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# Analysis of Business Performance and Effectiveness of Digital Marketing Strategy at Vedyraa

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ABSTRACT

This study evaluates the business performance and digital marketing effectiveness of Vedyraa, a local hijab brand offering premium products inspired by Indonesian cultural motifs. It applies a descriptive evaluative case-study approach to business operations from June to August 2026. The evidence includes sales targets and realizations, production costs, capital requirements, income statements, documented activities on Instagram, TikTok and Shopee, and a collaboration with a local influencer. The analysis compares targets with actual results, examines monthly trends, and assesses the relationship between digital exposure, audience engagement, and sales conversion. Sales reached 119 units against a target of 391 units, or 30.4 percent. Monthly sales rose from 25 units in June to 59 units in August, while the net loss narrowed from IDR 4.632 million to IDR 3.118 million. Digital and influencer marketing supported early brand awareness and product-value communication, but the engagement records were insufficient to quantify their effect on purchases. Vedyraa should improve metric tracking, clarify its value proposition and calls to action, and continue demand-based, limited-scale production.

***Keywords : Business performanc, Bigital Marketin, MSMEs***

## INTRODUCTION

The Muslim fashion industry is evolving in line with changing lifestyles and consumer preferences. The Ministry of Industry (2025) cited the State of the Global Islamic Economy, which recorded global Muslim fashion spending at US$318 billion in 2022 and projected it to reach US$428 billion by 2027. Bank Indonesia (2025) also ranked Indonesia third in the global Islamic economy, with Muslim fashion as a prominent sector. These opportunities are driving the growth of local brands, but also intensifying competition for consumer attention, trust, and transactions.

The hijab has evolved from a functional product to an everyday accessory. Consumers consider material comfort, neatness of stitching, ease of shaping, color, design, and price. Findings on hijab wearer preferences indicate that product attributes and perceived value remain

important factors in brand selection (Adelsi & Normaladewi, 2023; Kurniawan & Yuliana, 2025). Therefore, new brands need to clearly differentiate their products and explain why their price and product characteristics are relevant to consumers.

Vedyraa is a local hijab brand offering premium hijabs with Indonesian motifs, basic motifs, and oval pashminas. Premium products use ultrafine tryspan voile fabric and tell stories about Indonesian culture and natural resources. This differentiation follows the principle of competitive advantage through attributes that are difficult to equate with price alone (Porter, 1985). However, this value only functions when consumers understand the quality, benefits, and meaning inherent in the product. Perception of value is formed by comparing the benefits received with the consumer's sacrifices, including price (Zeithaml, 1988).

Vedyraa's primary target audience is Muslim women aged 20-45 who actively use social media. Instagram and TikTok are used to introduce products, showcase their motifs, provide hijab-wearing inspiration, and build engagement. Shopee serves as a transaction channel, while WhatsApp and word-of-mouth support local sales. Social media marketing allows brands to build two-way communication and gauge audience response, but follower count does not in itself indicate engagement or purchases (Tuten & Solomon, 2021). Relevant information experiences on brand accounts can drive consumer engagement if the content provides value and a reason to interact (Ha et al., 2021).

Vedyraa also collaborates with local influencers to expand its reach and showcase products more authentically. Endorser credibility is influenced by the audience's perceived expertise, trustworthiness, and attractiveness (Ohanian, 1990). In the context of Muslim fashion, the role of influencers is related to brand engagement, expected value, and purchase intention (Erdiyana et al., 2022). A recent meta-analytic study also showed that the effectiveness of influencer marketing depends on the influencer's personality, content, audience, and brand fit (Pan et al., 2024). Therefore, evaluations must look beyond follower count and consider the response and its relationship to purchase behavior.

During its business operations from June to August 2026, Vedyraa faced three main challenges. First, brand awareness remained low due to its early stage and competition from established brands and low-priced mass-market products. Second, its value proposition of premium materials, Indonesian motifs, curated designs, and limited production was not yet fully understood by the market. Third, increased digital exposure and interaction did not generate targeted transactions. This created a gap between audience attention and conversions, which must be considered in conjunction with operational, human resource, and financial performance.

This article aims to analyze Vedyraa's business performance from a marketing, operational, human resources, and financial perspective; evaluate the role of marketing through Instagram, TikTok, and Shopee in building brand engagement and conversion; and assess the contribution of influencer collaboration in introducing the brand and communicating product value. The article's contribution lies in an integrated evaluation of the operational and marketing

data of a local hijab brand in its early stages, so that development decisions are based not only on digital exposure, but also on sales, costs, and organizational capabilities.

## RESEARCH METHODS

The research used a descriptive evaluative case study approach at Vedyraa during June-August 2026. The unit of analysis included the brand's business and marketing activities, with attention to four performance dimensions: marketing, operations, human resources, and finance. This approach was chosen because the objective of the analysis was to assess the alignment between plans and actual outcomes over a single period of business practice, rather than to test causal relationships across a broader population.

The data analyzed came from Vedyraa's internal records, including sales targets and realizations per product, monthly sales distribution, production cost budget and realization, capital requirements, human resource costs, and profit and loss reports. Marketing evidence included documentation of Instagram and TikTok posts and interactions, Shopee optimization activities, transactions via Shopee and WhatsApp, customer reviews, and documentation of collaborations with local influencers. This data was treated as a record of business operations during the research period.

Quantitative analysis was conducted by calculating sales achievement levels, comparing budgets with actuals, and analyzing month-to-month changes in sales, revenue, and net profit. Sales achievement levels were calculated by dividing actuals by targets. Descriptive digital marketing analysis was conducted by examining content types, activity frequency, audience response patterns, and transaction paths. The relationship between digital exposure and sales was discussed as a concurrent trend; available data does not support causal conclusions.

