

IMPROVING PROMOTIONAL MARKETING STRATEGIES FOR OUVAL RESEARCH USING ANALYTICAL HIERARCHY PROCESS (AHP)

Bimo Widyatama¹; Utomo Sarjono Putro²

School of Business and Management, Institut Teknologi Bandung, Bandung^{1,2}

Email : bimo_widyatama@sbm-itb.ac.id¹; utomo@sbm-itb.ac.id²

ABSTRACT

Following the Covid-19 outbreak, Indonesia's fashion industry, like that of much of the world, has experienced substantial changes. The Covid-19 pandemic is changing customer behavior in ways that will last for a long time. Many companies have been forced to change their sales methods and adopt digital platforms as a result of COVID-19's creation of new customer trends. Following these disruptions, e-commerce became a vital lifeline for Indonesia's apparel sector. Online shopping exploded as physical stores collapsed, and sites like Tokopedia, Bukalapak and Shopee became essential for the delivery of fashion items. E-commerce has changed not only how customers purchase clothing but also how companies interact with their customers. This research looks at how the well-known Indonesian streetwear company Ouval Research, which was established in 1997, has handled these shifts in the fashion sector. The study uses qualitative research to examine the opportunities and problems brought about by the post-pandemic environment, with particular attention to changes in customer behavior, the function of e-commerce in marketing and the effects of new promotional strategies. Using Analytical Hierarchy Process to finding the best promotional marketing strategies for Ouval Research is the aim of this research, particularly in light of the digital revolution and shifting customer demands. It also offers practical suggestions for the brand to improve its standing in the competitive post-pandemic fashion industry.

Keywords : Analytical Hierarchy Process; Fashion Industry; Post-Covid-19; E-Commerce; Marketing Strategies; Promotional Strategies

ABSTRAK

Setelah merebaknya wabah Covid-19, industri mode Indonesia, seperti halnya sebagian besar dunia, telah mengalami perubahan besar. Pandemi Covid-19 mengubah perilaku pelanggan dalam berbagai cara yang akan berlangsung lama. Banyak perusahaan terpaksa mengubah metode penjualan mereka dan mengadopsi platform digital sebagai akibat dari terciptanya tren pelanggan baru akibat COVID-19. Setelah berbagai gangguan ini, e-commerce menjadi jalur vital bagi sektor pakaian jadi Indonesia. Belanja online meledak saat toko fisik tutup, dan situs-situs seperti Tokopedia, Bukalapak, dan Shopee menjadi penting untuk pengiriman barang-barang mode. E-commerce tidak hanya mengubah cara pelanggan membeli pakaian, tetapi juga cara perusahaan berinteraksi dengan pelanggan mereka. Penelitian ini mengkaji bagaimana perusahaan pakaian jalanan ternama Indonesia, Ouval Research, yang berdiri pada tahun 1997, menangani perubahan-perubahan di sektor mode ini. Penelitian ini menggunakan penelitian kualitatif untuk meneliti peluang dan masalah yang ditimbulkan oleh lingkungan pascapandemi, dengan perhatian khusus pada perubahan perilaku pelanggan, fungsi e-commerce dalam pemasaran, dan dampak strategi promosi baru. Tujuan penelitian ini adalah menggunakan Analytical Hierarchy

Process untuk menemukan strategi pemasaran promosi terbaik bagi Ouval Research, khususnya mengingat adanya revolusi digital dan perubahan permintaan pelanggan. Penelitian ini juga menawarkan saran praktis bagi merek tersebut untuk meningkatkan posisinya dalam industri mode pascapandemi yang kompetitif.

Kata Kunci : Proses Hirarki Analitis; Industri Mode; Pasca-Covid-19; E-Commerce; Strategi Pemasaran; Strategi Promosi

INTRODUCTION

Early in 2020, the global COVID-19 pandemic had a significant effect on businesses worldwide, including Indonesia's fashion sector. In response to the pandemic, the fashion sector discovered new prospects, becoming a semi-digital based business with the rise of e-commerce and digital transformation (McKinsey & Company, 2020).

Fashion is one of the major industries that has benefited from Indonesian customers' ongoing adoption of e-commerce as their main buying method since COVID pandemic. Customer behavior has changed significantly, with more individuals using online platforms due to their competitive pricing and large selection of options, in addition to their ease.

In the midst of these changes, Ouval Research, a pioneer streetwear company from Indonesia that was established in 1997, has encountered both opportunities and challenges. Online sales channels are now crucial for reaching larger markets and adjusting to changing consumer tastes, even while physical stores are still crucial for brand identity and customer experience.

With an emphasis on finding key success factors and identifying the most effective digital promotional strategies through the use of the Analytical Hierarchy Process (AHP), this research attempts to assess Ouval Research's promotional marketing strategies in the post-pandemic digital landscape. The objective is to help Ouval Research maintain its competitive edge in Indonesia's fashion business and increase its online sales.

To achieve the objectives of this study, there are two research questions (RQ) compiled by the author that must be answered, namely:

1. What are the Key Success Factors (KSFs) for increasing online sales in the fashion retail sector?
2. What digital marketing strategies are most suitable for Ouval Research to strengthen its online presence?

