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## SHAPING MODERN MUSLIMAH IDENTITY: DIGITAL MARKETING STRATEGIES OF HIJAB MSEs IN MAKASSAR

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### **Abstract**

*BIAH hijab is a small local business in the fashion industry that produces various types of hijabs, collaborates with local tailors, and utilizes digital platforms as its primary marketing medium. Despite these efforts, the brand faces low awareness, resulting in many potential customers being unfamiliar with BIAH Hijab and a number of transactions being canceled. In the current digital era, people increasingly obtain information through the internet, creating opportunities for digital marketing to address these issues. This study aims to assist BIAH Hijab in overcoming promotional challenges and improving brand visibility. The research employs a descriptive qualitative method. Data were collected through observation, interviews, and documentation, and analyzed descriptively using a SWOT framework to assess strengths, weaknesses, opportunities, and threats. The analysis reveals that BIAH Hijab has strong product quality and local partnerships but faces weaknesses in promotional consistency. Opportunities exist in expanding digital marketing channels and influencer collaborations, while threats include intense market competition. The study recommends that BIAH Hijab develop a structured digital marketing strategy, strengthen collaborations with external partners, and leverage data analytics to enhance campaign performance.*

**Keyword:** Digital Marketing, BIAH hijab, SWOT, Social Media, Muslimah Fashion

### **Abstrak**

BIAH Hijab adalah usaha kecil lokal di industri fesyen yang memproduksi berbagai jenis hijab, bekerja sama dengan penjahit lokal, dan memanfaatkan platform digital sebagai media pemasaran utama. Meskipun upaya tersebut telah dilakukan, merek ini masih memiliki tingkat kesadaran yang rendah, sehingga banyak calon konsumen belum mengenal BIAH Hijab dan beberapa transaksi dibatalkan. Di era digital saat ini, di mana masyarakat semakin banyak memperoleh informasi melalui internet, terdapat peluang untuk memanfaatkan pemasaran digital dalam mengatasi permasalahan ini. Penelitian ini bertujuan membantu BIAH Hijab mengatasi tantangan promosi dan meningkatkan visibilitas merek. Metode yang digunakan adalah deskriptif kualitatif dengan pengumpulan data melalui observasi, wawancara, dan dokumentasi, serta analisis menggunakan kerangka SWOT untuk mengidentifikasi kekuatan, kelemahan, peluang, dan ancaman. Hasil analisis menunjukkan bahwa BIAH Hijab memiliki kualitas produk yang baik dan kemitraan lokal yang kuat, namun lemah dalam konsistensi promosi. Peluang yang ada meliputi pengembangan saluran pemasaran digital dan kolaborasi dengan influencer, sedangkan ancamannya adalah



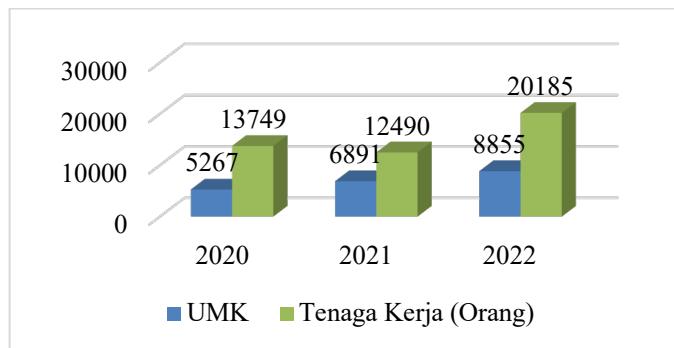


persaingan pasar yang ketat. Penelitian ini merekomendasikan agar BIAH Hijab mengembangkan strategi pemasaran digital yang terstruktur, memperkuat kerja sama dengan mitra eksternal, serta memanfaatkan analisis data untuk meningkatkan efektivitas kampanye.

**Kata kunci:** Pemasaran Digital, BIAH hijab, SWOT, Media Sosial, Busana Muslimah

## Introduction

Micro and Small Enterprises (MSEs) play a crucial role in Indonesia's economy, including in the city of Makassar. The significant growth in the number of MSEs reflects their vital role as one of the main drivers of economic growth, contributing to job creation and poverty reduction. According to the 2020, 2021, and 2022 Micro and Small Industry Profile Reports for South Sulawesi Province published by the Central Statistics Agency (BPS) of South Sulawesi Province, the number of MSEs in Makassar has shown an increasing trend over three consecutive years. The recorded number of business units rose from 5,267 in 2020 to 6,891 in 2021, and further increased significantly to 8,855 business units in 2022 (Badan Pusat Statistik Provinsi Sulawesi Selatan, 2022, 2023, 2024).



