

IMPLEMENTATION OF DIGITAL MARKETING STRATEGY ON GARMENT COMPANY: A COMMUNITY DEVELOPMENT IN VIO COLLECTION

Willy FERNANDEZ¹, Retno DEWANTI^{2*}
^{1,2} *Binus University, Jakarta, INDONESIA*
^{*}*retnodewanti@binus.edu*

ABSTRACT

Vio Collection is a garment company which is expert in the field of fast fashion that was founded in 2010. While running its business, Vio Collection made attempts to carry out digital marketing and enter the digital realm, such as opening its business on an online basis, but these efforts failed or suffered losses. The community development team found that the Vio Collection continued to decline in sales. Through this case study, would like handling and supervised this implementing digital marketing to adapt digitalization era and ready to compete in the fast fashion market. Community development methodology uses SWOT Analysis and Plan, Do, Check, and Action Model. Respondents are the owners and Vio Collection employees, and customers. Based on the results analysis recommend to Vio Collection should be carried out digital marketing activities, with social media Instagram and Tiktok, selected paid promotion and endorsement strategies.

Keywords: Digital Marketing, Social Media, Fashion, Community Development

1. INTRODUCTION

In the era of globalization and increasingly rapid digitalization, technology plays an important role in changing the way people interact and transact. Advances in information technology have brought many conveniences in various aspects of life, including the way businesses are run. Digital marketing, as one of the main innovations in the world of marketing, is crucial for companies to reach and retain their consumers. Vio Collection, a company engaged in Muslim fashion, is amid this moment, where digital marketing strategies can have a significant influence on consumer sales and purchase decisions.

The growth of internet users in Indonesia, which reached 213 million people in January 2023 and is equivalent to 77% of the total population, shows the extraordinary market potential. The increase of 5.44% compared to the previous year reflects the growing trend of internet use. In addition, the average duration of internet use by Indonesians which reaches 7 hours and 42 minutes per day shows that the internet has become an integral part of daily life. Most internet users access the network via mobile phones, signalling the importance of optimizing responsive and user-friendly digital platforms to support online interactions and transactions.

Behind the abundant opportunities, there are challenges that must be faced, especially related to uneven internet accessibility. Despite significant internet penetration, around 63.51 million Indonesians are still not connected to the internet. Thus, companies like Vio Collection need to develop a digital marketing strategy that not only focuses on market penetration but also considers accessibility conditions in various regions. The use of adaptive approaches, both through digital media and traditional methods, is a must to reach a wider consumer segment.

In this context, this paper aims to analyse the implementation of digital marketing strategies by Vio Collection and its impact on consumer purchasing decisions. By exploring the various digital applications used, such as TikTok, Tokopedia, Shopee, and Instagram, this study will also discuss the effectiveness of using digital advertising features to increase product visibility. In addition, this research will provide strategic recommendations that can help Vio Collection in achieving success in an increasingly connected and competitive market.

Through a deep understanding of digital marketing strategies, it is hoped that Vio Collection can identify the steps that need to be taken to optimize their presence in the digital world and face the challenges that exist. This research not only focuses on theoretical aspects but also provides practical benefits that are expected to be applied by companies in real contexts, thus opening opportunities for growth and sustainability in the Muslim fashion industry.

Digital marketing has been an important aspect of the business world for decades. It is believed to help build relationships with markets and target groups, generate competitive advantages, and gain a better understanding of the needs of potential customers. However, in recent decades, market conditions have undergone significant changes. There has been an increase in prosperity, societies have become more multicultural, different age groups have different behaviours, and with greater mobility, shopping can be done anywhere, even far from home. In addition, advances in information technology have also had a major impact. Marketing strategies include the 4P concept (Product, Price, Place, Promotion) and Customer Relationship Management, as a part of efforts to achieve goals related to these four aspects.

