

Strategies for the Impact of the COVID-19 Pandemic on the Muslim Clothing Industry (A Case Study of Al-Fath Muslim Fashion Store in Surakarta)

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Abstract

The COVID-19 pandemic has impacted the Indonesian economy, especially UMKM players. Al-Fath Muslim Fashion Store, which operates in the fashion industry in Surakarta city, stands out due to its strategic location in the city centre and a predominantly Muslim residential area and has attracted the attention of researchers investigating implemented strategies amidst the pandemic. Employing a qualitative method, direct immersion was utilized to obtain samples through primary sources by means of interviews and real-time document analysis. Processed using a descriptive approach, the focus of the results lied in the problem formulation. The COVID-19 pandemic strategies implemented at Al-Fath Store could act as an emergency plan for the future. This includes introducing new innovative products that adhere to government guidelines, such as a set of hijabs and masks, to attract a wider audience. Al-Fath Store's focused approach and innovative solutions during the pandemic showcase a resilient defense for UMKM players that could be used as a benchmark for others in the industry.

Keywords: Muslim Clothing, Covid-19, Strategy, UMKM

Introduction

COVID-19 presents a formidable threat to the three main sectors underpinning Indonesia's economy - namely tourism, trade and investment. These sectors are mainly occupied by Micro, Small and Medium Enterprises (MSMEs), which are equally impacted by the outbreak (Aknolt et al., 2020:59). In 2018, Indonesia was home to an impressive 64,194,057 MSMEs, providing employment opportunities for approximately 116,978,631 individuals. The effects of the COVID-19 pandemic have hit Indonesia hard. Due to the implementation of social distancing policies and lockdown measures in various regions, public mobility has significantly decreased. The government has encouraged the use of masks and avoidance of crowded places. As a result, consumers are reluctant to leave their homes for daily necessities, especially given the joint patrols conducted by police officers and public order officers (Satpol PP), who enforce health protocols against violators.

The creative industry, especially fashion, including both Muslim and non-Muslim fashion, has suffered significant impact due to the pandemic. An illustrative example is the Spanish global brand, Zara. According to CBCN news portal, the owner of Zara fashion store network experienced a loss of €409 million, or approximately £350 million, during the first quarter of 2020. In early June, Zara encountered a 34% fall in sales, prompting the closure of roughly 1200 stores in 2021 (Parlin et al., 2020:17). Comparable circumstances were recorded by clothing companies including H&M and Gap, which likewise underwent decreases in sales as a result of the suspension of public activities following government-imposed lockdown measures aimed at curbing the spread of the COVID-19 virus. This pattern was reflected in Indonesia, where numerous industries sustained decreases in production and sales.

The clothing industry is one of the sectors that have been adversely affected, with many Micro, Small, and Medium Enterprises (MSMEs) and clothing stores facing losses, while some even had to cease operations due to the protracted impact of the COVID-19 pandemic over the past few years. In recent times, the Muslim fashion industry, encompassing hijabs, Muslim clothing, and other Muslim accessories, has experienced significant growth, with projections indicating that Indonesia will be the global hub for Muslim fashion by 2025. This forecast is endorsed by the Indonesia Fashion Chamber (IFC), a nonprofit established on December 16, 2015. IFC comprises distinguished fashion entrepreneurs and designers in Indonesia who concentrate on designing clothing for both genders, along with accessories (Rima et al., 2019:15).

Muslim fashion's entry into high fashion was recently exemplified by Couture Fashion Week (CFW). Additionally, Indonesia ranks fifth globally with the most significant Muslim consumer population, amounting to US\$12.69 billion in 2014. Supporting the growth of Muslim fashion in Indonesia, the government has contributed to a 7% annual increase in businesses devoted to Muslim clothing and the Muslim fashion industry (Aprillia et al., 2017:2). In this modern era, with ongoing innovations, especially for Muslim women, there is a religious obligation to cover their aura with hijabs or Muslim clothing that adheres to their bodies

Al-Fath Muslim Fashion Store is devoted to creating and selling Muslim attire and accessories, such as Koko shirts, prayer rugs, mukenah (prayer garments), and hijabs. The store in Solo follows an Islamic concept and provides a mosque as one of its facilities for customers who may find themselves in the midst of deciding on clothes during prayer time. Customers are welcome to use the available mosque to perform their prayers.

Al-Fath Muslim Fashion Store has several branches located in major cities including Jakarta, Semarang, Yogyakarta and Surakarta, all of which have been affected by the COVID-19 pandemic. As a result, the store has experienced a significant downturn in business.

