

Product development strategies in Yogyakarta's Muslim fashion industry: Innovation and ethics

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ABSTRAK

Introduction

The Muslim fashion industry has become a significant contributor to Indonesia's creative economy, blending Islamic values with modern aesthetics to meet growing consumer demand. Yogyakarta, as a hub for small- and medium-sized enterprises in this sector, provides a unique context for exploring the interplay between innovation, market responsiveness, and adherence to Islamic principles.

Objectives

This study investigates the product development strategies of Muslim fashion businesses in Yogyakarta, focusing on how they balance market demands with Islamic values. The research examines the practices of four businesses—Gamis Amika, Dafn Hijab, Koppi Holic, and Distro Gamis Nibras—and evaluates their alignment with ethical and religious principles.

Method

Using a qualitative approach, the study employs semi-structured interviews, field observations, and document analysis to collect data. A thematic analysis framework was applied to identify recurring patterns and insights into product design, digital marketing strategies, ethical practices, and the challenges faced by these businesses.

Results

The findings reveal that businesses integrate customization, innovation, and traditional elements into their products to meet consumer preferences. Digital platforms, such as e-commerce and social media, play a critical role in expanding market reach. While all businesses align with Islamic principles in sourcing and pricing, smaller enterprises struggle with resource constraints and scalability.

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Implications

The study underscores the importance of innovation and adherence to Islamic values in sustaining competitiveness in the Muslim fashion industry. It provides actionable recommendations for entrepreneurs and policymakers to address challenges such as market competition and resource limitations.

Originality/Novelty

This study contributes to the growing body of literature on Islamic business practices by highlighting the strategies and ethical considerations unique to the Muslim fashion industry. It offers insights into how businesses can navigate the balance between innovation and tradition to foster sustainable growth.

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INTRODUCTION

The contemporary business landscape is increasingly shaped by rapid technological advancements and globalization, leading to a highly competitive market environment. Among the various industries impacted by these changes, the fashion industry, including the Muslim fashion sector, has witnessed significant growth (Cleveland et al., 2013; Hassan & Harun, 2016; Stephenson et al., 2010). The global Muslim fashion market has expanded as a result of increasing consumer awareness, religious adherence, and economic development, particularly in countries with large Muslim populations. The Muslim fashion market is projected to reach \$311 billion globally by 2024, highlighting its economic potential (Ashraf et al., 2023). The rise of e-commerce and social media further accelerates this trend, enabling businesses to reach broader audiences while simultaneously increasing market competition. As consumer preferences evolve, businesses must adopt strategic product development approaches to remain competitive while ensuring adherence to Islamic guidelines on modesty. This study examines product development strategies in the Muslim fashion industry in Yogyakarta, Indonesia, where the demand for modest clothing has surged due to increasing religious awareness among young Muslim women.

Yogyakarta, as a center of education and culture in Indonesia (Issundari et al., 2021; Surahman & Salmon, 2023), provides a unique setting for the development of the Muslim fashion industry. The city hosts a dynamic blend of traditional Islamic values and modern influences (Maksum et al., 2023), making it an ideal case study for analyzing how businesses navigate the intersection of fashion trends and religious principles. The presence of a large student population, combined with a thriving creative industry, has contributed to the proliferation of small and medium enterprises (SMEs) specializing in Muslim fashion. However, the increasing number of businesses in this sector has intensified competition, compelling entrepreneurs to adopt innovative strategies to differentiate their brands. Previous studies have emphasized the

importance of aligning business strategies with Islamic ethics in order to maintain consumer trust and long-term sustainability (Jie et al., 2023; Munadi et al., 2023; Rafki et al., 2022; Zuhriyah et al., 2023). Nevertheless, there remains a gap in understanding how Muslim fashion businesses balance modern fashion trends with Islamic requirements while engaging in product innovation. This study addresses this gap by analyzing the product development strategies employed by three notable Muslim fashion brands in Yogyakarta: Gamis Amika, Dafh Hijab, and Koppi Holic.

The primary research problem explored in this study is the challenge of developing fashionable yet religiously compliant clothing in a highly competitive market. While the demand for modest fashion has increased, businesses must navigate the complexities of adhering to Islamic dress codes while catering to consumer preferences that are often influenced by global fashion trends. Many Muslim fashion brands attempt to strike a balance between religious adherence and commercial viability by incorporating modern designs while maintaining key modesty requirements (Amalanathan & Reddy-Best, 2024; Khan et al., 2022; Sethi & Shen, 2021). However, there is limited research on the specific strategies that businesses use to achieve this balance, particularly within the context of SMEs operating in Indonesia. Furthermore, as the Muslim fashion industry becomes increasingly commercialized, concerns have emerged regarding the extent to which businesses prioritize religious values over profit-making objectives. This study seeks to analyze whether the product development strategies of selected Muslim fashion brands in Yogyakarta adhere to Islamic principles and how these businesses position themselves within the broader modest fashion industry.

In response to these challenges, businesses have employed various solutions to develop products that are both fashionable and compliant with Islamic principles. Some brands adopt a conservative approach by strictly adhering to traditional Islamic dress codes, focusing on loose-fitting garments, non-transparent fabrics, and designs that do not resemble non-Muslim attire. Others integrate contemporary fashion elements while ensuring compliance with fundamental modesty guidelines. Previous studies have emphasized that Islamic fashion should not only comply with religious guidelines but also contribute to the overall well-being of Muslim consumers by fostering confidence and cultural identity (Ajala, 2018; Ashraf et al., 2023; Hass & Lutek, 2019). Similarly, other studies highlight how innovation in modest fashion can create a competitive advantage, allowing businesses to cater to diverse consumer segments while maintaining religious authenticity (Hassan & Ara, 2021b; Mohezar et al., 2016; Mulyana et al., 2020). These studies provide a foundation for examining how businesses in Yogyakarta approach product development within the context of Islamic fashion.

