There root cause of the problem is sales performance that caused by four factors which are The Product, Promotion, Place and Targeting. The product consists of the product that easily substitute because of the price of the product is quite high, so consumer can replace the product into other product with same basic function which is covering the Aurat for women, the product can easily imitate because the barrier to entry the market is low also the product is appeared in many digital media which everybody can access so can causing the decrease the brand awareness of the product. The Place is also the factor which causing the low sales performance of the product because the small number of channels that REYD Muslimah Sportswear had. Currently the sales channel is only by few offline stores, online store which has low sales on it, event and reseller which has potential failure. In promotion factor there are three problems which are: REYD Muslimah Sportswear that not using proper endorser that actually suited with Sportswear product; weak digital promotion which currently REYD Muslimah Sportswear only use Instagram and WhatsApp as main social media to promote; Communicate the product with customer and potential customer and last is low engagement with current customer which daily post of social media that REYD usually post is about product that they sell and upcoming event, there are no post that can interact with the customer directly or event that involve the current or potential customer in community. Last the Targeting factor which miss targeting the customer means that the current price of the product can be concluded as affordable. But, the target customer that REYD aim is whoever have outcome higher than five million rupiahs. Miss targeting the customer will miss leading the marketing strategy.

### 3. Business Solution

After several analysis, author propose digital marketing strategies that expect to help increase REYD Muslimah Sportswear's sales. As the discussion from previous chapter, the root cause that make company's sales performance low are some factor which come from Targeting factor, and 3P (Product, Place and Promotion) out from 4P Marketing Mix. The strategy that authors use will optimize social media of REYD Muslimah Sportswear by develop new marketing strategy in STP and Marketing Mix of the business.

#### 3.1. Developing New STP

The STP strategy is important to think about, because from this strategy, will determine the marketing strategy that will offered to their target market.

##### 3.1.1. New Segmentation

By developing new segmentation, author suggest that the outcome need to replace into income which is IDR 2,000,000 a month considering as the result of research, and the price of the REYD Muslimah Sportswear hijab which not that expensive and the buying power of respondents who could be a customer or potential customer that comes from several background of occupation can afford to purchase 1 to 3 pieces of hijab every month.

##### 3.1.2. New Targeting

By developing new targeting strategy, author suggest to expand the age target into 19-42, adding occupations target which is students and the benefit of the customer which are need-based loyal customer and the switchers. Because switchers behavior is tended to commercials pressure from retailers, availability of choice, poor in-store service standards and delivery (Akwensivie, 2014). Because of that, considering the product quality and designs that REYD Muslimah made it can attract the switchers to become potential customer

##### 3.1.3. New Positioning

From previous positioning of REYD Muslimah Sportswear can be seen at Figure 3 which position their self in lifestyle with high price that almost equally to NIKE, Adidas and higher than Noore Sport in term of sportswear. But because of their target will be Muslimah who want need a hijab to do workout or sport activity. The positioning of REYD Muslimah Sportswear will be shown as follow:

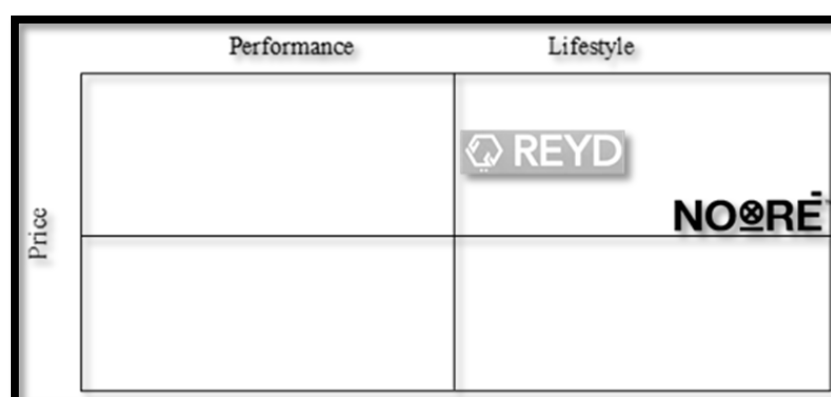


Figure 5: Purposed Positioning Plan



### 3.2. Developing New Marketing Mix

#### 3.2.1. Product

As the root cause of sales not perform well which mention from previous chapter. The product is easily to imitate, moreover there are many of them sell REYD Muslimah Product online without knowing the originality of the product. Because of that, product which sells digitally is not performing well. As this problem, author recommend to make an original differentiation, characteristic or identity that signify that the product is original. Such as NIKE which has a specific scent of original product, and inner soles which made from high quality foam (Abdilla, 2020). After that, customer needs to educate that the product has this specific criterion which signify the originality.

#### 3.2.2. Place

Currently the product was selling in limited sales channel which are their official online and offline stores, resellers and event place. They can actually expand their channels to sport station which are sports gym, yoga gym, Zumba class, badmintons court, etc. Considering the product is sell to the hijab women who want to doing sport or workout activity, they can display the products in those places. So, the target can put interest on the brand which displayed there. They can expand the channels by collaborate with Muslimah stores in Indonesia. Also, they can direct sell the product into special occasion like 'Car Free Day' in several cities in Indonesia.

#### 3.2.3. Promotion

There are three problems which are: REYD Muslimah Sportwear that not using proper endorser that actually suited with Sportwear product; weak digital promotion low engagement with customer. To solve those problems, author recommend to fix the promotion strategy by developing strategy to engage more with customer and developing the digital marketing of REYD Muslimah Sportwear.

To strengthen the engagement with customer and to made new customer, REYD Muslimah Sportwear doing some effort, which are doing event and sharing with social media. In this case they doing event by attending some clothing event, and creating event by collaborating with some influencer. The event that they conduct is just by selling the product without giving any further bond. To strengthen the engagement, REYD Muslimah Sportwear should conduct a sport/workout event, where Muslimah can join the sport event such as color run, or jogging event or another event which involve the Muslimah on it. Another effort is to build the community of hijab woman or joining the existing community and then sharing why Muslimah also need to be healthy or giving tips on doing sport or workout activities.

### 3.3. Social Media Optimization

In current social media that REYD Muslimah Sportwear used which is Instagram, already displays their product into appealing post. They serve the post into colorful and meaningful post. Such as, the product is used whenever the users doing workout or sports activity. But the value of the brand perceive was not delivered well. It was because of they rarely doing paid advertisement such as using Instagram and Facebook ads also using Indonesians influencer and or celebrity endorse service. They also miss-targeting the product which collaborating with celebrities that didn't apply healthy lifestyle or healthy role model that wears hijab. Author recommend to use celebrities or influencers that hits or viral on that time. Such as in 2020, the viral celebrities or influencer that wearing hijab is @dindahw which viral because of ta'aruf story and @zaskiasungkar15, celebrity which viral in 2020 because of the story that just got pregnant after nine-year marriage.

With picking correct influencer or celebrity that should be picked as endorser or brand ambassador give the target segment more aware of the product. Picking a right endorser is with a right attribute of the brand that should celebrity advertise giving them a direct and positive relation, so company need to pick the right celebrity as their brand endorser (Friis-Jespersen, 2017). The right celebrity or influencer might influence of their followers to purchase what they usually wear to doing activity because social media influencer is the source of reference as followers towards the products bran (Nafees, M. Cook, & E.Stoddard, 2020). In this case if REYD Muslimah Sportwear using the correct influencer, the followers of the will using the same product as what their role model used to doing workout or sports activity.

REYD Muslimah Sportwear also has to doing social media paid advertisement more frequent. Social media advertising is a cost-effective way to create exposure for brand. If the business appears in the news feed regularly, people will start to recognize it. Recognition will enhance credibility, plus drive engagement and purchasing behavior (Heinig, 2018). By using social media paid advertisement, brand can determine the actual target segment and will pass they who wasn't the target segment of the brand. That feature can help the business find their target segment and giving the awareness of the brand.

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