Amended: In light of the COVID-19 pandemic, particularly in Solo City, Indonesia, Al-Fath Muslim Fashion Store situated on Slamet Riyadi Street No. 23, east of the Gladak Statue, has been affected adversely. This street is the central hub of Solo City. The central location of Al-Fath Store in Surakarta, surrounded by diverse establishments like shopping centres, private schools, Muslim neighbourhoods in the Pasar Kliwon area, and a row of clothing retail buildings such as PGS and Benteng, is a factor that motivates researchers to investigate the effects of COVID-19 on the store amidst economic activities in Solo City during the pandemic. The survival strategies implemented by Al-Fath Muslim Fashion Store in Surakarta represent attempts to withstand the economic difficulties arising from the COVID-19 pandemic.

Literature Review

The report, "Analysis of Sharia Marketing in Facing COVID (Case Study of Arpi Hijab Kuningan)," conducted by Feri (2020), examines marketing strategies implemented during the pandemic and aims to identify the strengths and weaknesses of Sharia marketing strategies at Arpi Hijab store. The study identifies four factors: sidiq, amanah, fatanah, and tabligh. The Islamic fashion industry is the common factor linking this research to the subject matter. The research objectives differ, with past studies aiming to investigate marketing strategies and their compatibility with Islamic economic theory, whereas the current research centres on the impact and coping strategies amid the Covid-19 era.

Changes in Home Garment Sales during the COVID-19 Pandemic (Misbahul, 2020). This study explores the garment sector, including shirts, trousers, and other clothing items, prior to the COVID-19 pandemic. The industry witnessed a reduction in sales, causing losses and leading to redundancies that ultimately contributed to the closure of home-based garment businesses. The objective of this research is to demonstrate the outcomes of the community's commitment to home-based garment industries impacted by COVID-19. The surge in mask production necessitated a shift in focus from clothing production to mask manufacturing for these industries, enabling them to overcome the obstacles posed by the COVID-19 pandemic. While the present study and previous research share a similarity in their exploration of the impact of COVID-19 on their respective industries, the key difference lies in the products being investigated. In contrast to previous studies that initially concentrated on clothing production, this research highlights the shift towards the manufacturing of fabric masks in response to the pandemic.

Muhammad (2017) stated in his study, "Alternative Analysis and Product Development for Enhancing Production Capacity (A Case Study of Zysku Xena, a Muslim Fashion Brand)," that the research focuses on a regional product called Zysku Xena, originating from Bandung and possessing a powerful brand and extensive market potential. Currently, the brand is facing a deficit in production capacity to meet incoming demands, resulting in a chain reaction of negative effects such as decreased sales due to unavailability of goods and late payments caused by delayed arrivals of goods. The aim of this study is to identify a more profitable solution to enhance production capacity, through either procurement from additional suppliers or establishing an in-house production facility. The similarity between the present and prior research studies lies in their focus on the Muslim fashion industry. Nevertheless, the main difference between them is in the specific problem. The former study emphasised production, highlighting the deficiency in production capacity and aiming to ascertain the advantages of obtaining sewing vendors (buy) versus establishing an internal production facility (make).

Crisis Management Analysis of Zara Fashion during the COVID-19 Pandemic (Harbet, 2020) This study investigates alterations in consumer behaviour across diverse business sectors due to the effects of the COVID-19 virus. Consumers are now more cautious in their shopping habits, prioritising personal care and family well-being. This change has considerable consequences for the Zara fashion brand. The aim of this study is to investigate Zara's present concentration on short-term strategies, including the production of masks to aid in the fight against the Coronavirus. Moreover, the retail giant is updating its trading system in response to a 4.9% decrease in sales. The similarity between this and earlier research is in their concentration on the strategies for managing the aftermath of the COVID-19 pandemic. Nevertheless, the dissimilarity pivots on the fact that the previous research laid emphasis on management analysis and recovering profitability during the pandemic.

Method

Qualitative research is an observational approach used to explore and comprehend a central phenomenon. It emphasizes a natural environment, with data gathered at the research site through interviews or observations. The researchers are directly involved in collecting and interpreting data.

Sampling

For this study, we utilised purposive sampling as our sampling method. This involves selecting our sample directly from Al-Fath store managers through interviews or by reviewing relevant documents. The interviews focused on the formulation of the problem, specifically concerning the impact of the COVID-19 pandemic on Al-Fath store and how they handled it.

Data Collection

The research relies on interviews and supporting documents gathered at Al-Fath store as the primary data source. Specifically, the store supervisor is interviewed, with respondents asked directed questions relevant to the researcher's formulated objectives and issues. Furthermore, supplemental secondary data sourced from diverse research-related sources is used to supplement and reinforce the primary data.