*Source: Secondary Data Processed from the Central Statistics Agency of South Sulawesi Province (Badan Pusat Statistik/BPS), 2022-2024*

**Figure 1 Number of MSEs and Workforce in Makassar, 2020-2022**

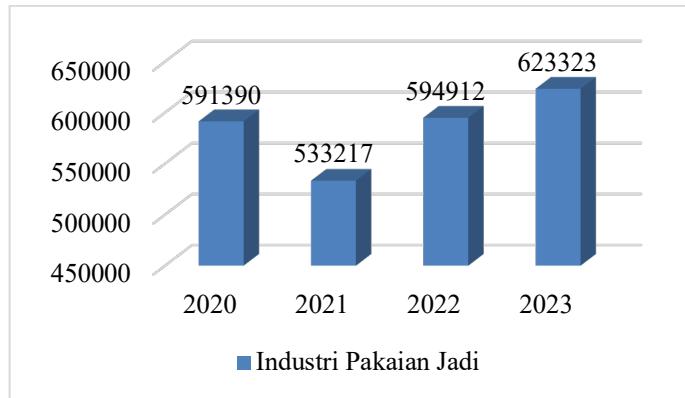
The increase number of MSEs in Makassar City, South Sulawesi Province, demonstrates a significant contribution to employment absorption. Data indicate that in 2020, the MSE sector employed 13,749 workers. Although this figure declined to 12,490 workers in 2021, it rose sharply in 2022, reaching 20,185 workers. This trend suggests that the growth of MSEs in Makassar City has a positive correlation with the enhancement of labor absorption capacity.

At the national level, one of the MSE sectors experiencing promising growth in Indonesia is the apparel industry. The apparel industry has demonstrated positive growth despite experiencing fluctuations. Based on data from Statistics Indonesia (BPS) according to the 2-digit Indonesian Standard Industrial Classification (ISIC/KBLI), the number of apparel industry units in Indonesia





was recorded at 591,390 in 2020, declined to 533,217 units in 2021, but rebounded sharply to 594,912 units in 2022, and further increased to 623,323 units in 2023 (Badan Pusat Statistik Indonesia, 2024). This growth indicates that the apparel industry remains a potential sector for supporting the creative economy and creating business opportunities, particularly for MSE actors.



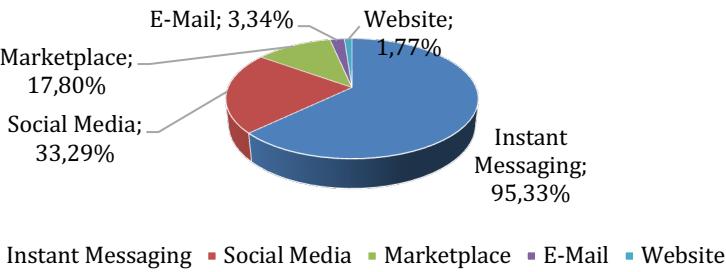
*Source: Secondary Data Processed from the Central Statistics Indonesia, 2024*

**Figure 2 Number of Micro and Small-Scale Apparel Industry Enterprises in Indonesia by 2-digit ISIC, 2020-2023**

At the regional level, as cited from the official website [sulsel.bps.go.id](http://sulsel.bps.go.id), South Sulawesi recorded 18,192 MSEs operating in the apparel manufacturing industry category in 2022. This figure indicates that the sector is not only growing in national economic centers but also in regional areas such as Makassar. This growth creates broad opportunities for MSEs to penetrate more specific fashion markets, including Muslim women's fashion, particularly the hijab segment. The use of hijabs in Indonesia is increasingly popular among modern Muslim women consumers. Hijab products have become one of the leading segments in the fashion industry, with [weforum.org](http://weforum.org) reporting that Indonesians spent USD 6.09 billion to purchase 1.02 billion hijabs (Tirta dkk., 2022). Local hijab MSEs in Makassar have responded to this opportunity by developing products that are not only attractive in terms of design but also leveraging digital marketing (DM) channels to expand market reach.