A growing body of literature on Islamic fashion has explored the intersection between religious obligations and modern style preferences. Previous studies have examined the role of consumer perception in determining the success of modest fashion brands. These studies suggest that Muslim women increasingly seek garments that align with their religious values without compromising style, comfort, or personal expression (Najib et al., 2022; Ni'mah et al., 2022; Prianti et al., 2023). Moreover, other studies emphasize that businesses that successfully integrate religious compliance

with fashion trends are more likely to achieve market success ([Goffman, 2017](#); [Hendar et al., 2018](#)). However, while these studies provide valuable insights into consumer behavior and branding strategies, they do not offer a detailed analysis of product development strategies from an Islamic perspective. The present study aims to fill this gap by investigating how specific Muslim fashion brands in Yogyakarta approach product innovation, from material selection to design conceptualization and marketing strategies.

Despite the increasing academic focus on modest fashion, there remains a significant research gap in understanding how SMEs in Indonesia develop their products while adhering to Islamic principles. Prior studies have primarily focused on the marketing and branding aspects of Islamic fashion, with limited exploration of the technical and strategic processes involved in product development. The lack of empirical research on this subject underscores the need for a comprehensive analysis of the decision-making processes that influence product innovation in the Muslim fashion industry. By examining the practices of three prominent fashion brands in Yogyakarta, this study contributes to the broader discourse on Islamic business ethics and sustainable fashion practices. Furthermore, it provides a framework for understanding how businesses can achieve long-term growth while maintaining religious and cultural integrity.

The objective of this study is to analyze the product development strategies employed by Muslim fashion businesses in Yogyakarta, focusing on their adherence to Islamic principles and market competitiveness. By investigating the approaches used by Gamis Amika, Dafh Hijab, and Koppi Holic, this research aims to provide insights into how SMEs navigate the complexities of the modest fashion industry. The study is novel in its attempt to bridge the gap between business strategy and religious compliance, offering practical recommendations for entrepreneurs seeking to develop innovative yet ethically grounded fashion products. The findings will contribute to the academic discourse on Islamic entrepreneurship, modest fashion, and product development while offering practical implications for business owners, policymakers, and consumers. Through this analysis, the study seeks to highlight the importance of maintaining a balance between commercial success and religious authenticity, ultimately fostering a more sustainable and ethically responsible Muslim fashion industry.

LITERATURE REVIEW

The Concept of Product Development in Business Strategy

The concept of product development in the Muslim fashion industry is deeply intertwined with Islamic principles and market dynamics. The application of SWOT analysis highlights the significance of ethical practices and consumer preferences in enhancing competitiveness within this sector ([Ernayanti, 2023](#)). Factors such as halal lifestyle, Islamic branding, and social media marketing significantly influence purchasing decisions among consumers, indicating a shift towards modern marketing strategies that align with traditional values ([Mutmainah & Romadhon, 2023](#)). Furthermore, the rise of modest fashion has prompted major global brands to adapt

their offerings, reflecting the growing demand for products that cater to Muslim consumers while maintaining ethical standards (Hassan & Ara, 2021b).

Incorporating Islamic business ethics into product development ensures that the practices align with the principles of fairness, transparency, and social responsibility, which are essential for fostering consumer trust and loyalty (Agustian et al., 2023; Setiawan, 2023). As such, businesses in the Muslim fashion sector must navigate the balance between innovation and adherence to Islamic values to thrive in a competitive marketplace (Pujianto & Muzdalifah, 2022).

Islamic Perspectives on Fashion and Modesty

The Islamic perspective on fashion and modesty is increasingly relevant in contemporary society, particularly as Muslim women navigate the complexities of modernity while adhering to religious guidelines. Modest fashion, often characterized by styles that prioritize covering the body in accordance with Islamic principles, has emerged as a significant cultural phenomenon. This trend allows Muslim women to express their individuality and identity while remaining faithful to their beliefs (Hassan & Ara, 2021b; Ruslan et al., 2023).

The hijab, as a symbol of modesty, has been reinterpreted within fashion contexts, leading to a blend of traditional values and contemporary aesthetics (Karakavak & Özbölük, 2023; Mishra & Bakry, 2021). This duality reflects broader societal changes, where modesty is not merely about concealment but also about empowerment and self-expression (Bernier, 2023; Dassi & Ruby, 2023). Furthermore, the rise of social media has facilitated the dissemination of modest fashion, enabling Muslim women to engage with global fashion trends while maintaining their religious identity (I. Islam, 2023; Shin et al., 2025). Thus, the intersection of fashion and modesty in Islam illustrates a dynamic dialogue between faith and modernity, where adherence to Islamic principles coexists with the desire for personal expression and cultural relevance (Ashraf et al., 2023; Kamarulzaman & Shaari, 2023).

Product Development Strategies in Islamic Fashion

Product development strategies in Islamic fashion must align with the unique cultural and religious values of the target market while also embracing contemporary trends. The growth of the Muslim fashion industry is significantly influenced by factors such as the rise of social media, which plays a crucial role in shaping consumer preferences and promoting Islamic branding (Izza, 2022). Effective marketing strategies that incorporate Islamic principles can enhance brand loyalty and consumer engagement, particularly among younger demographics who are increasingly fashion-conscious (Nugroho & Hermawan, 2022).

Moreover, the integration of product innovation is essential for meeting the diverse needs of Muslim consumers. This includes the development of stylish yet modest clothing that adheres to Islamic guidelines (Asyhari et al., 2022). Research indicates that consumers are drawn to brands that successfully balance fashionability with modesty, suggesting that a coordinated approach to product design and marketing is vital (Hassan & Harun, 2016). Additionally, leveraging consumer insights through platforms

like e-commerce can facilitate the customization of products, catering to individual preferences while maintaining adherence to Islamic values (Fikri et al., 2022). Successful product development in Islamic fashion requires a nuanced understanding of consumer behavior, innovative design practices, and effective marketing strategies that resonate with the values of the Muslim community (Tarofder et al., 2022).