Data Analysis

The analysis applies a descriptive method depicting the data collection location in broad and progressively detailed terms. Technical terminology is explained upon first usage. The objective is to provide a comprehensive understanding of the research setting, the place and the situation. The aim is to derive theories from the issues emerging in the study by immersing oneself in observing phenomena in the field without manipulating variables. Descriptive analysis will be used to analyse the obtained variables.

Results

The impact of the COVID-19 pandemic on Al-Fath Muslim Fashion Store is demonstrated by a decline in the number of customers attending the store and a reduction in sales and product turnover. This unforeseen cessation in production has had a direct effect on the operations of the store, as stated by the Operational Supervisor of Al-Fath Muslim Fashion Store in Surakarta during the interview. The decrease in customer visits and product turnover have had a significant impact. Consequently, items, like clothing and Hajj and Umrah equipment, that usually sell well remain unsold, leading to a cessation in production. The pandemic caused the suspension of Hajj and Umrah activities for nearly two years, resulting in halted production. Furthermore, products with less demand, like Muslim swimwear, were also affected. (Operational Supervisor, Al-Fath Muslim Fashion Store, Surakarta)

The interview findings suggest a reduced customer base and suspended production of specific items attributable to the pandemic. A situation specifically exemplified in the halting of production activities for pilgrimage-related goods, owing to the absence of Hajj and Umrah activities organized by the government over the two-year pandemic period. This is especially apparent in the cessation of manufacturing products related to pilgrimage as there have been no government-organized Hajj and Umrah events during the pandemic, lasting nearly two years. In addition to these impacts, Al-Fath Muslim Fashion Store has experienced other effects that have affected both management and employees. The interview revealed:

The operational supervisor at Al-Fath Muslim Fashion Store in Surakarta mentioned that the most significant impact on the business during this period has been the decrease in sales for customers visiting the store. Nevertheless, the online orders have partially offset the loss of in-store sales, with an actual increase in online orders. The majority of Al-Fath Surakarta's clientele ranges from 25–60 years old, and due to the current situation, they are now inclined to shop online, irrespective of their location. This interview highlights the direct impact on store management, with a notable decrease in sales for former in-store customers. However, online sales have partially compensated for the decline, which can be attributed to the fact that the average age of Al-Fath Surakarta customers is between 25 and 60 years old. The pandemic has had a direct impact on employees, as emphasized in the interview.

The employees primarily focus on the commission, despite the drop in the number of customers. The commission currently differs from prior years. In our establishment, we comply with the minimum wage in the region; however, achieving the sales target earns us a bonus. The pandemic has hindered our ability to attain the target resulting in no bonus payment. As stated by the Operational Supervisor at Al-Fath Muslim Fashion Store in Surakarta.

The COVID-19 pandemic has had a considerable impact on both customer visits and sales, as well as the financial security of employees. The failure to meet targets has resulted in decreased commissions, adding to the financial burden on the workforce.

The COVID-19 pandemic has disrupted production at Al-Fath Muslim Fashion Store. Previously produced items, including pilgrim-related products and children's Islamic wear, are no longer being produced due to the pandemic. The effects extend beyond the decline in customer visits and sales, impacting both the management and employees by affecting their commissions and financial bonuses. The impact on Al-Fath Muslim Fashion Store highlights the difficulties confronting fashion industry businesses during these unprecedented times.

Table 1. Impact of Covid-19 on Al-Fath Store

Impact of COVID-19 on Al-Fath Muslim Fashion Store, Surakarta	Description
Decrease in the quantity of direct client visits to the shop.	Since the onset of the COVID-19 pandemic, there has been an approximate 50% decrease in in-person customer visits to the shop.
Reduction in product turnover at Al-Fath Muslim Fashion Store, Surakarta	During the COVID-19 pandemic, the turnover of goods declined as a result of reduced production and decreased consumer demand attributable to the COVID-19 virus.
Suspending the manufacture of Hajj, Umrah, and Islamic clothing for children.	The pandemic-induced suspension of Hajj and Umrah activities led to Al-Fath Muslim Fashion Store discontinuing the manufacture of Hajj and Umrah-related merchandise. Moreover, the production of children's school clothes experienced a significant drop due to the transition to online learning.
Impact on employees and management	The COVID-19 pandemic hindered the store from attaining its objectives, which led to employees missing out on bonuses. Nevertheless, there were no dismissals or salary cuts for the employees or management. The worst possible outcome of employees contracting COVID-19 whilst at work did not transpire.

