

ABSTRACT

This study aims to formulate a business development strategy for SALASA, a local fashion brand utilizing an exclusive batch model that targets premium consumers and aspirational youth. The primary issue addressed in this research arises from a misalignment between the initial business strategy and the current market conditions, particularly in sales achievement and cost efficiency. The first product batch achieved 100% sales with a 50% net margin, whereas the second batch only sold 53 out of 100 items with a reduced margin of 20%. These results indicate several weaknesses in the initial business model, including inadequate differentiation, stock management, distribution channels, and lack of optimal digitalization.

To address these challenges, this study adopts a qualitative case study approach using in-depth interviews, direct observation, and internal documentation. The analysis framework involves Business Model Canvas (BMC), SWOT, TOWS matrix, and financial projections for 2025–2027 to formulate strategic recommendations. The findings highlight SALASA's strengths in design quality, sustainability, and its positioning as an exclusive local brand. However, operational limitations, limited digital capabilities, and the threat of competitors with similar positioning remain major concerns.

The proposed strategy focuses on enhancing value propositions through batch exclusivity, personalized products, narrative-driven collections, and community-based distribution channels supported by technology. The revised BMC includes customer segment expansion into digital communities and tier-2 cities, AI integration for product personalization, and loyalty programs based on batch feedback. The cost structure is redesigned into fixed and variable schemes to maximize profitability with a target margin of 40–50%. Key resources include the creative team, digital systems, consumer databases, and strategic partnerships with suppliers and fashion communities.

The strategy also aligns with the company's growth targets of achieving 260 unit sales annually with a revenue goal of IDR 130 million. Adjustments are made in all BMC elements, including channels like WhatsApp personalized selling, digital marketplaces, and exclusive offline events for distribution differentiation. The study concludes that SALASA's new business model presents an adaptive and strategic solution to thrive in the competitive and dynamic local digital fashion industry.

This research contributes theoretically to the development of business strategies using Business Model Canvas, differentiation, and financial projection frameworks. Practically, it offers guidance for fashion startups seeking to build sustainable, profitable, and digitally-integrated business models.

Keywords: *Business Model Canvas, SWOT, Differentiation, Fashion Industry, Financial Projection, TOWS Strategy.*