Previous Studies on Islamic Fashion Business Strategies

The exploration of Islamic fashion business strategies has gained significant attention in recent years, reflecting the growing market for modest apparel that adheres to Islamic principles. This sector is characterized by a unique blend of cultural, ethical, and religious considerations that shape its business strategies. One prominent strategy is the emphasis on ethical business practices that align with Islamic values. Research indicates that businesses that incorporate Islamic ethics into their operations tend to foster greater customer loyalty and satisfaction (Agustian et al., 2023; Nordin et al., 2022). For instance, adherence to principles such as honesty, transparency, and social responsibility not only enhances brand reputation but also resonates with the values of Muslim consumers (Agustian et al., 2023; Setiawan, 2023). This ethical framework is essential for building trust and long-term relationships with customers, particularly in a market where consumers are increasingly aware of the ethical implications of their purchases (Nurhidayat et al., 2022).

Additionally, the integration of digital marketing strategies has proven to be effective in reaching a broader audience. The use of social media platforms for branding and marketing has become a vital tool for Islamic fashion businesses, allowing them to engage with consumers and promote their products effectively (Hassan & Ara, 2021a; Mutmainah & Romadhon, 2023). This approach not only enhances visibility but also allows brands to communicate their values and connect with consumers on a personal level, which is crucial in a market that values authenticity and relatability (Hassan & Ara, 2021b).

Moreover, product development strategies in Islamic fashion often focus on innovation and responsiveness to consumer trends. Businesses are increasingly adopting a customer-centric approach, utilizing market research to understand consumer preferences and adapt their offerings accordingly (Anggara et al., 2023; Sari & Asad, 2019). This includes the development of versatile and fashionable products that meet the modesty requirements of Islamic dress while appealing to contemporary fashion sensibilities (Zaki et al., 2023). The ability to innovate while staying true to Islamic principles is a critical factor for success in this competitive market.

Furthermore, the role of community engagement and collaboration with local designers and artisans has emerged as a significant strategy. By fostering partnerships and supporting local talent, Islamic fashion brands can enhance their authenticity and cultural relevance, which is particularly appealing to consumers who prioritize local craftsmanship and sustainability (Anggara et al., 2023; Budhidarma, 2023). This community-oriented approach not only strengthens brand identity but also contributes

to the economic empowerment of local communities, aligning with the broader goals of Islamic business ethics.

Research Gap and Justification

Despite the growing body of literature on Islamic fashion, research gaps remain in understanding the specific strategies used by SMEs in product development. Previous studies have largely focused on marketing, consumer preferences, and general business strategies, but few have examined how product innovation aligns with Islamic principles in the competitive fashion market.

Furthermore, the role of globalization and digital marketing in shaping Muslim fashion trends has yet to be explored in-depth. Social media and e-commerce platforms have transformed the industry, enabling small businesses to reach international markets. However, challenges remain in ensuring that mass-produced Islamic fashion remains true to religious standards.

Contribution of This Study

This study contributes to the growing field of Islamic business and entrepreneurship by offering an empirical analysis of product development strategies in the Muslim fashion industry in Yogyakarta. It provides insights into how businesses balance modern market demands with Islamic dress codes, addressing a critical gap in existing literature.

By examining the strategies of three Muslim fashion brands—Gamis Amika, Dafh Hijab, and Koppi Holic—this research aims to offer practical recommendations for entrepreneurs and policymakers in the halal fashion industry. Additionally, it adds to the discourse on ethical business practices, sustainability, and the integration of religious values in commercial enterprises.

METHOD

Research Design

The study employs a qualitative research design, which is particularly suited for exploring the nuanced dynamics of product development in the Muslim fashion industry. This approach allows for an in-depth examination of individual business practices, contextual factors, and the interplay between innovation and ethics. A case study method was chosen to focus on four businesses operating in Yogyakarta's Muslim fashion sector: Gamis Amika, Dafh Hijab, Koppi Holic, and Distro Gamis Nibras. These businesses were selected for their prominence, diversity in scale, and varied approaches to product development.

Sampling and Participant Selection

Purposive sampling was used to identify the participating businesses, ensuring they represented a range of strategies, challenges, and adherence to Islamic principles. The selection criteria included:

1. Active engagement in the Muslim fashion market in Yogyakarta.
2. Demonstrated use of product development strategies.

3. Adherence to Sharia principles in business practices.

In-depth interviews were conducted with key stakeholders, including business owners, designers, and marketing managers, to gather insights into their product development processes. These participants were chosen based on their direct involvement in decision-making and their ability to provide detailed information about their strategies and challenges.

Data Collection

Data were collected through semi-structured interviews, field observations, and document analysis. This multi-method approach ensured a rich and comprehensive dataset for analysis.

1. Interviews

Semi-structured interviews were the primary data collection method. A flexible interview guide was developed, covering themes such as:

- The conceptualization and design of Muslim fashion products.
- Challenges in aligning with Islamic principles.
- Strategies for maintaining competitiveness in a dynamic market.

Each interview lasted between 45 minutes and one hour and was recorded with the participants' consent.

2. Field Observations

Field observations provided contextual insights into the production and marketing processes. Visits to workshops, stores, and showrooms allowed the researcher to observe how design choices, material sourcing, and branding decisions reflect Islamic values.

3. Document Analysis

Relevant documents, such as marketing materials, product catalogs, and company profiles, were analyzed to triangulate findings from the interviews and observations. This provided additional evidence of how businesses articulate their adherence to Sharia principles and respond to market demands.

Data Analysis

Data were analyzed using thematic analysis, which is well-suited for qualitative research involving complex, multi-faceted phenomena. The analysis followed six steps:

1. Familiarization: Transcripts from interviews and notes from field observations were reviewed multiple times to gain an in-depth understanding of the data.
2. Initial Coding: Data were coded line-by-line to identify recurring themes, patterns, and significant insights. Examples of initial codes include "innovation in product design," "ethical sourcing," and "digital marketing strategies."
3. Theme Development: Codes were grouped into broader themes, reflecting the key aspects of product development and their alignment with Islamic principles.

4. Theme Refinement: Themes were refined to ensure coherence and relevance to the research questions. For instance, the theme “balancing profit and ethics” emerged as a critical focus for analysis.
5. Data Integration: Themes were integrated to construct a narrative that addresses the research objectives, supported by direct quotes and observational data.
6. Interpretation: The findings were interpreted in light of existing literature, highlighting how the strategies employed by the businesses align with or diverge from broader trends in Muslim fashion and Islamic economics.