LITERATURE REVIEW

The main theoretical framework used in this study is the Porter's Five Forces, SWOT Analysis, TOWS Analysis, Key Success Factors and Analytic Hierarchy Process (AHP). Every framework offers a viewpoint and is essential for comprehending the internal and external factors influencing Ouval Research's capacity to handle the shifting customer trend in the market following the pandemic:

Porter's Five Forces

Porter's Five Forces is used to examine the competitive factors that affect the structure and profitability of the fashion industry, and assess fashion industry and digital platform competitiveness. These factors include industry rivalry, threat of substitution, bargaining power of suppliers, bargaining power of buyers, and threat of new entrants. By analyzing each force, we can determine which areas of Ouval Research's business are most affected by intense competition. The results of this Five Forces analysis will form the basis of the Key Success Factors.

SWOT and TOWS

SWOT analysis helps identify the critical internal and external factors that affect the organization's ability to achieve its objectives (Hill & Jones, 2012). The subsequent TOWS Matrix develop by Heinz Weihrich, used to do a systematic analysis to match the organization's internal weaknesses and strengths with external threats and opportunities (Weihrich, 1982).

In this study, The TOWS matrix is used to formulate Key Success Factors (KSF) which will then be used as the main criteria in using AHP Analysis and to developing alternative strategies.

Key Success Factors

Key Success Factors are crucial areas of performance and competency that must be addressed effectively for a business to succeed in its market (Rockart, 1979). As in this study, the KSFs to be identified are those affecting the fashion industry sector. KSF is generated from the TOWS matrix in this study. The KSFs that are successfully identified will then be used as criteria in the AHP analysis, to find the optimal marketing strategies needed by Ouval Research in dealing with their promotional challenges.

Analytical Hierarchy Process (AHP)

Saaty (1980) created AHP, a systematic decision-making process that uses pairwise comparisons to rank alternatives according to a number of criteria. It is frequently used to carefully assess complicated factors while choosing a marketing strategy. Based on the identified KSFs, Ouval Research's promotional marketing strategies are ranked using AHP.

Conceptual Framework

The Conceptual Framework (see Figure 1.) describes a systematic process for developing effective promotional marketing strategies to increase online sales and brand presence of Ouval Research. The framework begins with an evaluation of the digital competitive environment using Porter's Five Forces to understand the competitive pressures in the fashion and e-commerce industry. Next, an internal and external analysis of the company is carried out using SWOT to identify strengths, weaknesses, opportunities, and threats. The SWOT results are further processed using the TOWS Matrix to formulate Key Success Factors (KSFs) which are the main criteria in decision making. Then, the Analytic Hierarchy Process (AHP) is applied to assess and prioritize alternative promotional strategies based on these KSFs, so that the most optimal marketing strategy can be selected to increase online sales and presence.

RESEARCH METHODOLOGY

Method is a method of work that can be used to obtain something. While the research method can be interpreted as a work procedure in the research process, both in searching for data or disclosing existing phenomena (Zulkarnaen, W., Amin, N. N., 2018:113).

Data Collection Methods

The data collection method used in this study includes in-depth interviews and questionnaires with key internal stakeholders (see Figure 2.):

1. *In-depth interviews with key internal stakeholders*: Interviews conducted to understanding the organization's internal viewpoints on marketing strategies, customer demands and corporate decision-making. The answers from the interview were used to evaluate the Digital Competition of the Fashion Sector using Porter's Five Forces Analysis, then assess Ouval's Internal Capabilities and External Position using SWOT Analysis. Then the results of the 2 analyses were processed into a

TOWS Matrix. The results of the TOWS matrix will produce Key Success Factors which are the basis of the Criteria used in AHP.

2. *Questionnaires for key internal stakeholders*: This study selected 4 key internal stakeholders who have significant influence in determining Ouval's marketing strategy. The selected respondents then conducted pairwise comparisons of criterias and alternatives, using a scale of 1–9 for their assessment. The importance of each criteria and alternatives was determined using AHP.

Pairwise comparisons were presented in the form of questionnaires collected from a total of 4 key internal stakeholders. Each respondent is required to submit a score for each comparison table. Key internal stakeholder may express the strength of preferences using a numerical rating scale, known as basic value scale, shown in Table 1.

The key internal stakeholders then requested to make a pairwise comparison between the assessment criteria and the different alternatives that have been provided, as shown in Table 2. and Table 3. The results of the pairwise comparison will then be processed using SuperDecision software to find the best alternative based on AHP analysis. The methodological stages of this study are described in the research design below:

RESULTS AND DISCUSSION

Analysis of Porter's Five Forces

From the analysis (see Figure 4.) carried out it can be concluded that:

Threat of New Entrants: High

Bargaining Power of Suppliers: Moderate

Bargaining Power of Buyers: High

Industry Rivalry: Very High

Threat of Substitutes: Moderate to High

Ouval is facing tight competition in the Indonesian fashion market, with the increasing use of e-commerce by local and international fashion brands coupled with changes in consumer behavior who currently prefer the convenience of online shopping. The low barriers to entry provided by digital platforms such as Shopee and Tokopedia make the threat of new entrants high. In addition, consumers have many alternatives and can easily compare prices which makes buyers' bargaining power strong.

Analysis of SWOT

The data based on the results of the In-Depth Interview conducted using a questionnaire referring to the SWOT Framework was then processed by the author to identify internal strength and weakness as well as opportunities and threats for Ouval Research business as seen in

Table 5., Table 6. and Table 7. The findings of SWOT analysis are summarized in the Figure 3:

The TOWS framework was carried out to obtain Key Success Factors which will then be developed into Criteria that will be used in AHP analysis. The TOWS framework will also be used as one of the bases for developing and finding alternative options to use in the AHP.