2. LITERATURE STUDY

According to Yaguchi, M. R., & Wongchestha, N. (2020) ; Nagyova et al. (2020) that Digital Marketing as an application of Digital technologies and media with a combination traditional marketing media to achieve marketing objective. Digital marketing utilizes digital technology, particularly through the internet, but also includes the use of mobile phones, visual advertising, and other digital media. Since the 1990s and 2000s, Digital Marketing has changed the way brands and businesses utilize marketing technology.

Currently, more digital platforms are being integrated into marketing strategies. There has been a shift in the behaviour of consumers who use digital devices; they prefer to stay at home and shop online using their devices rather than visiting physical stores. 24/7 digital marketing campaigns are becoming more common and effective. Digital marketing is not limited to marketing via the internet but also includes branding activities that use various web- or internet-based media such as blogs, websites, email, paid advertising (AdWords), and other social networking platforms. Social media allows the Company to connect with its customers to increase brand awareness and increase sales (Algharabat et al., 2018; Kapoor et al., 2018; Kaur et al., 2018; Lal et al., 2020; Dwivedi et al, 2021).

The main channels of internet marketing include Website, Search engine marketing, social media marketing, e-mail marketing, content marketing, display advertising What is difference between digital, online and internet marketing explained by Nagyova (2020) that are a subset of digital marketing activities, requiring a live internet connection.

Digital marketing promotes effective and efficient marketing. Maturity Digital marketing implementation according Boufim and Barka (2021) stated several aspects: 1. Digital marketing strategy, 2. Skills and Resources, 3. Culture, 4. Organization, 5. Customer Knowledge, 6. Digital Identity, 7. Control, 8 communications, 9. Technology and Innovation. Success Digital marketing is defined by strategy. Meanwhile, the strategy itself is the initial stage in marketing planning.

The 7 step marketing toolkit by Grieves Kay (2010) help create marketing plan: (1) Identity your strategic direction, (2) SWOT your service offers, (3) Profile your customers into segments, (4) Match your offers to your segments, (5) Transform your offers into benefit, (6) Translate your benefits into messages, and (7) Plan your campaigns. After planning, the business executes according to its plan.

Rachmadewi, I. P., Firdaus, A., Qurtubi, Q., Sutrisno, W., & Basumerda, C. (2021) state that one of the important stages that is the first step in starting e-marketing is situation analysis. Usually, in this stage, analysis is carried out using the SWOT (Strength, Weakness, Opportunity, Threat) method. This analysis becomes the basis for formulating company strategies, decision making, and maximizing the company's strengths, identifying opportunities in the market or products, overcoming the company's weaknesses, and facing and overcoming threats that may arise during the implementation of company activities.

Deming model explained activities with a concept of Total Quality Management (Wantini, et al., 2022) was first launched in 1920s. This model was initially used to develop quality products. The father of TQM movement to Deming cycle which is refers to continuous improvement as a determine performance success in line with previously set objectives. The Deming Cycle called PDCA. The type of evaluation varies depending on the objectives that have been set beforehand.

The PDCA method is a method pioneered by Edward Deming (Mayangsari et al., 2024) to help solve problems and improve performance based on repetitive performance cycle management. This method is used to help improve sustainable business performance. The process begins with “plan,” which is setting goals and identifying performance measurements. “Do” is the implementation of the planned performance. ‘Check’ is checking

performance and identifying deviations. “Action” is taking corrective action and checking the recommended best standards, evaluating the effectiveness of the strategy based on changes, and adjusting the strategy continuously.

Various strategies are developed to achieve the set goals. One strategy is to use SEO to facilitate the search for products or services, company brands, and other information. Search engines help customers obtain information quickly and easily. Fatimah A. and Afira S. (2023) explains that the goal of SEO is to increase the speed at which a brand is found on Google search engines. Product and service brands found by customers will increase search engine traffic to the business's website. To that end, companies need to choose the right keywords and phrases to use in SEO. In addition, businesses expand the reach of customer information through social media.

Marketing through social media involves all activities carried out by a business, considering an integrated and strategic approach in managing it. Marketing through social media is not limited to making posts and responding to comments but also requires good coordination and consistency. To maintain consistency in posts, there are various online tools that can be used to automate and schedule social media posts, although the use of automation must still be accompanied by a real human presence behind it.