Ethical Considerations

The study adhered to ethical research principles to ensure the rights and dignity of participants were respected. Informed consent was obtained from all participants, and they were assured of their anonymity and the confidentiality of their responses. Data collection procedures were transparent, and participants were provided with opportunities to review and clarify their contributions.

Validity and Reliability

To enhance the validity and reliability of the findings, the study employed multiple strategies:

1. Triangulation: Data from interviews, observations, and documents were cross-verified to ensure consistency and credibility.
2. Member Checking: Participants were invited to review preliminary findings to confirm their accuracy and relevance.
3. Thick Description: Detailed contextual information was provided to allow readers to assess the transferability of the findings to similar contexts.

RESULTS

Gamis Amika

Overview of Gamis Amika

Gamis Amika is a home-based Muslim fashion business located in Yogyakarta, Indonesia. Established in 2013, it operates as a small-to-medium enterprise (SME) specializing in the production of modest fashion items such as gamis (long dresses), hijabs, cardigans, koko shirts, and mukenas. The brand differentiates itself by prioritizing high-quality materials, personalized sizing, and a commitment to Islamic modesty guidelines. Unlike other fashion brands that frequently adopt new trends, Gamis Amika maintains a consistent design philosophy, with only minor modifications made to keep up with evolving consumer preferences.

Gamis Amika has gained a loyal customer base by offering customization options and ensuring that all garments adhere to Islamic dress codes. Its production process takes place within the owner’s home, with a designated area for sewing, packaging, and

storage. The company also leverages online platforms, including its website and Instagram, to facilitate direct-to-consumer sales.

Product Development Strategy

The product development strategy at Gamis Amika revolves around balancing traditional Islamic principles with consumer demand. The brand focuses on three primary aspects: design philosophy, material selection, and product quality.

1. Design Philosophy

Gamis Amika adopts a conservative approach to design, rarely following mainstream fashion trends. The company maintains a core set of designs that remain largely unchanged year after year, with only slight modifications to enhance aesthetic appeal. The designs primarily consist of A-line and umbrella-cut dresses, which provide a modest silhouette while ensuring comfort. The incorporation of subtle motifs and elegant color combinations helps differentiate Gamis Amika's products from competitors.

Color selection plays an important role in the design process. Gamis Amika predominantly uses soft and dark tones, avoiding bright or flashy colors that might attract unnecessary attention. Pastel shades such as light pink and beige are commonly used, alongside darker hues like navy blue, black, and deep gray. These choices align with Islamic modesty principles and cater to consumer preferences for understated elegance.

2. Material Selection and Fabric Quality

The selection of high-quality fabric is a key component of Gamis Amika's product development strategy. The company exclusively uses thick, non-transparent materials to ensure that its garments comply with Islamic dress codes. If a fabric is found to be too thin, an additional furring layer is added to prevent transparency.

Commonly used fabrics include imported cotton, Japanese cotton, jersey, and linen. The company prioritizes breathable and durable textiles, ensuring that its products provide both comfort and longevity. Customers appreciate this commitment to quality, as many report that Gamis Amika's garments remain in good condition even after years of use.

3. Customization and Personalization

One of Gamis Amika's key differentiators is its focus on personalized sizing. Unlike mass-produced fashion brands, Gamis Amika tailors each garment to fit the customer's exact measurements. Customers can specify their height and weight, and the company adjusts the clothing dimensions accordingly. This approach enhances comfort and ensures that the garments meet Islamic requirements by providing a loose fit that does not outline the body shape.

For customers who prefer standard sizes, Gamis Amika offers a limited selection of pre-made garments in small (S), medium (M), and large (L) sizes. However,

the majority of its products are made-to-order, emphasizing the company's commitment to individualized service.

Compliance with Islamic Dress Codes

Gamis Amika strictly adheres to Islamic guidelines on modest dress. Its products are designed to ensure full-body coverage while maintaining comfort and aesthetic appeal. The company follows six key principles based on Islamic teachings:

1. Coverage: All garments fully cover the body, including long sleeves and ankle-length dresses.
2. Non-transparency: Fabrics are selected to prevent see-through effects.
3. Loose fit: Clothing is designed to drape over the body rather than cling to it.
4. Modest colors: The brand avoids overly bright or flashy colors.
5. Religious identity: Designs do not resemble clothing worn by non-Muslims.
6. Gender distinction: Women's garments are distinct from men's clothing.

These principles are strictly followed in all Gamis Amika products, ensuring compliance with religious standards while still allowing for creative design elements.

Branding and Market Positioning

Gamis Amika has successfully positioned itself as a trusted brand in the modest fashion market. The company's branding strategy emphasizes quality, personalization, and adherence to Islamic values.

1. Brand Recognition

The company's name, "Gamis Amika," is prominently featured on product labels and packaging. While the brand has not yet introduced care instruction labels, it provides verbal and written guidance to customers on garment maintenance.

2. Packaging Strategy

The brand uses premium plastic packaging to protect garments during transit. Online orders receive additional waterproof wrapping to ensure that products remain undamaged during delivery. Packaging design also serves as a marketing tool, with the company logo printed on each bag to reinforce brand identity.

3. Customer Loyalty

Customer satisfaction and trust play a significant role in Gamis Amika's brand strategy. The company has built a loyal customer base by consistently delivering high-quality products that align with Islamic dress codes. Many repeat customers cite product durability and personalized service as key reasons for their continued patronage.

Challenges and Future Opportunities

While Gamis Amika has achieved considerable success, the company faces several challenges in scaling its business.

1. Production Limitations

As a home-based business, Gamis Amika's production capacity is limited by its reliance on small-scale manufacturing. Expanding operations would require investment in additional production facilities and workforce training.

2. Market Competition

The modest fashion industry in Yogyakarta is highly competitive, with many brands offering similar products. To maintain its market position, Gamis Amika must continue differentiating itself through superior quality and personalized service.

3. Digital Expansion

Although Gamis Amika has an online presence, it has yet to fully leverage digital marketing strategies such as targeted advertising and influencer collaborations. Expanding its digital footprint could help attract new customers and increase brand visibility.