TOWS Matrix, Defining Key Success Factors, Criteria and Alternatives

Based on the SWOT analysis and TOWS matrix (see Figure 4.), Table 8. shown list of Key Success Factors (KSFs) for Ouval Research ordered by their significance, starting with the most important for Ouval Research to improving online sales in the fashion retail sector. These seven Key Success Factors will then be developed to become the Criteria that will be used in the Analytic Hierarchy Process (AHP) Analysis as shown in Table 9.

5 Criteria have been based on the results of the Key Success Factors analysis. The five criteria are Strategic Alignment, Brand Strength and Trust, Operational and Technological Capability, Digital Marketing Effectiveness and Customer Experience and Service. After the criteria are determined, the next step is to determine alternative strategies for improving online sales and presence of Ouval Research. 4 alternatives have been determined and developed based on SWOT, TOWS and Key Success Factors analysis as shown in Table 11.

Structure the Decision Hierarchy of Analytic Hierarchy Process (AHP)

The relationship between alternatives and criteria is developed in the form of a hierarchical tree, which aims to determine the decision to choose an alternative strategy. This is explained in the AHP Hierarchy structure as shown in Figure 5.:

Pairwise Comparison of AHP-Model

The pairwise comparison of the mentioned criteria has been translated into a questionnaire for selected respondents to fill in with their assessments for each

comparison table. As a result of the interviews with four SMEs, the point values for the pairwise comparison of criteria and alternative solutions were obtained from each SME. The next step was to obtain the geometric mean value of each SME's pairwise comparison value. The summary of the calculation results is shown in Table 12 for the pairwise comparison of criteria and Table 13 for the pairwise comparison of alternative designs.

Synthesize the Results to Determine the Best Alternative Solution

From the results of the pairwise comparison of criteria and alternative in Table 12 and Table 13, the next step is to synthesize calculations with the help of Super Decision AHP software, with the results shown in Figure 6.

Consistency Ratio

The quality of the final decision is determined by how consistently the decision-maker makes decisions along the sequence of pairwise comparisons. Using SuperDecision AHP software, the consistency ratio results indicate that the ratio value is less than 0.1 at both the criteria and alternative levels (see Table 10). This indicates that the respondents' pairwise comparisons are consistent (acceptable).

AHP Analysis Conclusion

Based on the results of the analysis and calculations using Super Decision AHP, it is known that the synthesis of the results of the pairwise comparison (Figure 7) is as follows:

1. TikTok and Shopee Live Activation = 42,7%
2. Influencer Collaboration = 26.7%
3. Improve Operational Efficiency and Customer Service = 17.7%
4. Enhance Data-Driven Marketing and Automation = 12.7%

The AHP synthesis results show that TikTok and Shopee Live Activation are the most preferred strategy alternatives, with the highest weighting of 42.7%. This indicates that stakeholders view them as the most relevant and impactful options for improving online sales and presence for Ouval Research

Implementation Plan

In accordance with the results of the AHP Analysis simulation and the explanation above, TikTok and Shopee Live Activation have been determined as

alternative strategies to increase online sales and presence for Ouval Research. The Implementation Plan for TikTok and Shopee Live Activation can be seen in Figure 8.

CONCLUSION

In choosing a promotional strategy to increase sales and online presence for Ouval Research, it is necessary to develop several justification approaches to determine the various criteria & conditions needed to choose the best strategy to be implemented using the Analytic Hierarchy Process (AHP). Therefore, several analyses have been conducted through literature studies and interviews through in-depth questionnaires to answer 2 research questions in this study.

The first research question is:

1. What are the Key Success Factors (KSFs) for increasing online sales in the fashion retail sector.

Based on Porter's Five Forces, SWOT, TOWS, and AHP analysis, it was found that the main Key Success Factors that influenced the success of increasing Ouval Research's online sales were: Strategic Alignment with Market & Platform Trends, Strong and Consistent Brand Positioning, High Product Quality & Digital Experience, Social Media Engagement and Influence, Retargeting & Data Personalization, Efficient Inventory & Omnichannel Operations, and Responsive Customer Service & Loyalty.

The second research question is:

2. What digital marketing strategies are most suitable for Ouval Research to strengthen its online presence?

From the results of the AHP analysis based on the KSF criteria, the most suitable and prioritized digital marketing strategy alternatives for Ouval Research are:

- Live Streaming Activation on TikTok and Shopee

This strategy is considered the most effective because it allows real-time interaction with consumers, displays products directly, answers customer questions directly, and creates urgency to purchase through limited-time promotions. This strategy is very suitable for reaching the target market of millennials and Gen Z who actively use these platforms.