Another online media that can be used for advertising is PPC. Pay-Per-Click (PPC) is a form of paid advertising that appears because of promoted search engines and on websites (Rezaei, S., Amin, M., & Herjanto, H. (2024)). This is a short-term digital marketing strategy, where ads will stop when payments are stopped. Like SEO, PPC aims to increase search traffic to online businesses. PPC can refer to various types of ads, including those that appear at the top or side of search results pages, while browsing the web, YouTube videos, or in mobile apps

Content marketing works synergistically with other digital marketing strategies, such as SEO, social media, and email marketing. Through analytics, marketers can understand consumer preferences and behaviour to optimize their content.

When designing an e-marketing strategy, it is important to have clear priorities regarding the use of the right channels. This involves identifying the target market, establishing positioning, offering online value, selecting a mix of digital media channels to attract new customers, and developing strategies to retain existing customers. E-channel strategies become more effective when they can provide unique added value to all parties involved in the transaction, compared to other channels.

3. METHODOLOGY

PDCA (Plan, Do, Check, Action) is chosen as the strategy analysis method used by businesses today so that they can adjust their future strategies. The strategy analysis process begins with planning, implementation, and review, followed by corrective action to ensure continuity. In addition, the internal and external environment of the business is identified using SWOT (Strengths, Weaknesses, Opportunities, Threats) (Steenburgh, T. J., & Avery, J. (2010)). Data is obtained through interviews with parties interested in the business.

A comprehensive and systematic approach will be applied to collect data in analysing sales trends and consumer preferences in the Vio Collection Store. Some of the data collection methods that will be used include questionnaires, interviews, and literature studies, which are expected to provide an in-depth and thorough understanding of consumer behaviour and the dynamics of the current Muslim fashion market.

By integrating these three methods—questionnaires, interviews, and literature studies—community development is expected to provide a holistic picture of market dynamics, consumer behaviour, and challenges faced by the Vio Collection Store. The results of this community development program were providing a solid foundation for the development of effective and sustainable business strategies, as well as a real contribution to the development of the Muslim fashion industry in Indonesia. The main objective of this supervise is to create a deep understanding of the needs and desires of consumers, which in turn will help the Vio Collection Store in improving the shopping experience, product quality, and better service.

4. DISSCUSSION

Current Market Situation of VIO COLLECTION

1. Product Quality:

- Uses various types of high-quality Muslim clothing materials such as brocade, satin, wolffis, Balotelli, organza, chiffon, and silk.

- Silk is chosen as the main material because market surveys show that the majority of buyers prefer this material.

2. Raw Material Constraints:

- Facing difficulties in obtaining materials from suppliers due to competition with other competitors, resulting in limited production.

3. Sales Channels:

- Selling products through online and offline channels.
- Femino, a subsidiary, focuses on online sales through platforms such as Instagram, Tiktok, and Tokopedia.
- Offline sales are conducted through physical outlets in Tanah Abang Market.

4. Use of Social Media:

- Using social media to promote products and interact with customers.
- Focusing on platforms that are popular among consumers to increase sales.

Vio Collection has a few strengths that can be optimized to improve its business performance. Vio Collection's main strengths, such as excellence in modelling, financial strength, offline market dominance, and good communication with consumers, can be a strong foundation in facing competition in the Muslim boutique fashion industry. However, several identified weaknesses, such as lack of presence in the online market, problems in human resource management, lack of technology use, and ineffective marketing strategies, must be addressed immediately so that Vio Collection can compete better in the digital market.

The digital marketing strategies implemented by Vio Collection need to be identified and improved to have a positive impact on consumer purchasing decisions. The use of new technologies such as AI and data analytics, more optimal use of mobile platforms, and collaboration with influencers can be effective first steps in increasing brand awareness and consumer trust. Improving employees' soft skills through training in online shops, incentive systems, and recruiting experienced employees from competitors can help Vio Collection build a strong online shop ecosystem.