Conclusion

Gamis Amika's success in the modest fashion industry is driven by its commitment to quality, personalization, and adherence to Islamic values. The company's product development strategy emphasizes durable fabrics, elegant designs, and customization, setting it apart from mass-market brands. While challenges remain in terms of production scalability and competition, Gamis Amika has a strong foundation for future growth. By investing in digital marketing and expanding its production capabilities, the company can strengthen its position as a leading brand in the Indonesian modest fashion industry.

Dafh Hijab

Overview of Dafh Hijab

Dafh Hijab is a Muslim fashion brand specializing in the production of syar'i (Islamic-compliant) clothing, including gamis (long dresses), khimar (long hijabs), and modest skirts. The brand was established with the goal of creating a sustainable business that aligns with the owner's passion for Islamic fashion while fulfilling market demand.

Since its inception, Dafh Hijab has focused on maintaining high product quality while integrating contemporary fashion trends. One of the brand's defining characteristics is its strategic use of color and fabric, ensuring that each piece adheres to Islamic dress codes while appealing to modern Muslim women. Dafh Hijab's product development strategy involves continuous innovation while upholding religious and cultural principles.

Product Development Strategy

Dafh Hijab adopts a structured approach to product development, ensuring that its designs remain fashionable yet compliant with Islamic guidelines. This strategy is

centered around four key elements: design philosophy, material selection, product quality, and customization options.

1. Design Philosophy

Dafh Hijab follows an adaptive design approach, incorporating contemporary trends while maintaining modesty. The brand primarily produces long, loose-fitting gamis dresses and khimar hijabs that ensure full-body coverage. Unlike some competitors who strictly adhere to classic Islamic styles, Dafh Hijab introduces subtle design variations to align with evolving consumer preferences.

- **Color Selection:** Dafh Hijab predominantly uses pastel and bold tones, avoiding bright or flashy colors that may attract undue attention. Soft shades such as pink, beige, and lavender are complemented by deeper hues like navy blue and charcoal gray.
- **Motif Choices:** The brand generally avoids floral and animal motifs, opting instead for subtle geometric patterns like polka dots and checkered designs.
- **Silhouette and Fit:** Every dress is designed to be long and loose, preventing the outline of the body from being visible. To enhance functionality, Dafh Hijab includes side pockets in its gamis, a feature that distinguishes it from competitors.

2. Material Selection and Fabric Quality

Dafh Hijab prioritizes high-quality, non-transparent fabrics to ensure modesty and comfort. The brand primarily utilizes:

- **Diamond Crepe/Diamond Georgette:** A lightweight yet opaque fabric used for khimar and instant hijabs.
- **Lady Zara & Lady Zara Import:** A premium fabric used for gamis dresses, offering durability and breathability.
- **Cotton Rayon:** A comfortable, flowy material used in syar'i skirts.

If any fabric is deemed too thin, Dafh Hijab advises customers to layer it with an inner lining, ensuring full compliance with Islamic modesty guidelines.

3. Product Customization

Dafh Hijab offers size customization, accommodating different body types while ensuring that the garments remain loose-fitting. Standard sizes range from S to XL, with additional options for personalized sizing.

Additionally, the brand allows custom color requests within its pastel and bold color palette, offering customers greater flexibility while maintaining the brand's aesthetic identity.

Compliance with Islamic Dress Codes

Dafh Hijab adheres to the six fundamental principles of Islamic clothing as outlined by Islamic scholars:

1. Full-body coverage, except for permitted areas (face and hands).

2. Use of thick, non-transparent fabrics.
3. Loose-fitting designs that do not outline body shape.
4. Modest color selection to avoid attracting undue attention.
5. Distinct clothing styles that do not resemble non-Muslim attire.
6. Gender-specific designs that differentiate between men's and women's clothing.

A review of Dafh Hijab's products confirms that all designs adhere to these principles, reinforcing the brand's commitment to Islamic fashion standards.

Branding and Market Positioning

Dafh Hijab's market positioning strategy is built on brand identity, quality assurance, and digital marketing.

1. Brand Identity

The brand name "Dafh Hijab" is prominently displayed on all garments, strengthening brand recognition among customers. The logo is printed on clothing labels, packaging, and marketing materials to reinforce its presence in the modest fashion industry.

2. Packaging Strategy

Dafh Hijab adopts a minimalist yet functional packaging approach, using:

- Clear plastic wrapping for protection.
- Branded plastic bags for offline purchases, serving as an indirect marketing tool.
- Logo placement on packaging, ensuring greater visibility and brand recall.

3. Digital Marketing and Consumer Engagement

Recognizing the importance of social media in modern retail, Dafh Hijab actively promotes its products via Instagram. The brand's social media marketing strategy includes:

- Regular product updates and promotions.
- Engagement with customers through comments and direct messages.
- Online sales and limited-time offers to encourage customer loyalty.

Additionally, Dafh Hijab participates in offline exhibitions and trade fairs, leveraging face-to-face marketing to attract new customers.

Challenges and Future Opportunities

While Dafh Hijab has successfully established itself in the modest fashion market, it faces several challenges and opportunities for growth.

1. Production Scalability

As a self-produced brand, Dafh Hijab's production capacity is limited by the availability of skilled workers and resources. Expanding production will require investment in machinery, workforce training, and supplier partnerships.

2. Market Competition

The Islamic fashion industry is highly competitive, with new brands emerging regularly. To sustain growth, Dafh Hijab must differentiate itself through continued innovation, superior quality, and customer engagement.

3. Digital Expansion

Although Dafh Hijab has a strong online presence, it has not fully leveraged e-commerce platforms such as Shopee or Tokopedia. Expanding to these marketplaces could significantly increase sales and reach a broader audience.

Conclusion

Dafh Hijab has successfully positioned itself as a leading syar'i fashion brand by balancing modern design trends with Islamic modesty principles. Through high-quality materials, strategic branding, and strong online engagement, the brand has cultivated a loyal customer base.

However, future growth will depend on scaling production, expanding digital marketing efforts, and maintaining brand authenticity. By addressing these challenges, Dafh Hijab can strengthen its position in the competitive modest fashion industry while continuing to uphold its commitment to Islamic values and consumer trust.