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FIGURE AND TABLE

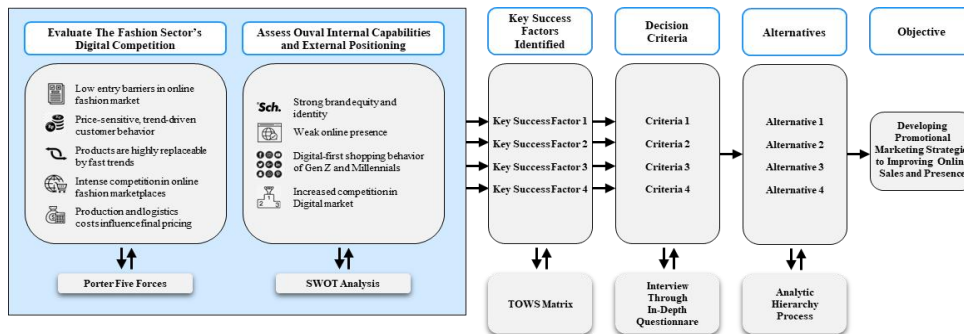


Figure 1. Conceptual Framework

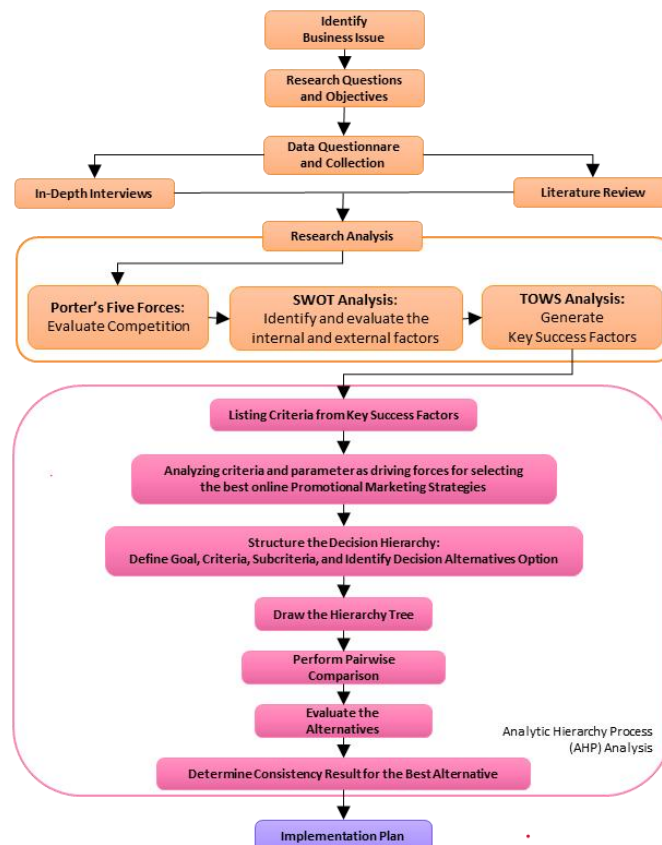


Figure 2. Research Design



Figure 3. SWOT Analysis Summary

	Opportunities (O) <i>O1: Increasing active social media users (TikTok, Instagram) among Gen Z and Millennials</i> <i>O2: Growth in live shopping formats (TikTok Live, Shopee Live)</i> <i>O3: Expansion through micro-influencer collaborations</i> <i>O4: Use of data analytics and retargeting for personalized marketing</i>	Threats (T) <i>T1: Intense competition from local and international brands</i> <i>T2: High dependency on external platform algorithms and policy changes</i> <i>T3: Difficulty maintaining consistent brand content across channels</i> <i>T4: Lack of physical try-on options for online consumers</i> <i>T5: Rapid fashion trends and consumer behavior changes</i>
Strengths (S) <i>S1: Effective Social Media Marketing</i> <i>S2: Omnichannel Sales Approach</i> <i>S3: High Product Quality & Presentation</i> <i>S4: Strong Customer Service</i>	SO Strategies (Use Strengths to Maximize Opportunities) - Expand presence on growing platforms (TikTok, Instagram) (O1). - Leverage live streaming expertise (O2). - Integrate live shopping to enhance omnichannel experience (O2). - Use micro-influencers to extend omnichannel reach (O3). - Showcase product quality via engaging digital content (O1, O3). - Leverage customer support to personalize marketing (O4). - Build loyalty with excellent omnichannel service (O2).	ST Strategies (Use Strengths to Minimize Threats) - Differentiate brand via strong influencer collaborations (T1). - Maintain consistent brand messaging to counter content inconsistency (T3). - Use offline-online integration to offset lack of physical try-on (T4). - Enhance presentation consistency to mitigate rapid trend impact (T5). - Strengthen UX to build trust amid platform dependence (T2). - Use proactive service to mitigate platform dependency and competition challenges (T1, T2). - Address trial limitation concerns (T4).
Weaknesses (W) <i>W1: Stock & Logistics Issues</i> <i>W2: Dependence on External Platforms</i> <i>W3: Limited Marketing Manpower</i> <i>W4: Consumer Product Trial Limitations</i> <i>W5: High Competition Intensity</i>	WO Strategies (Overcome Weaknesses by Exploiting Opportunities) - Implement data-driven inventory management (O4). - Use live shopping to forecast demand better (O2). - Develop direct customer data platforms (O4). - Build micro-influencer networks to reduce platform reliance (O3). - Automate marketing processes (O4). - Outsource influencer collaborations (O3). - Enhance digital product presentation via video/AR/influencer demos (O1, O3). - Run unique digital campaigns targeting niche segments (O2, O3). - Use data insights for competitive positioning (O4).	WT Strategies (Minimize Weaknesses and Avoid Threats) - Improve logistics to reduce costs and returns (T1, T5). - Prepare for platform policy changes (T2). - Diversify marketing channels to reduce platform risk (T2). - Standardize brand messaging for consistency (T3). - Focus on high-impact marketing activities (T1). - Streamline workflows for quick trend response (T5). - Improve return policies and support (T4). - Build brand trust to offset purchase hesitation (T1). - Maintain differentiation through quality and consistency (T1).