In the current era of digital transformation, DM strategies have become a crucial element for MSEs in winning market competition. DM strategies influence organizational performance, including sales growth, return on investment (ROI), profitability, market share, the ability to respond quickly to market demands, as well as the quality of services or products offered by MSEs (Wu dkk., 2024). Advances in technology and increased internet accessibility have driven many MSEs to move beyond solely direct or conventional promotion, shifting instead to digital platforms for product marketing.





Source: Secondary Data Processed from the Central Statistics Indonesia, 2025

**Figure 3 Percentage of E-Commerce Business by Sales Media, 2023**

Online sales through instant messaging (IM) applications accounted for 95.33 percent of businesses. IM applications include WhatsApp, Line, Telegram, Facebook Messenger, and others. Businesses selling online via social media (SM) platforms—such as Facebook, Instagram, Twitter, TikTok, YouTube, and similar—represented 33.29 percent. Furthermore, 17.80 percent of businesses maintained sales accounts on marketplaces or digital platforms, while 3.34 percent utilized e-mail for online sales. Lastly, 1.77 percent of businesses received orders through websites (Badan Pusat Statistik, 2025). Digital platforms enable entrepreneurs to showcase products visually, share brand storytelling, and engage in direct real-time interactions with consumers.

Biah Hijab is a micro and small enterprise (MSE) based in Makassar, operating in the fashion industry, particularly within the Muslimah fashion segment. The business independently produces and markets hijab products, grounding its operations on Islamic principles. Established with the primary goal of supporting Muslim women in fulfilling the obligation of covering the aurat, Biah Hijab offers not only head-covering products but also emphasizes modern, trend-appropriate designs without compromising modesty and adherence to syar'i.

In its operations, Biah Hijab produces a wide range of products, including square hijabs, pashminas, and instant hijabs (ready-to-wear hijabs), available in various sizes such as 115 cm x 115 cm, 120 cm x 120 cm, 130 cm x 130 cm, and 175 cm x 85 cm. The brand also offers a selection of high-quality fabrics, including voal, cotton, ceruty, crinkle, silk, and corn skin. Each product is designed with careful attention to comfort, ease of use, and aesthetics, catering to the needs of modern Muslim women who lead active and dynamic lifestyles.

Beyond being a fashion product provider, Biah Hijab strives to cultivate a modern muslimah image that reflects the qualities of intelligent, elegant, and highly principled women. A commitment to quality and authentic design serves as the company's core principle in maintaining customer loyalty and distinguishing itself from similar businesses. Through the use of various digital marketing platforms, such as Instagram and online marketplaces, Biah Hijab continues to expand its market reach and strengthen consumer engagement, while reinforcing its position as a local brand consistently integrating values, functionality, and style in every product it creates.





Competition in the hijab industry has become increasingly intense, with many new businesses competing through lower pricing strategies. This situation presents challenges for hijab entrepreneurs in differentiating themselves and attracting potential consumers. On the other hand, the rapid development of the digital landscape, coupled with the dynamic nature of trends and shifting market demands, requires business players to continuously adapt. Therefore, hijab entrepreneurs must actively monitor current marketing trends, understand changes in consumer preferences, and adjust their marketing strategies to remain relevant. Digital marketing and social media exert a significant influence on consumer behavior, and companies that fail to adapt to these changes risk experiencing a decline or even disappearing from the market (Keke, 2022).

The implementation of DM strategies offers substantial opportunities for hijab businesses to strengthen their brand identity in the digital sphere. Innovativeness, proactiveness, and digital marketing strategies are essential conditions for achieving high performance levels (Wu dkk., 2024). DM has become a highly significant aspect of the marketing industry, offering numerous benefits to companies, including direct communication with consumers and measurable outcomes (Dimitrios dkk., 2023). Through engaging, relevant, and consistent content, businesses can enhance brand awareness and build closer relationships with consumers, which in turn can strengthen brand loyalty and market positioning.

