

ABSTRAK

Lingkungan eksternal perusahaan menunjukkan bahwa industri produk halal berkembang pesat secara global, dengan populasi umat Islam global mencapai 1,9 miliar orang. Indonesia, dengan mayoritas penduduk Muslim, menjadi pasar potensial bagi produk halal, termasuk industri *modest fashion*. Tren *modest fashion* yang sopan dan konservatif semakin diminati di Indonesia, didukung oleh budaya lokal yang santun. Industri *modest fashion* di Indonesia menunjukkan pertumbuhan signifikan dalam penyerapan tenaga kerja, kontribusi terhadap PDB nasional, dan nilai ekspornya. Namun, industri ini menghadapi tantangan dari produk impor yang kompetitif dan merek Barat yang memasuki pasar. Tren inklusivitas ukuran dan kebutuhan kustomisasi pakaian menciptakan permintaan baru. Penggunaan teknologi canggih seperti AI dan digitalisasi menjadi kunci dalam mengatasi tantangan ini dan memanfaatkan peluang di industri *modest fashion* Indonesia.

Untuk menjawab tantangan dunia bisnis maka penelitian ini dilakukan untuk merancang model bisnis B2B2C yang dilakukan melalui pendekatan deskriptif kualitatif dengan beberapa tahapan analisis. Penelitian dimulai dengan pengumpulan informasi tentang potensi dan persaingan industri serta cara kerja aplikasi perdagangan elektronik. Berdasarkan data ini, model bisnis digagas dan dibuat prototipenya, lalu diuji penerimaan calon konsumen untuk evaluasi lebih lanjut. Kerangka kerja yang digunakan dalam analisis persaingan di pasar *modest fashion* menggunakan *Porter's Five Forces*. Kemudian dalam melakukan pembentukan model bisnis digunakan kerangka kerja Kanvas Model Bisnis. Kemudian ketika prototipe aplikasi sudah dibuat, tes peneriman calon pengguna akan dilakukan dengan mengadaptasi kerangka kerja *E-Retail Test*.

Kata Kunci : *e-commerce*, *marketplace*, B2B2C, Semi-Kustom, fesyen, *fashion*, *modest fashion*, kanvas model bisnis, *Porter's Five Forces*, *E-Retail Test*

ABSTRACT

The external environment of the company indicates that the halal product industry is experiencing rapid global growth, with the global Muslim population reaching 1.9 billion people. Indonesia, with its majority Muslim population, is a potential market for halal products, including the modest fashion industry. The trend of modest and conservative Muslim clothing is increasingly popular in Indonesia, supported by the local culture's emphasis on decency. The modest fashion industry in Indonesia has shown significant growth in employment absorption, contributions to national GDP, and export value. However, this industry faces challenges from competitive imported products and Western brands entering the market. The trends of size inclusivity and the need for clothing customization create new demands. The use of advanced technologies such as AI and digitalization is key to overcoming these challenges and leveraging opportunities in Indonesia's modest fashion industry.

To address these business challenges, this research aims to design a B2B2C business model through a qualitative descriptive approach with several stages of analysis. The study begins with the collection of information on the potential and competition in the industry as well as the functioning of e-commerce applications. Based on this data, the business model is conceived and prototyped, followed by consumer acceptance testing for further evaluation. The framework used in the competition analysis of the modest fashion market is Porter's Five Forces. The Business Model Canvas framework is used in the formation of the business model. Once the aplikasi prototype is created, user acceptance testing will be conducted by adapting the E-Retail Test framework.

Keywords: e-commerce, marketplace, B2B2C, Semi-Kustom, fashion, modest fashion, business model canvas, Porter's Five Forces, E-Retail Test