In addition, the importance of developing stores in e-commerce, adapting to consumer trends and producing more affordable products for the middle to lower market are tactical steps that must be carried out consistently. The use of social media such as Instagram, TikTok, and e-commerce platforms for product promotion and customer interaction can increase the visibility and sales of Vio Collection products.

By implementing these strategies, it is hoped that Vio Collection can expand its market reach, improve product quality, and maintain the availability of raw materials for sustainable production. These steps are also expected to increase sales through various marketing and distribution channels, both online and offline. In the long term, improving existing weaknesses and optimizing existing strengths will make Vio Collection more competitive and adaptive to changes in consumer preferences and market dynamics.

With the right strategy, such as developing an e-commerce presence and using social media more optimally, Vio Collection is expected to expand its market reach and increase brand visibility. The use of social media as the primary platform in marketing strategies is also considered effective, given its large user base and more affordable costs compared to traditional marketing. In addition, cooperation with influencers that is adjusted to an estimated budget of between IDR 35,000,000 to IDR 55,000,000 can help increase brand awareness and engagement, with a target of increasing brand awareness by 30% and audience engagement by 25% within a three-month period.

Through a comprehensive analysis of this marketing strategy, Vio Collection can build a strong team by improving employees' soft skills and ensuring the sustainability of production raw materials. With planned and consistent measures, Vio Collection will not only be able to increase sales, but also create closer relationships with customers, thus strengthening the company's position in the Muslim boutique fashion market. Going forward, continuous improvement of existing weaknesses while optimizing its strengths will increase Vio Collection's competitiveness amid changing market dynamics.

Table 1: SWOT Analysis

SWOT	Factor
Strenght	1. Superior in Model Creation: Vio Collection has proven to be a leading model creator compared to its competitors.
	2. Superior in Finance: To date, Vio Collection excels in finance, with its large capital enabling it to control market prices.
	3. Superior in the Offline Market: Currently, Vio Collection also excels in the Muslim Boutique Fashion Market at PGMTA.
	4. Communication with Consumers/Retailers: Vio Collection is very attentive to what consumers/retailers want, such as models, patterns, cuts, stitching, prices, etc.
	5. Superior in Production: Vio Collection excels in production in terms of low production costs and speed.
Weakness	1. Lack of marketing strategy: To date, Vio Collection is only known as a distributor and lacks branding to the public audience.
	2. Limited offline store operating hours: Limited offline store operating hours.
	3. Not excelling in the online market: The ability to manage the online market is still weak, therefore there is no movement towards the online market.
	4. Lack of integrated information system technology: The technology used by Vio Collection is still manual and relies on humans, while competitors are already using robots.
	5. Problematic human resource skills: Vio Collection's human resources lack professionalism in their work.
Opportunity	1. Digital Market Growth: The increase in the number of internet users and high digital market penetration opens up great opportunities for expansion.
	2. Technological Innovation: The use of new technologies such as AI and data analytics can increase the effectiveness of digital marketing campaigns.
	3. Mobile Platform Development: Optimizing the mobile user experience can attract more consumers who access the internet via mobile phones.
	4. Collaboration with Influencers: Using influencer marketing can increase brand awareness and consumer trust.
	5. Expanding Resellers: There is an opportunity for Vio Collection to expand its resellers throughout Indonesia.
Threats	1. Stiff Competition: The large number of companies that also implement digital marketing strategies increases competition in the online market.
	2. Changes in Digital Policy: Changes in regulations related to the internet and digital marketing can affect the strategies that have been implemented.
	3. Data Security: Threats to consumer data security can damage the reputation and trust in Vio Collection.
	4. Changes in Consumer Preferences: Rapid changes in consumer preferences and behavior require constant adjustments in digital marketing strategies.
	5. Regulatory Changes that hinder trade: There is still a threat that the government will create regulations that will make it difficult for traders to sell their goods.