Based on these facts, there is an increased urgency for hijab MSEs to design DM strategies that not only focus on selling products but also on building the image of the modern Muslimah as a core brand identity. This study will examine in greater depth the DM strategies employed by hijab MSEs in Makassar—specifically Biah Hijab—in shaping the modern Muslimah image to stand out and attract potential customers. This focus is essential for formulating DM strategies for Biah Hijab that can contribute to business growth and strengthen brand identity within the increasingly competitive local hijab industry.

## Literature Review

This research draws on several key references relevant to the theme of DM Strategies for Biah Hijab MSEs in Makassar in their efforts to build a modern Muslimah image. Previous studies have explored various aspects of DM within small and medium enterprises, the hospitality industry, corporations, and electronic businesses.

Chih-Wen, Dolores, and Cristina (2024) in “The empirical study of digital marketing strategy and performance in small and medium-sized enterprises (SMEs)”, the findings indicate that digital marketing (DM) strategies have a significant impact on organizational performance, encompassing aspects such as increased sales, improved return on investment, higher profits, expanded market share, enhanced responsiveness to market demands, and better product or service quality for SMEs. Furthermore, the study reveals that innovativeness, proactiveness, and





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managerial capabilities contribute positively to the development of DM strategies (Wu dkk., 2024).

Jingqin Su, Yajie, and Xianyun (2023) in “How market pressures and organizational readiness drive digital marketing adoption strategies' evolution in small and medium enterprises”, the research finds that the strategies used by SMEs to adopt digital marketing technologies are influenced by both external market demands and their internal preparedness, progressing through a phased process involving validation, replication, and forward planning. Additionally, the study highlights that SMEs can refine their use of public platforms by aligning their strategies with evolving market demands and their level of organizational readiness to achieve competitive benefits (Su dkk., 2023).

Mehmet Emin Keke (2022) in “The use of digital marketing in information transport in social media: the example of Turkish companies”, the research reveals that social media has become a vital component of many companies' marketing strategies, offering benefits such as affordability, broad accessibility, user-friendliness, global reach, adaptability, and trackability (Keke, 2022).

Dimitrios, Rossidis, Ntalakos, and Trihas (2023) in “Digital Marketing: The Case of Digital Marketing Strategies on Luxurious Hotels”, the findings indicate that digital marketing offers various advantages for hotels, such as enhanced brand visibility, greater customer satisfaction, and boosted revenue (Dimitrios dkk., 2023).

Tam and Jane (2025) in “Digital marketing strategies for luxury fashion brands: A systematic literature review”, the research highlights that implementing digital marketing strategies is crucial for luxury fashion brands to thrive in the highly competitive global landscape (Tam & Lung, 2025).

Melović, Mijat, Marina, Tamara, and Branislav (2020) in “The impact of digital transformation and digital marketing on the brand promotion, positioning and electronic business in Montenegro”, the study revealed that digital marketing is regarded as a cost-efficient approach for promotion and brand positioning, particularly by companies with over a decade of experience in its use. It also concluded that digital marketing plays a crucial role in overall business operations, significantly contributing to brand development and the advancement of e-business (Melović dkk., 2020).

Based on the discussion and several previous studies, it can be concluded that DM plays a crucial role in enhancing competitiveness and brand visibility for small and medium enterprises (SMEs). The study by Dimitrios et al. (2023) highlights the importance of leveraging digital platforms to improve reputation and customer loyalty in the luxury hospitality sector, while Tam and Lung (2025) emphasize the creative strategies employed in the global fashion industry. Melović et al. (2020) also underscore the relevance of digital promotion in brand development within developing countries. Nevertheless, most of these studies remain focused on the macro





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sector and have yet to specifically explore digital marketing strategies in the context of local SMEs, particularly within the muslimah fashion industry sector.

The novelty of this study lies in its focus on exploring the DM strategies employed by Biah Hijab Makassar, representing local MSEs operating in the hijab and modern muslimah fashion industry. This research highlights how Biah Hijab builds a modern muslimah image through the utilization of digital platforms, particularly Instagram, which has thus far received limited specific attention in prior literature. By examining the real-world practices of Biah Hijab, this study aims to fill the gap in MSE DM research within the regional muslimah fashion sector, while also providing both theoretical and practical contributions to the development of adaptive and contextually relevant DM strategies.

## Method

This study employs a descriptive qualitative approach to clearly and thoroughly explain a specific phenomenon using data presented in a narrative format. This approach was chosen as it enables a detailed depiction and an in-depth understanding of the DM strategies implemented by hijab MSEs, particularly the Biah Hijab brand, in building a modern muslimah image on social media.