Figure 4. TOWS Matrix

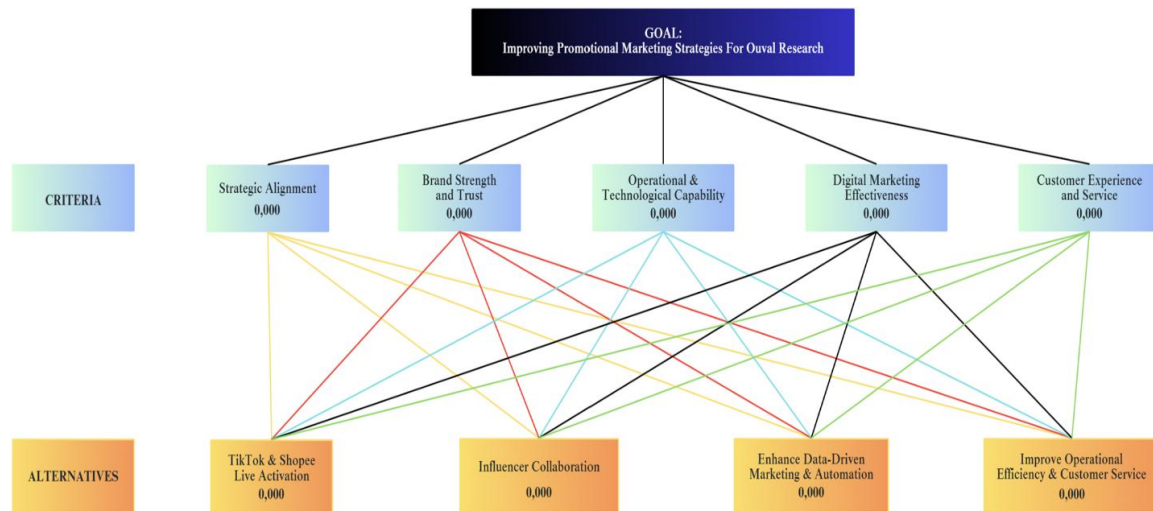


Figure 5. The AHP Model Hierarchy Structure



Figure 6. Analysis Results of SuperDecision AHP Software

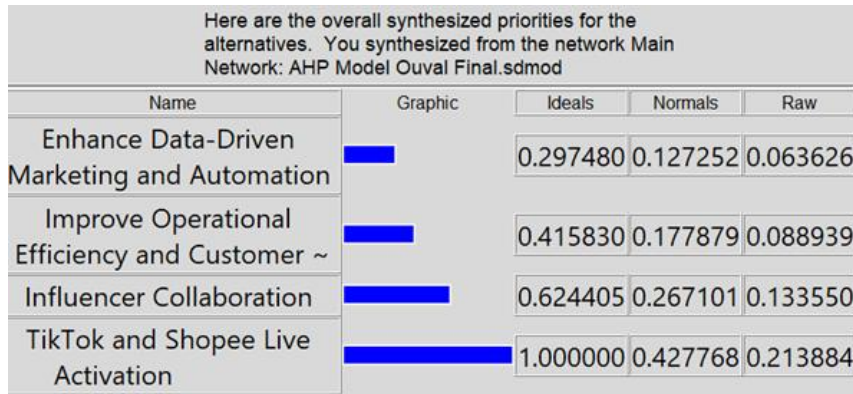


Figure 7. Alternatives Synthesized Priorities

	Month	July				August				September				October				November				December			
	Week	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
No	Activity																								
	PREPARATION																								
1	Recruitment, Formation and Training of marketing and live streamer teams regarding TikTok and Shopee live streaming features.	2 Weeks																							
2	Provision of technical equipment (shooting room, camera, lighting, audio).		2 Weeks																						
3	Development of engaging live session scripts and concepts, and Schedule regular live streaming sessions on TikTok and Shopee.			2 Weeks																					
	INITIAL IMPLEMENTATION																								
4	Hold the live session with featured products and Q&A interactions.					Monthly				Monthly				Monthly				Monthly				Monthly			
5	Integrate special promotions such as flash sales during the live.																								
	OPTIMIZATION																								
6	Live streaming session performance analysis (engagement, sales).									Monthly				Monthly				Monthly				Monthly			
7	Content and promotion adjustments based on feedback and sales data.																								
	SCALABILITY																								
8	Adjustment (Increased or decreased) frequency and duration of live streaming.									Monthly				Monthly				Monthly				Monthly			
9	Further development of interactive features (giveaway, polling, challenge).																								
	EVALUATION AND IMPROVEMENT																								
10	Periodic evaluation of the effectiveness of live activation.																								
11	Collection of customer and live team feedback.									Monthly				Monthly				Monthly				Monthly			
12	Continuous improvement based on data evaluation.																								