Table 2: PDCA Analysis

PDCA	Factor
Plan	1. Designing a Plan to Improve Employee Soft Skills: Planning training/teaching employees soft skills in the field of online shops/digital to improve employee/human resource quality.
	2. Creating an incentive salary system: Planning careers and incentive salaries so that employees improve their live hosting performance by giving bonuses if they exceed their targets.
	3. Recruiting former competitors' employees: So that Vio Collection can obtain information from competitors and achieve high human resource quality standards, such as important information on competitors' online shop strategies.
	4. Building an online shop ecosystem: Building stores on e-commerce platforms such as Tokopedia, Shopee, and Tiktok Shop.
Do	1. Use of Technology: Vio Collection is currently pursuing technology, such as the use of prisket machines. However, this technology can be developed in a modern direction with the latest prisket.
	2. Adapting to consumer preferences/trend changes: Currently, Vio Collection is quite agile in meeting consumer preferences/trend changes. Developing diversity in patterns, motifs, models, colors, etc., by utilizing information from the internet.
	3. Strong market control: Although Vio Collection has experienced a decline in terms of turnover and turnover, Vio Collection can still dominate the boutique fashion market in PGMTA due to its intuitive ability in market price analysis and competition.
	4. Producing products at more affordable prices for the lower-middle market: Vio Collection currently produces Muslim boutique fashion products at affordable prices for the lower-middle market, so it already has a target market that can be adjusted to the online market.
Check	1. Check Product Quality: control the quality of Vio Collection boutique fashion products, thereby minimizing losses and complaints from consumers and avoiding a negative image.
	2. Take Feedback From Consumers: interact directly with consumers verbally or through reviews to assess which customer segments are most responsive to product offerings.
	3. Operational Performance: Currently, Vio Collection is reviewing its production and distribution processes to identify any bottlenecks or inefficiencies that affect performance, in order to eliminate inefficiencies and support word-of-mouth marketing that Vio Collection produces high-quality products.
	4. Use of Technology: The impact of efficiency in the use of printing machines can cut production costs and generate greater profits due to the potential of a market that never dies.
Act	1. Budget or capital: massive use of the budget for online marketing so that Vio Collection generates large revenues, enabling it to dominate both the offline and online markets.
	2. Product improvement: Obtaining feedback from customers to improve product quality so that Vio Collection can immediately adjust its products according to customer requests for revisions in quality, models, materials, etc.
	3. Technology and digitalization: If Vio Collection utilizes social media more effectively and relevantly, it can drive its online shop to a larger target market.
	4. Incentive-based salary system: Implementing this system will motivate employees to improve their performance, thereby impacting Vio Collection's revenue.

5. CONCLUSIONS AND SUGGESTIONS

The Vio Collection is currently lagging in the online market and has not shown significant progress in developing its digital strategy. The use of social media platforms such as Instagram, TikTok, and Tokopedia to promote products and interact with customers has not been optimized. However, there is great potential to adopt new technologies, such as artificial intelligence (AI) and data analytics, to improve the effectiveness of digital marketing campaigns.

The use of influencer marketing can also be an effective strategy to increase brand awareness and consumer trust. With the adoption of new technologies and data analytics, digital marketing campaigns can be more targeted and effective, which in turn can positively influence consumer purchasing decisions. Good interaction with consumers through social media can increase trust and loyalty towards Vio Collection.

In addition, obtaining direct feedback from consumers through social media allows Vio Collection to continuously improve its products and services, thereby increasing consumer satisfaction and purchasing decisions. Therefore, an effective digital marketing strategy is very important to increase the visibility of Vio Collection products, reach more potential consumers, and ultimately increase sales.

Vio Collection needs to increase its presence in the online market by strengthening its stores on e-commerce platforms and optimizing the use of mobile applications. In addition, it is important to conduct soft skills training for employees so that they are more proficient in managing online shops and digital marketing, which will be developed. The implementation of an incentive system for employees is also necessary to increase productivity and company performance. Strong branding must be reinforced through more innovative promotions and digital marketing campaigns. Customer feedback must also be used to continuously meet market expectations. To achieve this, Vio Collection needs to utilize information systems such as big data and artificial intelligence (AI) as well as

other digital technologies, so that it can obtain more accurate information and target audiences that are in line with the market.

