

ABSTRACT

This research is motivated by the rapid growth of the modest fashion industry in Indonesia, which creates opportunities and challenges for local brands such as Laia Scarf. This startup comes with a minimalist-elegant hijab concept that targets the young Muslim segment. This study aims to formulate a business strategy that can be used by Laia Scarf in building a strong and sustainable brand image, in order to compete amidst tight competition.

The method used is descriptive qualitative with a case study approach. Data were collected through semi-structured interviews with founders and customers, direct observation, and documentation. Data analysis was carried out using the PESTEL, Porter's Five Forces, Value Chain, SWOT, EFAS, IFAS, and TOWS methods. Purposive sampling technique was used to select informants who were relevant to the focus of the research.

The results of the study show that Laia Scarf has the main strength in product quality and a clear concept, but faces challenges in terms of brand awareness and operational capacity. The EFAS score of 3.35 and IFAS 2.90 places Laia Scarf in Quadrant I of TOWS which leads to an aggressive strategy. The proposed strategies include collaboration with influencers, strengthening digital storytelling, product diversification, and optimizing operational processes.

The conclusion of this study is that Laia Scarf needs to adopt an aggressive strategy to maximize existing opportunities and strengthen its position in the market. The strategy must not only be relevant to the company's internal and external conditions, but also adaptive to the dynamics of the Muslim fashion industry which continues to grow. Consistent implementation of the strategy is expected to increase Laia Scarf's brand equity and long-term competitiveness.

Keywords: *Business Strategy, Brand Image, Hijab, EFAS, IFAS, TOWS, Laia Scarf*