Based on the findings of interviews and direct observations at Al-Fath Muslim Fashion Store in Surakarta, the store did not suffer certain impacts, including a decrease in the number of employees, lay-offs, or salary reductions for both employees and management. Moreover, there were no cases of staff at the store testing positive for, or contracting, COVID-19 at work.

Al-Fath Fashion Store responded to the pandemic by implementing various strategies, which included following government-recommended health protocols. In the Health Sector, the store encountered difficulties such as temporary shutdowns and limited business hours during the pandemic's early stages. To prevent the spread of COVID-19, the company transitioned to remote work or Work From Home (WFH) for many activities. As the situation transitioned to the New Normal phase, all sectors, including Al-Fath Muslim Fashion Store, recommenced operations while following health protocols.

These measures formed part of the store's survival strategy in response to the challenges arising from COVID-19. The healthcare sector, in particular, underwent alterations and modifications to ensure the safety of employees and customers alike. The following excerpts from an interview with the Operational Supervisor of Al-Fath Muslim Fashion Store in Surakarta elucidate these strategies. "The store's initial measure was to install sinks at the entrances, both front and back. This action has been taken since the pandemic's inception. Additionally, an automated temperature gauge is positioned within, and hand sanitizers, together with tissues, are accessible in each fitting room. Used goods are not displayed immediately; rather, a cleaning service sprays them with disinfectant every afternoon twice in the morning and twice in the afternoon, before their return the following day."

"Furthermore, all employees at Al-Fath Surakarta have received vaccinations, which were provided by the company. Moreover, the company supplies medicines and vitamins directly to its employees to ensure their health while working on the premises."

"Employees and customers alike are required to wear masks, and reminders are provided to customers regarding adherence to necessary health protocols whilst inside the premises. In accordance with evolving health guidelines throughout the various phases of the COVID-19 pandemic, Al-Fath Muslim Fashion Store has implemented safety measures to ensure the wellbeing of all individuals involved. These strategies employed by the store have been devised with the aim of satisfying all health and safety regulations. The primary step involves installing washbasins at the store's front and back entrances, which has been in place since the onset of the pandemic. An automatic temperature screening device is located inside the store. Hand sanitiser and tissues are available in each fitting room. Previously used products are not immediately made available for display. Instead, a cleaning service disinfects the store with sprays twice in the morning and twice in the afternoon, and the products are returned the following day. (Operational Supervisor of Al-Fath Muslim Fashion Store in Surakarta)"

"All the employees of Al-Fath Surakarta have been vaccinated and provided with medicines and vitamins from the company to ensure their well-being while working in the store. (Operational Supervisor of Al-Fath Muslim Fashion Store in Surakarta)"

All employees are required to wear masks and adhere to the current health protocol rules. Additionally, customers are reminded to follow health protocols by wearing masks while inside the store. In such instances, they were promptly reminded to adjust their masks. During an interview, it was noted that some customers were shopping while wearing masks that did not cover their mouth or nose. Sometimes, customers might get offended. However, after explaining it properly, the customers usually comply. It's also part of the risks in our work." (Operational Supervisor of Al-Fath Muslim Fashion Store in Surakarta)

Based on the interviews and information given, it can be inferred that Al-Fath Muslim Fashion Store based in Surakarta has implemented numerous strategies to handle the impact of the COVID-19 virus, focusing on health and safety measures for its employees and customers. The following table illustrates the strategies implemented.

Table 2. Health Sector Strategies for Al-Fath Store

COVID-19 Survival Strategies for Al-Fath Muslim Fashion Store, Surakarta	Description
Daily thorough cleaning is carried out in and around Al-Fath Muslim Fashion Store located in Surakarta.	For instance, disinfecting by spraying twice each morning before opening and twice each evening after closing the store.
Ensuring the health of all employees working at Al-Fath Muslim Fashion Store, Surakarta	All staff members at Al-Fath Muslim Fashion Store in Surakarta have received two doses of the vaccine and are receiving daily supplies of medicine and vitamins from the store.
Providing services according to government-recommended health protocols	For instance, supplying hand sanitisers and handwashing stations, carrying out temperature checks at the entrance of the store, maintaining social distance, and mandating the use of masks for all employees and customers.
Creating a comfortable and safe environment within the store	For instance, providing a prayer space on the third level with single-use prayer mats, sanitizing garments that have been tried on with a disinfectant spray, and exhibiting them the following day.