REFERENCES

- Anggraeni, T., Fauzi, A., Rambe, D., Afrillia, W., Ambarwati, N. R., & Febrian, H. (2022). Pengaruh Strategi Pemasaran dan Kualitas Layanan Terhadap Keputusan Nasabah Pada Bank Syariah. *Jurnal Portofolio: Jurnal Manajemen dan Bisnis*, 1(3), 212-218.
- Algharabat, R., Rana, N. P., Dwivedi, Y. K., Alalwan, A. A., & Qasem, Z. (2018). The effect of telepresence, social presence and involvement on consumer brand engagement: An empirical study of non-profit organizations. *Journal of Retailing and Consumer Services*, 40, 139-149.
- Boufim, M., & Barka, H. (2021). Digital marketing: Five stages maturity model for digital marketing strategy implementation. *IJBTSR International Journal of Business and Technology Studies and Research*, 3(3), 15-pages.
- Dwivedi, Y. K., Ismagilova, E., Hughes, D. L., Carlson, J., Filieri, R., Jacobson, J., ... & Wang, Y. (2021). Setting the future of digital and social media marketing research: Perspectives and research propositions. *International journal of information management*, 59, 102168.
- Fatimah, A., & Afira, S. (2023). Pemanfaatan Search Engine Optimization (SEO) sebagai Upaya Peningkatan Traffic Promosi Wisata Jeep Adventure Binaan BUMDes Parang Menoreh. *Amare*, 2(2), 40-45.
- Grieves, K. (2010). 'How do you like your eggs in the morning?': A simple 7 step toolkit for creating strategic marketing plans that really work.
- Kapoor, K. K., Tamilmani, K., Rana, N. P., Patil, P., Dwivedi, Y. K., & Nerur, S. (2018). Advances in social media research: Past, present and future. *Information systems frontiers*, 20(3), 531-558.
- Kaur, P., Dhir, A., Rajala, R., & Dwivedi, Y. (2018). Why people use online social media brand communities: A consumption value theory perspective. *Online information review*, 42(2), 205-221.
- Lal, B., Ismagilova, E., Dwivedi, Y. K., & Kwayu, S. (2020). Return on investment in social media marketing: Literature review and suggestions for future research. *Digital and social media marketing*, 3-17.
- Mayangsari, M., Ulwiyah, N., & Qoyyimah, U. (2024). Perencanaan Model William Edward Deming. *NIZĀMULILMI: Jurnal Manajemen Pendidikan Islam*, 9(1), 52-66.
- Nagyová, B. S. (2020). Digital marketing plan for a book using service-oriented marketing mix. *Masaryk University*.
- Rachmadewi, I. P., Firdaus, A., Qurtubi, Q., Sutrisno, W., & Basumerda, C. (2021). Analisis strategi digital marketing pada toko online usaha kecil menengah. *Jurnal INTECH Teknik Industri Universitas Serang Raya*, 7(2), 121-128.
- Rezaei, S., Amin, M., & Herjanto, H. (2024). Pay-per-click (PPC) advertising and continuous banking service intentions. *Journal of Financial Services Marketing*, 29(4), 1542-1558.
- Steenburgh, T. J., & Avery, J. (2010). Marketing analysis toolkit: Situation analysis. *HBS Case*, (510-079).
- Wantini, W., Waharjani, W., Wijayanti, C. S., & Suyatno, S. (2023). Improving Learning Outcomes of Islamic Religious Education for Elementary School Students with the Application of the Talking Stick Learning Model. *Al-Ta lim Journal*, 30(2), 157-169.
- Yaguchi, M. R., & Wongchestha, N. (2020). *Marketing Strategy and Marketing Communication during COVID19: The case of LINE MAN Food Delivery* (No. 304820). Thammasat University. Faculty of Mass Communication.