Figure 8. Implementation Plan Timeline

Table 1. Pairwise Numerical Rating (Saaty & Vargas, 2012)

Intensity of importance	Definition	Explanation
1	Equal importance	Two activities contribute equally to the objective
3	Moderate importance	Experience and judgement slightly favour one activity over another
5	Essential importance	Experience and judgement strongly favour one activity over another
7	Very strong importance	An activity is favoured very strongly over another; its dominance demonstrated in practice
9	Extreme importance	The evidence favouring one activity over another is of the highest possible order of affirmation
2, 4, 6, 8	Intermediate values	When compromise is needed between two

Table 2. Pairwise Comparison for Criteria

Criteria	Pairwise Comparison																		Criteria	
	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		>=9.5
Strategic Alignment																				Brand Strength and Trust
Strategic Alignment																				Operational and Technological Capability
Strategic Alignment																				Digital Marketing Effectiveness
Strategic Alignment																				Customer Experience and Service
Brand Strength and Trust																				Operational and Technological Capability
Brand Strength and Trust																				Digital Marketing Effectiveness
Brand Strength and Trust																				Customer Experience and Service
Operational and Technological Capability																				Digital Marketing Effectiveness
Operational and Technological Capability																				Customer Experience and Service
Digital Marketing Effectiveness																				Customer Experience and Service

Table 3. Pairwise Comparison between Alternatives

Criteria	Pairwise Comparison																		Criteria	
	>=9.5	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9		>=9.5
TikTok and Shopee Live Activation																				Influencer Collaboration
TikTok and Shopee Live Activation																				Enhance Data-Driven Marketing and Automation
TikTok and Shopee Live Activation																				Improve Operational Efficiency and Customer Service
Influencer Collaboration																				Enhance Data-Driven Marketing and Automation
Influencer Collaboration																				Improve Operational Efficiency and Customer Service
Enhance Data-Driven Marketing and Automation																				Improve Operational Efficiency and Customer Service

Table 4. Coding: Porter's Five Forces Analysis of Ouval Research Digital Competition

Force	Code	Description	Derived From	Excerpt
Threat of New Entrants	Easy Access	The fashion industry has low barriers to entry due to the accessibility of online platforms (e.g., TikTok, Shopee).	Interview: E-commerce & brand trends	"Many new brands are entering through social media and marketplaces with fast speed."
	D2C Model	The rise of direct-to-consumer (D2C) brands that are fast, lean, and trend-driven.	Interview: Pandemic response strategy	"D2C brands are quicker and more adaptive in launching campaigns."
Bargaining Power of Suppliers	Supplier Dependency	Heavy reliance on a few local suppliers makes production sensitive to disruptions.	Interview: Inventory/Logistics manager	"If one supplier is late, stock on Shopee/Tokopedia runs out."
	Supplier Switch Cost	Switching suppliers risks inconsistencies in quality, size, and branding.	Interview: Operational insight during pandemic	"Changing vendors impacts sizing, delivery, or consistency."
Bargaining Power of Buyers	Buyer Alternatives	Buyers can easily switch to other fashion brands due to wide product availability.	Interview: Customer behavior insight	"Buyers often browse 3–4 brands before deciding on a T-shirt."
	Buyer Expectations	Consumers expect fast delivery, easy returns, and frequent promotions.	Interview: Customer service & UX lead	"If delivery is late or return is hard, they switch brands fast."
Threat of Substitutes	Substitutes Style Overlap	Similar styles are offered by other local/international brands, diluting uniqueness.	Interview: Competitive analysis	"Consumers easily switch to other local brands with similar streetwear styles."
	Substitutes Alternatives Channels	Preloved/thrift fashion is gaining popularity through TikTok/Instagram sellers.	Interview: Competitive analysis	"Thrift shopping and preloved culture now compete directly with branded fashion."
Industry Rivalry	Industry Intensity	Very high competition with aggressive discounting, fast trend cycles, and low differentiation.	Interview: E-commerce strategy lead	"Every brand is on TikTok now, offering discounts every payday."
	Industry Content Fatigue	Oversaturation of content makes it hard to stand out in social media feeds.	Interview: Content marketing team	"If content isn't sharp or unique, we're just one scroll away from being ignored."

Table 5. Coding: Internal Strength

Strength	Source	Excerpt / Explanation
<i>Effective social media marketing</i>	Interview	"Use of Instagram, TikTok for brand awareness and engagement."
<i>Omnichannel sales approach</i>	Interview	"Sales increased due to combined offline and online sales channels."
<i>Product quality and presentation</i>	Interview	"Attractive product photos and detailed descriptions boost trust."
<i>Strong customer service</i>	Interview	"Quick responses via chat and easy returns improve satisfaction."
<i>Influencer collaboration</i>	Interview	"Partnership with influencers expands reach."

Table 6. Coding: Internal Weakness

Weakness	Source	Excerpt / Explanation
<i>Stock & logistics management issues</i>	Interview	"Difficulty maintaining accurate stock across platforms."
<i>Dependence on external platforms</i>	Interview	"High reliance on marketplace algorithms and policies."
<i>Limited marketing manpower</i>	Interview	"Marketing team size limits ability to be more aggressive."
<i>Consumer product trial limitations</i>	Interview	"Consumers want to try fashion products before buying."
<i>High competition intensity</i>	Interview	"Competition from many local and international brands is very tight."

Table 7. Coding: Defining Opportunities and Threats

Code	Description	Derived From	Source	Excerpt / Explanation
<i>O1</i>	Increasing active social media users (TikTok, Instagram) among Gen Z and Millennials	Effective Social Media Marketing (S1) and Dependence on External Platforms (W2)	Interview	"Use of Instagram, TikTok for brand awareness and engagement."
<i>O2</i>	Growth in live shopping formats (TikTok Live, Shopee Live)	Omnichannel Sales Approach (S2) and High competition intensity (W5)	Interview	"Live streaming allows real-time customer engagement."
<i>O3</i>	Expansion through micro-influencer collaborations	Marketing Collaboration (S5)	Interview	"Micro-influencers enable targeted community engagement."
<i>O4</i>	Use of data analytics and retargeting for personalized marketing	Effective Social Media Marketing (S1) and Dependence on external platforms (W2)	Interview	"Using Google Analytics and Pixel for remarketing campaigns."