Biah Hijab is a micro and small enterprise operating in the fashion industry, established in 2019 and based in Makassar, South Sulawesi. The research was conducted starting from June 9, 2025. The subject of this research is the business owner, with a focus on how the use of social media in DM strategies can build a modern muslimah image, influence consumer experiences and perceptions, and strengthen brand awareness. Data collection techniques in this descriptive qualitative research, within the context of DM strategy, include the following methods:

1. Semi-structured interviews - conducted with the business owner to gain insights into the DM strategies implemented.
2. Direct and online observation - carried out on Biah Hijab's social media activities, such as Instagram, Facebook, and marketplace platforms.
3. Documentation - including posts, captions, testimonials, and other digital content uploaded by Biah Hijab.

The data were analyzed using a descriptive analysis technique, by organizing and categorizing the data obtained from interviews, observations, and documentation into specific categories aligned with the research focus. Subsequently, the researcher systematically described the data to illustrate the DM strategies employed by Biah Hijab in building a modern muslimah image on social media. Through this approach, the researcher aimed to present a comprehensive and in-depth depiction of the phenomenon under study without employing statistical procedures.





## Results and Discussion

### 1. Business Profile

Biah Hijab is a local MSEs based in Makassar, operating in the fashion industry with a particular focus on modern hijabs. Its core products include square hijabs, pashminas, and instant hijabs, combining modern and premium materials with adherence to Islamic values.



*Source: Primary Data from BIAH Hijab*

**Figure 1. Biah Hijab Logo**

This business specializes in the production of hijabs in various sizes, such as 115 cm x 115 cm, 120 cm x 120 cm, 130 cm x 130 cm, and 175 cm x 85 cm. The primary goal of Biah Hijab is to support Muslimah women in fulfilling their obligation to cover their aurat and to meet the needs of Muslim women for hijabs that are comfortable, fashionable, and compliant with Islamic principles.

Biah hijab products are known for their premium quality materials, neat stitching, and exclusive designs that follow the latest trends. In addition to selling offline at the production house, Biah hijab actively reaches customers through social media and digital platforms. The flagship products offered include instant hijabs from the daily series, pashminas made from voal, cotton, and ceruty fabrics, as well as square hijabs made from voal, corn skin, ultrafine, cotton voile, and basic materials.

Premium fabric quality, comfort, and trend-following designs are the main advantages of Biah hijab. Beyond focusing on sales, Biah hijab is also committed to empowering local businesses throughout its production process. The company collaborates with local seamstresses to support the empowerment of economic actors in the region while consistently maintaining product quality. By adopting the tagline "The Superb Hijab for the Most Wonderful Women," Biah Hijab continues to strengthen its presence as part of the growing ready-to-wear industry in South Sulawesi, which is becoming increasingly competitive and digitally based.

### 2. Research Results

The author conducted in-depth interviews and results SWOT analysis for assessing the performance, competition, risk, and potential of BIAH business. Using internal and external data, this analysis guide BIAH toward strategies more likely to be successful, and away from those in which they have been less successful.





**Table 1. Results of SWOT Analysis**

	<b>Helpful</b>	<b>Harmful</b>
<b>Internal Analysis</b>	<p><b>Strength</b></p> <ol style="list-style-type: none"><li>1. Selling hijab affordable prices</li><li>2. Producing hijabs independently, ensuring quality control</li><li>3. Collaboration with skilled local tailors</li><li>4. Wide variety of products in various fabrics and sizes</li></ol>	<p><b>Weakness</b></p> <ol style="list-style-type: none"><li>1. Lack of brand awareness</li><li>2. Don't have an proper marketing team</li><li>3. The process administration is still manual</li><li>4. Limited production capacity due to the small-scale nature of the business</li><li>5. Heavy reliance on a single platform (Instagram) without diversifying media channels</li></ol>
<b>External Analysis</b>	<p><b>Opportunities</b></p> <ol style="list-style-type: none"><li>1. The growing trend of muslimah fashion in Indonesia, particularly hijabs</li><li>2. Increasing use of e-commerce and social media in Makassar</li><li>3. Government support for small and micro enterprises (SMEs) through digital marketing training</li></ol>	<p><b>Threats</b></p> <ol style="list-style-type: none"><li>1. Intense price competition from both local and national hijab brands</li><li>2. Rapidly changing fashion trends</li><li>3. Fluctuating prices of fabric and raw materials</li><li>4. Constantly changing social media algorithms affecting content reach</li></ol>