Koppi Holic

Overview of Koppi Holic

Koppi Holic is a Muslim fashion brand specializing in the production of syar'i clothing, including gamis (long dresses), khimar (long hijabs), and mukena (prayer garments). The brand was founded by Mamika in 2015 with the goal of providing high-quality modest wear for Muslim women. Initially operating through an offline store, the business later expanded its reach through online platforms such as Instagram and Facebook to accommodate a wider consumer base.

Unlike trend-driven brands, Koppi Holic focuses on timeless, basic designs that align with Islamic dress principles. The company emphasizes customization, fabric quality, and detailed craftsmanship, distinguishing itself in the competitive modest fashion market.

Product Development Strategy

Koppi Holic follows a structured product development approach, ensuring that all garments adhere to Islamic dress codes while maintaining aesthetic appeal and durability. This strategy is built upon three primary aspects: design philosophy, material selection, and customization options.

1. Design Philosophy

Koppi Holic adopts a basic and syar'i approach to design, prioritizing modesty and simplicity over rapidly changing fashion trends. The brand ensures that all garments provide full-body coverage, emphasizing long, loose-fitting dresses.

- **Color Selection:** Koppi Holic primarily utilizes dark (bold) and pastel (soft) tones, avoiding bright or flashy colors. Common bold colors include black, navy blue, dark gray, and deep brown, while soft tones include light pink, beige, and lavender.
- **Motif and Embellishments:** The brand predominantly employs solid colors with minimal embellishments. If requested by customers, subtle embossed patterns or floral motifs may be incorporated, though embellishments remain minimal.
- **Fit and Silhouette:** Koppi Holic designs its gamis to be long and wide, ensuring that the clothing remains modest while providing comfort. The length and width of the garments exceed standard sizing to prevent body contouring.

2. Material Selection and Fabric Quality

Koppi Holic places a strong emphasis on premium fabric selection, ensuring that all materials are thick, non-transparent, and durable. The most commonly used fabrics include:

- **Abaya fabric:** A thick, high-quality material known for its longevity and minimal ironing requirements.
- **Babana and Sultan fabric:** Frequently used for gamis, these materials offer a balance of lightweight breathability and opacity, preventing transparency.
- **Rayon fabric:** While softer and lighter, rayon is primarily used for custom orders, as it may require layering to ensure full modesty.

In cases where fabric is too thin, Koppi Holic adds a furring layer to maintain compliance with Islamic dress codes.

3. Customization and Personalization

One of Koppi Holic's defining features is its custom order service, allowing customers to tailor products to their specific preferences.

- **Size customization:** Standard sizes range from S to XL, but the brand offers tailored measurements for customers who require a looser fit.
- **Color customization:** While Koppi Holic primarily uses dark and pastel tones, customers may request slight color variations for their orders.
- **Embroidery and motif customization:** Although Koppi Holic's default designs are minimalistic, customers can request additional decorative elements, such as subtle embroidery on sleeves, buttons, or hemline edges.

Compliance with Islamic Dress Codes

Koppi Holic follows six core principles derived from Islamic teachings on modest dress:

1. Full-body coverage, with long sleeves and ankle-length dresses.
2. Use of non-transparent, thick fabrics to prevent see-through effects.
3. Loose-fitting designs that do not outline the body shape.
4. Color selection that is subtle and not excessively eye-catching.
5. Clothing that does not resemble non-Muslim attire.

6. Distinct men's and women's clothing, ensuring no gender overlap.

The study confirms that all Koppi Holic products comply with these principles, reinforcing its commitment to Islamic fashion ethics.

Branding and Market Positioning

Koppi Holic employs a brand-centric approach, focusing on consumer trust, quality assurance, and simple yet effective packaging.

1. Brand Identity

The brand name "Koppi Holic" is prominently featured on all product labels, strengthening brand recognition and consumer loyalty.

2. Packaging Strategy

Koppi Holic uses a minimalist packaging design, prioritizing functionality over elaborate branding:

- Transparent plastic wrapping to protect the garments.
- Branded plastic bags featuring the Koppi Holic logo for offline purchases.
- Additional protective layers for online orders to ensure product integrity during shipment.

3. Customer Loyalty and Market Position

Koppi Holic has built a strong consumer base through consistent product quality and customization services. The brand primarily targets:

- Muslim women seeking fully syar'i clothing.
- Consumers who prioritize quality over fast-changing fashion trends.
- University students and young professionals who prefer simple yet elegant modest wear.

Challenges and Future Opportunities

Despite its success, Koppi Holic faces several challenges and potential growth opportunities.

1. Production Limitations

As a home-based business, Koppi Holic's production capacity is limited by manual labor and small-scale operations. Expanding the brand would require:

- Hiring additional seamstresses.
- Investing in larger-scale production facilities.
- Enhancing supply chain efficiency.

2. Competition in the Modest Fashion Industry

The Islamic fashion industry is increasingly competitive, with new brands emerging regularly. To maintain its market position, Koppi Holic must:

- Continue offering unique customization services.
- Ensure high-quality craftsmanship.

- Expand brand awareness through digital marketing.

3. Digital Expansion and E-Commerce Growth

While Koppi Holic utilizes social media, the brand has yet to fully leverage major e-commerce platforms such as Shopee, Tokopedia, or Zalora. Future growth can be achieved through:

- Strengthening its digital presence.
- Collaborating with influencers in the modest fashion industry.
- Expanding into international markets.

Conclusion

Koppi Holic has successfully established itself as a trusted syar'i fashion brand, focusing on quality, customization, and strict adherence to Islamic dress codes. Through high-quality materials, minimalist designs, and strong consumer engagement, the brand has built a loyal customer base.

However, future growth will depend on expanding production capacity, strengthening digital marketing, and ensuring consistent product innovation. By addressing these challenges, Koppi Holic can continue to thrive in the competitive modest fashion market while maintaining its commitment to Islamic values.