Code	Description	Derived From	Source	Excerpt / Explanation
<i>T1</i>	Intense competition from local and international brands	Effective Social Media Marketing (S1) and High Competition Intensity (W5)	Interview	"Heavy competition from many local and international brands."
<i>T2</i>	High dependency on external platform algorithms and policy changes	Dependence on External Platforms (W2)	Interview	"Platforms may change algorithms and fees without notice."
<i>T3</i>	Difficulty maintaining consistent brand content across channels	Limited Marketing Manpower (W3)	Interview	"Inconsistent content harms brand image."
<i>T4</i>	Lack of physical try-on options for online consumers	Consumer Product Trial Limitations (W4)	Interview	"Fashion needs try-before-you-buy to reduce purchase hesitation."
<i>T5</i>	Rapid fashion trends and consumer behavior changes	High Competition Intensity (W5)	Interview	"Fashion trends shift rapidly, requiring fast adaptation."

Table 8. Ouval Research Digital Marketing Key Success Factors

Code	Key Success Factor	Description	Derived From	Excerpt
<i>KSF1_StrategicFit</i>	Strategic Alignment with Market & Platform Trends	Ability to align marketing and operations with evolving consumer trends and digital platforms.	TOWS Matrix (S01, W01)	"D2C brands adapt quickly to trends — we need to match that speed with our approach."
<i>KSF2_BrandTrust</i>	Strong & Consistent Brand Positioning	Consistent visual identity and communication builds consumer trust across all channels.	TOWS Matrix (ST2, WT2)	"If our tone isn't consistent, people question whether we're a serious brand."
<i>KSF3_ProductQualityUX</i>	High Product Quality & Digital Experience	Offering well-presented, high-quality fashion products with seamless UX in website/mobile interface.	SWOT (S3); TOWS (ST3)	"Clear photos and sizing reduce returns and improve trust."
<i>KSF4_SocialMediaPower</i>	Social Media Engagement & Influence	High-performing content and interaction via TikTok, IG, and KOL/influencer collaborations.	SWOT (S1, S5)	"Live TikTok shows are now one of our best-performing sales drivers."
<i>KSF5_DataDrivenMarketing</i>	Retargeting & Data Personalization	Effective use of data analytics and pixel retargeting to convert and retain customers.	TOWS Matrix (W03, W04)	"We track who views and abandons — then push emails and ads accordingly."
<i>KSF6_OperationalAgility</i>	Efficient Inventory & Omnichannel Operations	Streamlined stock management and fulfillment across physical and digital channels.	TOWS Matrix (W01, WT1)	"Shopee and Tokopedia stock must be synced — otherwise we lose customers instantly."
<i>KSF7_CustomerCare</i>	Responsive Customer Service & Loyalty	Fast, friendly, and supportive service that builds loyalty and mitigates complaints.	SWOT (S4); TOWS (ST4)	"Customers appreciate fast responses; it affects their decision to repurchase."

Table 9. Classification of Criteria

Code	Criteria	Description	Derived From	Excerpt
C1	Strategic Alignment	Aligning digital marketing and operational activities with evolving market trends and regulations.	KSF1_StrategicFit, SWOT (O1), TOWS (SO, WO)	"Keeping up with TikTok commerce trends and platform policies is crucial."
C2	Brand Strength and Trust	Building strong, consistent brand awareness and consumer trust through quality and authenticity.	KSF2_BrandTrust, SWOT (S3, S5), TOWS (ST, WT)	"Consumers trust brands with consistent messaging and influencer collaborations."
C3	Operational and Technological Capability	Efficient inventory, logistics, and use of innovative digital marketing tools and automation.	KSF3_ProductQualityUX, KSF6_OperationalAgility, SWOT (W1), TOWS (WO, WT)	"Inventory synchronization across marketplaces is essential to avoid stockouts."
C4	Digital Marketing Effectiveness	Effectiveness of social media engagement and data-driven campaigns to maximize reach and conversions.	KSF4_SocialMediaPower, KSF5_DataDrivenMarketing, SWOT (S1), TOWS (SO)	"TikTok Live sessions significantly boost engagement and sales conversion."
C5	Customer Experience and Service	Providing excellent customer support and seamless omnichannel shopping experiences.	KSF7_CustomerCare, SWOT (S4), TOWS (ST)	"Responsive service increases customer loyalty and repeat purchases."

Table 10. Result of Consistency Ratio Calculation

	Consistency Ratio by Super Decision	Standard CR <0,1	Result
Pairwise Comparison Level 1	0.035	CR <0,1	Acceptable
Pairwise Comparison Level 2:			
Strategic Alignment	0.002	CR <0,1	Acceptable
Brand Strength and Trust	0.006	CR <0,1	Acceptable
Operational and Technological Capability	0.012	CR <0,1	Acceptable
Digital Marketing Effectiveness	0.009	CR <0,1	Acceptable
Customer Experience and Service	0.025	CR <0,1	Acceptable

Table 11. Classification of Alternatives

Code	Alternative	Description	Derived From	Example / Excerpt
A1	TikTok & Shopee Live Activation	Regular TikTok & Shopee Live sessions to boost real-time engagement and impulse sales.	KSF4_SocialMediaPower, TOWS (SO)	"Live streaming creates urgency and direct interaction with customers."
A2	Influencer Collaborations	Expand partnerships with micro and mid-tier influencers for authentic storytelling and wider reach.	KSF2_BrandTrust, TOWS (SO)	"Micro-influencers drive trust and targeted community growth."
A3	Enhance Data-Driven Marketing & Automation	Implement retargeting, email automation, and analytics to improve targeting and conversion rates.	KSF3_ProductQualityUX, KSF5_DataDrivenMarketing, TOWS (WO)	"Using Pixel tracking and automated emails increases conversion from abandoned carts."
A4	Improve Operational Efficiency & Customer Service	Optimize stock management and logistics while enhancing customer service for better satisfaction.	KSF6_OperationalAgility, KSF7_CustomerCare, TOWS (WT)	"Synchronized inventory and quick response service reduce lost sales and complaints."