*Source: Primary Data Processed by Author*

The findings reveal that Biah Hijab, as a small and medium-sized enterprise (MSEs) in the modest fashion industry in Makassar, has successfully leveraged digital marketing strategies, particularly on Instagram, to expand its market reach and establish its image as a provider of high-quality hijabs with a modern touch. The strategies include producing high-quality visual content, incorporating the latest modest fashion trends, and actively engaging with the audience through Instagram features such as Stories, Reels, and Live sessions.

Table 1. explains the SWOT analysis of the company based in interview results, internal and external analysis. Based on the results, BIAH hijab can carry out several promotional activities to increase brand awareness. BIAH can implement some marketing strategies based on internal and external analysis, that are paid media, sales promotion, collaboration with influencers, and social media.





For paid media; the owner can start branding BIAH hijab and products through digital marketing channels, and BIAH can use ads as a platform and product recognition. BIAH hijab utilizes paid media to expand audience reach through online advertising on platforms such as Instagram Ads and marketplace promotions (Shopee Ads). This strategy enables precise targeting based on age, location, interests, and shopping behavior. With proper budget allocation and visually appealing ad content, paid media serves as an effective channel to enhance brand awareness and attract new customers.

For sales promotion; The brand adopts sales promotions such as discounts, product bundling (e.g., hijab with accessories), and seasonal offers like *Ramadhan Sale*. These initiatives aim to encourage immediate purchases, reduce old stock, and introduce new designs. BIAH may provide one free hijab or free samples for customers who meet the minimum purchase requirement. Proper frequency management is essential to maintain the product's premium brand perception.

For collaboration with influencers; Partnering with micro-influencers who have strong connections within the local Muslimah community helps Biah Hijab build social proof and enhance customer trust. Influencers promote products through reviews, daily wear content, and live shopping sessions, effectively creating emotional engagement between the brand and its audience.

For social media; Instagram serves as Biah Hijab's primary platform for customer engagement and long-term relationship building. Strategies include consistent visual branding, leveraging Instagram Reels, using Stories for short promotions, and creating educational content about hijab styles and fabric selection, and making up-to-date content to follow the trend. Social media plays a crucial role in maintaining customer loyalty and fostering a brand community.

The integration of these four strategies creates a synergistic digital marketing ecosystem: Paid media attracts new audiences, sales promotion drives conversions, influencer marketing builds trust, and social media sustains long-term customer relationships. This approach aligns with current digital marketing trends and the evolving needs of the market.

## Conclusion

BIAH hijab is a small local business in the fashion industry and has several regular customers. But until now BIAH hijab still lack of marketing activities and still uses conventional marketing methods such as word-of-mouth. Proposed solution from the author based on the issues in terms of promotional strategy where currently BIAH only have Instagram for a digital presence. So the author provides a digital marketing strategy with several steps such as the key takeaways reveal that the integration of paid media, sales promotion, influencer collaboration, and effective social media engagement significantly enhances brand awareness, customer loyalty, and sales performance. In particular, strategies such as offering free products with minimum purchase,





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collaborating with local influencers, and maintaining consistent, engaging online content have shown strong potential in attracting and retaining customers.

From a policy perspective, it is recommended that BIAH Hijab formalize its digital marketing strategy by allocating dedicated resources, continuously monitoring market trends, and utilizing data analytics to refine campaign effectiveness. Strengthening partnerships with local artisans and expanding outreach through online platforms should also be prioritized to increase both brand identity and community engagement.

However, this research is subject to certain limitations. The findings are based on qualitative descriptive analysis and focused on a single case study, which may limit generalizability to other contexts. Additionally, the study did not include quantitative measurements of campaign performance, which could provide more precise insights into effectiveness. Future research could explore mixed-method approaches, combining qualitative insights with quantitative data to evaluate the impact of specific marketing tactics. Expanding the scope to include comparative studies with similar fashion brands in different regions would also enrich understanding and applicability of the strategies discussed.

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