DISCUSSION

This section interprets the findings on the product development strategies of Muslim fashion businesses in Yogyakarta, examining their implications for industry practices and alignment with Islamic principles. The discussion integrates insights from the study with existing literature, addressing key themes such as innovation, adherence to Islamic values, the role of digital platforms, and the challenges faced by these enterprises.

Product Development and Market Responsiveness

The study revealed that successful Muslim fashion businesses in Yogyakarta prioritize product development strategies that respond to market demands while aligning with Islamic principles. Customization and innovation were central to these efforts. For example, businesses like Gamis Amika and Dafh Hijab demonstrated a strong understanding of consumer preferences, tailoring their designs to meet the needs of different demographics.

This finding aligns with the broader literature on product development, which emphasizes the importance of understanding consumer behavior to remain competitive (Bhardwaj & Fairhurst, 2010; Casaló et al., 2020; De Mooij & Hofstede, 2002; Xiang et al., 2015). In the context of Muslim fashion, this involves not only addressing aesthetic preferences but also ensuring that products adhere to modesty standards (Leonnard et al., 2019; Nurani & Adinugraha, 2022; Zaki et al., 2023). By integrating these elements, businesses create offerings that appeal to both the functional and emotional needs of consumers.

However, balancing consumer expectations with Islamic values poses a unique challenge. While innovation is necessary to differentiate products in a competitive

market, businesses must ensure that these innovations do not compromise religious principles. This balance underscores the importance of adopting a value-driven approach to product development, as highlighted in the *maqasid al-shariah* framework (Ismail et al., 2023; Shalihin et al., 2023; Zaki & Elseidi, 2024).

Ethical Alignment and Islamic Principles

A key theme emerging from the study was the integration of Islamic principles into business practices. Ethical sourcing, fair pricing, and community engagement were identified as critical components of this alignment. For instance, Koppi Holic emphasized transparency in its supply chain, ensuring that all materials were halal-certified and ethically sourced.

These practices resonate with Islamic economic principles, which advocate for fairness, justice, and social responsibility (Beekun & Badawi, 2005; Ismaeel & Blaim, 2012; Khurshid et al., 2014; Zauro et al., 2020). Businesses that align with these values are more likely to gain consumer trust and loyalty, as they are perceived as authentic and credible. This finding supports previous research suggesting that adherence to Islamic principles enhances brand reputation and market competitiveness (Ajala, 2022; Ismail et al., 2023; Lisnawati & Ahman, 2019; Maksum & Kamaludin, 2023; Zaki et al., 2023).

However, the study also highlighted inconsistencies in the application of Islamic principles. While most businesses demonstrated a commitment to ethical practices (Amalia, 2022; Anwar et al., 2023; Oktasari, 2018), some faced challenges in maintaining transparency or prioritizing social welfare (Mousa et al., 2022; Rofiuddin & Sulthonul Aziz, 2022; Yuniastuti & Pratama, 2023). For example, smaller enterprises struggled to allocate resources to community initiatives, indicating a need for capacity-building programs to support these efforts.

Digital Platforms and Market Expansion

The widespread adoption of digital platforms was a transformative factor for the businesses studied. Social media and e-commerce platforms enabled these enterprises to expand their market reach, engage with consumers, and communicate their adherence to Islamic values. Dafh Hijab's use of Instagram, for instance, effectively showcased its products while reinforcing its commitment to modesty and elegance.

This finding aligns with research on the role of digital technology in the Muslim fashion industry (Duggal, 2023; Kurniawan, 2023; Sudirjo et al., 2023; Sugiat & Cahyandito, 2018; Syafaruddin & Mahfiroh, 2020). Digital platforms provide opportunities for businesses to enhance transparency, personalize marketing strategies, and build stronger connections with their target audience. Moreover, the accessibility of e-commerce platforms allows businesses to cater to consumers across geographic locations, promoting inclusivity and broadening their customer base.

Despite these benefits, the reliance on digital platforms presents challenges. Businesses must navigate the complexities of maintaining an authentic online presence while avoiding practices that could undermine consumer trust, such as misleading advertisements. These challenges highlight the need for clear guidelines on

ethical digital marketing practices in the Muslim fashion industry ([Hartini et al., 2022](#); [M. M. Islam, 2018](#); [Krisjanous et al., 2022](#)).

Innovation and Tradition: A Delicate Balance

Balancing innovation with tradition emerged as a recurring theme in the study. While businesses recognized the need to innovate to remain competitive, they were cautious about alienating traditional consumers or compromising Islamic values. Gamis Amika, for example, faced difficulties in creating designs that appealed to younger audiences while maintaining modesty standards.

This tension reflects a broader challenge within the Muslim fashion industry: reconciling the demands of a rapidly evolving market with the principles of Islamic tradition ([Ashraf et al., 2023](#); [Saidan et al., 2022](#); [Thimm, 2021](#)). Research suggests that businesses that successfully navigate this balance are more likely to achieve long-term success ([Lubis et al., 2023](#); [Quadri et al., 2023](#); [Sa'idu et al., 2022](#)). For instance, Distro Gamis Nibras' integration of traditional batik patterns into modern designs illustrates how businesses can innovate while preserving cultural and religious authenticity.

However, the study also revealed that not all businesses have the resources or expertise to achieve this balance. Smaller enterprises, in particular, struggle to invest in research and development, limiting their ability to innovate ([Hoffman et al., 1998](#); [Monsef & Mohamed, 2022](#); [Qin et al., 2024](#); [Spithoven et al., 2013](#)). Addressing this challenge requires targeted support, such as training programs and access to financing, to enable businesses to enhance their product development capabilities.

Challenges in Resource Allocation and Market Competition

The study identified several challenges that impact the performance of Muslim fashion businesses, including resource constraints and intense market competition. Limited access to capital and skilled labor were recurring issues, particularly for smaller businesses like Koppi Holic. These constraints hinder scalability and compromise the ability to meet growing consumer demand.

Market competition further complicates these challenges. The proliferation of businesses offering similar products increases the need for differentiation, requiring investments in branding, innovation, and customer engagement ([Fitriyadi, 2022](#); [Gebauer et al., 2011](#); [Kumar & Pansari, 2016](#); [Singh, 2022](#); [Sorescu et al., 2011](#); [Vivek et al., 2012](#)). Dafh Hijab's focus on storytelling and sustainable practices highlights how businesses can stand out in a crowded market. However, not all enterprises have the resources or expertise to implement such strategies effectively.