Table 12. Pairwise Comparison of Criteria

No	Criteria	Respondent				Geometric Mean
		SME 1	SME 2	SME 3	SME 4	
1	Strategic Alignment – Brand Strength and Trust	2	1	2	1	1.41
2	Strategic Alignment - Operational and Technological Capability	1	2	2	1	1.41
3	Strategic Alignment - Digital Marketing Effectiveness	0.5	1	0.5	1	0.70
4	Strategic Alignment – Customer Experience and Service	2	2	2	2	2
5	Brand Strength and Trust - Operational and Technological Capability	1	0.5	2	0.5	0.84
6	Brand Strength and Trust - Digital Marketing Effectiveness	0.33	0.5	0.5	0.5	0.45
7	Brand Strength and Trust - Customer Experience and Service	0.5	1	1	1	0.84
8	Operational and Technological Capability - Digital Marketing Effectiveness	0.5	0.5	1	0.5	0.70
9	Operational and Technological Capability - Customer Experience and Service	2	2	2	2	2
10	Digital Marketing Effectiveness - Customer Experience and Service	3	2	3	2	2.21

Table 13. Pairwise Comparison of Alternatives

Criteria	Alternatives	Respondent				Geometric Mean
		SME1	SME2	SME3	SME4	
Strategic Alignment	TikTok and Shopee Live Activation – Influencer Collaboration	2	2	3	2	2.21
	TikTok and Shopee Live Activation – Enhance Data-Driven Marketing and Automation	4	3	4	4	3.72
	TikTok and Shopee Live Activation – Improve Operational Efficiency and Customer Service	4	3	3	3	3.24
	Influencer Collaboration – Enhance Data-Driven Marketing and Automation	2	2	2	2	2
	Influencer Collaboration – Improve Operational Efficiency and Customer Service	2	2	2	2	2
	Enhance Data-Driven Marketing and Automation – Improve Operational Efficiency and Customer Service	1	1	1	1	1
Brand Strength and Trust	TikTok and Shopee Live Activation – Influencer Collaboration	0.5	1	1	1	0.84
	TikTok and Shopee Live Activation – Enhance Data-Driven Marketing and Automation	2	3	3	3	2.54
	TikTok and Shopee Live Activation – Improve Operational Efficiency and Customer Service	1	3	3	2	2.06
	Influencer Collaboration – Enhance Data-Driven Marketing and Automation	3	3	4	2	2.90
	Influencer Collaboration – Improve Operational Efficiency and Customer Service	2	2	3	1	1.86
	Enhance Data-Driven Marketing and Automation – Improve Operational Efficiency and Customer Service	0.5	1	0.5	0.33	0.54
Operational and Technological Capability	TikTok and Shopee Live Activation – Influencer Collaboration	3	2	2	1	1.86
	TikTok and Shopee Live Activation – Enhance Data-Driven Marketing and Automation	2	1	3	3	2.06
	TikTok and Shopee Live Activation – Improve Operational Efficiency and Customer Service	2	2	2	2	2
	Influencer Collaboration – Enhance Data-Driven Marketing and Automation	2	1	2	2	1.68
	Influencer Collaboration – Improve Operational Efficiency and Customer Service	1	2	1	2	1.41
	Enhance Data-Driven Marketing and Automation – Improve Operational Efficiency and Customer Service	1	1	0.33	0.5	0.64
Digital Marketing Effectiveness	TikTok and Shopee Live Activation – Influencer Collaboration	2	2	2	2	2
	TikTok and Shopee Live Activation – Enhance Data-Driven Marketing and Automation	5	4	5	4	4.47
	TikTok and Shopee Live Activation – Improve Operational Efficiency and Customer Service	3	4	3	4	3.30
	Influencer Collaboration – Enhance Data-Driven Marketing and Automation	2	3	3	2	2.45
	Influencer Collaboration – Improve Operational Efficiency and Customer Service	3	2	2	2	2.21
	Enhance Data-Driven Marketing and Automation – Improve Operational Efficiency and Customer Service	2	1	0.5	2	1.19
Customer Experience and Service	TikTok and Shopee Live Activation – Influencer Collaboration	3	3	3	2	2.54
	TikTok and Shopee Live Activation – Enhance Data-Driven Marketing and Automation	2	3	3	3	2.54
	TikTok and Shopee Live Activation – Improve Operational Efficiency and Customer Service	0.5	1	1	1	0.84
	Influencer Collaboration – Enhance Data-Driven Marketing and Automation	1	2	2	2	2
	Influencer Collaboration – Improve Operational Efficiency and Customer Service	0.5	0.5	0.5	1	0.70
	Enhance Data-Driven Marketing and Automation – Improve Operational Efficiency and Customer Service	0.5	0.33	0.25	0.33	0.38