In the economic sector, Al-Fath Muslim Fashion Store has implemented diverse strategies, such as offering appealing promotions for its customers. The store has also adopted various innovations to attract customers and ensure sustainability during the COVID-19 pandemic. As emphasized in the interviews:

"Alhamdulillah, Al-Fath Solo managed to survive the pandemic by ensuring the safety and comfort of its customers through the prompt implementation of health protocols." Furthermore, the Al-Fath Solo production team has consistently adapted to the current situation through continuous innovation. Our line of products, including the Mukena Muri with a travel-friendly folding design, offers unique features that cannot be easily found elsewhere. Therefore, during this pandemic, we have extensively promoted our products to meet the needs of our customers.

In response to the current pandemic situation, our production team is constantly innovating and experimenting with new products. For example, we now offer an anti-droplet jacket, and in addition to our premium hijabs, we are now offering a package including masks. However, our production team is encountering challenges as they strive to innovate in accordance with the current conditions to attract customers' attention. As a result, the store has successfully adapted to the current situation and continues to cater to the needs of its customers.

(Based on the interview results and the information provided above), Al-Fath Muslim Fashion Store in Surakarta strives to innovate and produce products in alignment with the ongoing pandemic situation. The store primarily sold Mukenas, hijabs, and gamis in the past, but has now expanded its offerings to include bundled products, which combine hijabs with masks. The following table details the measures taken by Al-Fath Muslim Fashion Store to cope with the COVID-19 pandemic:

Table 3. Economic Sector Strategies for Al-Fath Store

COVID-19 Survival Strategies for Al-Fath Muslim Fashion Store, Surakarta	Description
Innovating products to align with COVID-19	For instance, one could develop hijabs that include masks and anti-droplet jackets, design prayer outfits suitable for travel, and arrange online shopping experiences through video calls.
Running several promotions across e-commerce channels and social media platforms.	For instance, Dyah Suminar Collection can increase customer engagement by hosting monthly events such as the December 12th sale, offering a 12% discount on all regular products and participating in online sales on e-commerce platforms such as Shopee and Tokopedia.
Collaborating with other merchants	For example, partnering with a local coffee shop, where customers spending around Rp.199,000 on weekends receive a Rp.30,000 coffee voucher.

Discussion

The main aim of this research is to investigate the effects of the COVID-19 pandemic on different sectors, notably the economic sector, with a specific emphasis on the Micro, Small, and Medium Enterprises (MSMEs) industry, particularly in the fashion sector. The case of Al-Fath Fashion Store in Surakarta will be examined to explore new strategies for achieving survival and sustainability in the MSME economy. The responses of economic players' survival strategies in reaction to the pandemic impact differ. However, each approach shares the objective of achieving success. Al-Fath store's adaptations towards COVID-related needs and cooperation with other merchants to provide mutual support exemplify innovative approaches towards the challenges posed by the pandemic. These innovations are consistent with previous research theories, indicating that they can function as marketing strategies for Al-Fath's long-term objectives.

Nevertheless, it is important to acknowledge that despite the beneficial influence of these strategies on the store's resilience in the pandemic, there are still some inadequacies in the research findings. There are limitations in the output results concerning economic defense strategies during and after the pandemic. These limitations, if not addressed, may hinder the effectiveness of these strategies.

Conclusion

Several conclusions can be drawn from the research findings and discussions. The impact of the COVID-19 pandemic on Al-Fath Muslim Fashion Store in Surakarta involves a reduction in customer visits, decrease in product turnover due to the pandemic, discontinuation of some productions, such as pilgrimage and umrah-related products, and employees experiencing the impact of not achieving sales targets, resulting in not receiving bonuses from the company.

Furthermore, the survival strategies employed by Al-Fath Muslim Fashion Store can be categorized into two sectors: Health and Economy

Health Sector Strategies

The store area will undergo daily deep cleaning before opening and after closing; All employees will have their health ensured through the provision of vitamins and medications; services will be provided in accordance with government health protocols, which include the availability of handwashing facilities, body temperature checks, hand sanitizers, and disinfectant spray; Establishing a safe and comfortable shopping atmosphere, which encompasses a designated space for prayer and sterilization of items after customers try them.

Economic Sector Strategies:

Developing new products that cater to the pandemic situation, e.g. anti-droplet jackets and bundled items like hijabs with masks; Running diverse promotional campaigns via e-commerce channels and social media platforms; Joining hands with other vendors to offer partnered promotions and advantages; Utilising marketing tactics, comprising approaches regarding product, pricing, distribution, and promotion; The implemented strategies demonstrate the flexibility and perseverance of Al-Fath Muslim Fashion Store in Surakarta amidst the difficult circumstances of the COVID-19 pandemic.

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