Addressing these challenges requires a collaborative approach involving policymakers, industry stakeholders, and educational institutions. Initiatives such as capacity-building programs, access to affordable financing, and partnerships with design schools could help businesses overcome resource constraints and enhance their competitiveness.

Theoretical Implications and Contributions

The findings of this study contribute to the literature on Muslim fashion by providing a nuanced understanding of how businesses navigate the interplay between innovation, ethics, and market demands. By examining product development strategies through the lens of Islamic economics, the study bridges the gap between theory and practice, offering valuable insights for researchers and practitioners alike.

One key contribution is the identification of digital platforms as a critical enabler of growth in the Muslim fashion industry. While previous studies have acknowledged the transformative impact of technology, this research highlights how digital tools can enhance transparency and facilitate adherence to Islamic principles.

Another contribution is the emphasis on the role of community engagement in reinforcing ethical practices. The findings suggest that businesses that invest in social welfare initiatives not only align with *maqasid al-shariah* but also enhance their market reputation. This underscores the importance of integrating social responsibility into business strategies, particularly in industries influenced by religious and cultural values.

Practical Implications and Recommendations

The findings have several practical implications for the Muslim fashion industry. Businesses should prioritize innovation and customization to address evolving consumer preferences while ensuring alignment with Islamic principles. Leveraging digital platforms effectively can enhance market reach and consumer engagement, but businesses must adopt ethical marketing practices to maintain credibility.

Policymakers and industry stakeholders should support capacity-building initiatives to address resource constraints and promote scalability. Providing access to financing, training programs, and mentorship opportunities can help smaller enterprises enhance their competitiveness. Additionally, regulatory frameworks that encourage transparency and ethical practices can reinforce consumer trust and contribute to the industry's sustainability.

CONCLUSION

This study investigated the product development strategies of Muslim fashion businesses in Yogyakarta, focusing on how these strategies align with Islamic principles while addressing market demands. The findings revealed that businesses effectively integrate customization, ethical sourcing, and digital engagement into their operations. Key performers such as Gamis Amika and Dafh Hijab demonstrated their ability to blend traditional values with modern trends, appealing to diverse consumer bases. However, challenges such as balancing innovation with tradition, navigating market competition, and addressing resource constraints persist, particularly for smaller enterprises.

The study underscores the importance of innovation and adherence to Islamic principles in sustaining competitiveness. The role of digital platforms was identified as transformative, enabling businesses to expand their market reach while reinforcing transparency and ethical practices. These findings contribute to the literature on

Islamic business practices by providing a nuanced understanding of how enterprises navigate the complex interplay of ethics, innovation, and market dynamics.

By offering actionable insights for practitioners and policymakers, this study highlights the potential for Muslim fashion businesses to drive economic growth while upholding Islamic values. The findings also emphasize the need for supportive frameworks to address resource challenges and foster long-term industry sustainability.

Limitations of the Study

While this study offers valuable insights into the product development strategies of Muslim fashion businesses, certain limitations should be acknowledged. First, the research focuses on businesses in Yogyakarta, which may limit the generalizability of the findings to other regions or international markets. Differences in cultural, economic, and regulatory contexts could influence how businesses operate elsewhere. Expanding the scope to include a broader geographic sample would provide a more comprehensive understanding of the industry.

Second, the reliance on qualitative methods introduces potential subjectivity, despite efforts to maintain rigor through triangulation and thematic analysis. Quantitative methods, such as surveys or statistical modeling, could complement qualitative findings and enhance the robustness of future research.

Finally, this study primarily explores the perspectives of business owners and managers, omitting the consumer viewpoint. Including consumer insights would provide a more holistic understanding of how product development strategies align with customer expectations and preferences. Future research could address this gap to capture the full spectrum of stakeholder perspectives.

Recommendations for Future Research

Future research should explore the Muslim fashion industry across different geographic regions to examine how cultural, regulatory, and market conditions influence business strategies. Comparative studies could highlight best practices and reveal universal and region-specific challenges.

Additionally, longitudinal studies are recommended to track the evolution of product development strategies and their impact over time. This approach would provide insights into how businesses adapt to changing consumer preferences, market competition, and technological advancements.

Including consumer perspectives in future research would also add depth to the understanding of product development dynamics. Surveys or focus groups could explore how consumers perceive the integration of Islamic principles, ethical practices, and innovation in Muslim fashion products.

Finally, research could investigate the potential for industry-wide frameworks that integrate Islamic principles with modern business practices, providing a standardized approach for ethical and innovative development in the Muslim fashion sector. Such frameworks could guide policymakers, practitioners, and researchers in fostering sustainable growth in this dynamic industry.

Author Contributions

Conceptualization	N.E.P. & Y.A.	Resources	Y.A.
Data curation	N.E.P. & Y.A.	Software	N.E.P. & Y.A.
Formal analysis	N.E.P., Y.A., & F.B.	Supervision	Y.A.
Funding acquisition	N.E.P. & Y.A.	Validation	N.E.P., Y.A., & F.B.
Investigation	N.E.P. & Y.A.	Visualization	N.E.P. & Y.A.
Methodology	N.E.P. & Y.A.	Writing – original draft	N.E.P., Y.A., & F.B.
Project administration	N.E.P. & Y.A.	Writing – review & editing	N.E.P., Y.A., & F.B.

All authors have read and agreed to the published version of the manuscript.

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Informed Consent Statement

Informed consent was not required for this study.

Data Availability Statement

The data presented in this study are available on request from the corresponding author.

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Conflicts of Interest

The authors declare no conflicts of interest.

Declaration of Generative AI and AI-Assisted Technologies in the Writing Process

During the preparation of this work the authors used ChatGPT, DeepL, Grammarly, and PaperPal in order to translate from Bahasa Indonesia into American English, and to improve clarity of the language and readability of the article. After using these tools, the authors reviewed and edited the content as needed and take full responsibility for the content of the published article.

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