Influencer evaluation uses three dimensions of credibility: expertise, trustworthiness, and attractiveness (Ohanian, 1990), as well as audience fit with the target market. Effectiveness is assessed based on the collaboration's ability to expand exposure and help communicate product value. Because separate records of reach, engagement, promo codes, clicks, and transactions before and after the collaboration were not available, the influencer's influence on sales was assessed qualitatively. This limitation informs the interpretation of the results and the basis for subsequent measurement recommendations.

## RESULTS AND DISCUSSION

### *Business Profile and Marketing Strategy*

Vedyraa positions itself as a local hijab brand that combines quality materials, design, and Indonesian cultural stories. Premium products are sold for Rp 150,000, basic patterned products for Rp 55,000, and oval pashminas for Rp 60,000. This product strategy addresses two needs: consumers seeking differentiation and storytelling in patterns, and consumers seeking simpler, more affordable options. Pricing follows a value-based approach, but comparisons with mass-market products require consistent messaging about material quality, pattern curation, and limited production (Keller & Kotler, 2016; Zeithaml, 1988).

The marketing channels combine Instagram, TikTok, Shopee, WhatsApp, local influencers, and electronic word-of-mouth. The content showcases the philosophy of Indonesian motifs, product photos with talent, style inspiration, and audience interaction. This combination is designed to move consumers from brand awareness to consideration and purchase. In practice, this flow hasn't been fully documented as a marketing funnel, so Vedyraa can see exposure and some interactions, but can't consistently connect them to transactions.

### *Sales and Marketing Performance*

Sales realization for the three months reached 119 units out of a target of 391 units, or 30.4 percent. All product lines were below target. Nevertheless, monthly sales increased from 25 units in June to 35 units in July and 59 units in August. Monthly achievement rose from 20.8 percent to 42.1 percent of the respective monthly targets. Revenue also increased from Rp1,900 million to Rp4,770 million. These changes indicate growing demand, but are not enough to confirm that the marketing strategy has met business objectives.

**Table 1.** Vedyraa sales targets and realization during June-August 2026

| Month | Target unit | Unit realization | Achievement | Income |
|---|---|---|---|---|
| June | 120 | 25 | 20.8% | Rp1.900.000 |
| Juli | 131 | 35 | 26,7% | Rp2.745.000 |
| Agustus | 140 | 59 | 42,1% | Rp4.770.000 |
| Total | 391 | 119 | 30,4% | Rp9.415.000 |

*Sumber: Data internal Vedyraa, 2026*

The target gap needs to be interpreted in conjunction with production policy. Vedyraa holds production volumes based on actual demand to mitigate the risk of unsold inventory and maintain cash flow. This policy explains why production costs are lower than budgeted, but it doesn't eliminate the revenue issue. Initial targets remain significantly higher than actuals, so key improvements should be directed at demand validation, marketing message quality, and conversion channels, rather than simply increasing stock.

Oval pashmina products accounted for 42 units, followed by premium first-design products with 15 units, premium second-design products with 13 units, and three basic product designs with 49 units. This composition shows that lower-priced options and more common shapes still play a significant role in sales volume. At the same time, premium products carry a distinct brand identity and potential margins. The portfolio should be managed with clear functions: affordable products serve as a consumer entry point, while premium collections reinforce differentiation.

### *Operational Performance and Human Resources*

Vedyraa's operational processes include concept development, vendor selection, sample creation, quality control, production, and product preparation for marketing. Vendor-mediated production maintains flexibility and reduces the need for initial asset investment. Actual

production costs were IDR 8,862 million, or 48.9 percent of the IDR 18,132 million budget. These savings primarily reflect production tailored to demand, rather than increased efficiency for the same volume.

Reliance on external vendors remains a risk. Output quality, timeliness, and the ability to expand product variety depend on the performance of external vendors. Vedyraa has implemented sampling and double-checking before mass production. The next step is to establish written quality specifications, defect tolerances, turnaround times, and repair procedures to ensure flexibility does not compromise product consistency.

The human resources structure consists of managers, administration, freelance designers, and freelance promotional staff. This model is suitable for start-up businesses because it provides access to expertise without the full burden of a permanent workforce. However, technical production roles are not yet established within the organization, so process knowledge remains dispersed among vendors. Adding permanent staff isn't urgent before volume increases, but the owner needs to document production knowledge and designate a person responsible for vendor coordination and quality control.

**Table 2.** Budget and realization of cost and capital requirements

| Component | Budget | Realization | Variance |
|---|---|---|---|
| Production cost | Rp18,131,500 | Rp8,862,000 | Rp9,269,500 |
| Initial investment of assets | Rp. 10,500,000 | Rp. 500,000 | Rp. 10,000,000 |
| Three months working capital | Rp18,131,500 | Rp22,452,000 | -Rp4,320,500 |
| Total capital requirements | Rp28,631,500 | Rp22,952,000 | Rp5,679,500 |

*Source: Vedyraa internal data, 2026. Positive variance indicates realization below budget*

In terms of funding, initial investment realization was significantly below budget because some assets were already in place prior to the business's implementation. Conversely, working capital realization exceeded estimates due to costs for salaries, collaboration, and packaging equipment that were not fully accounted for from the outset. Total capital requirements remained Rp5,680 million below the overall budget, but the variance structure indicated the need for a clearer separation between production, marketing, labor, and recurring operational costs.

### *Financial performance*

Vedyraa continued to record net losses in each month of the study. Losses narrowed from Rp 4,632 million in June to Rp 3,787 million in July and Rp 3,118 million in August. The Rp 1,514 million improvement between June and August coincided with increases in revenue and gross profit. However, administrative and general expenses, amounting to Rp 3,500 million per month, still exceeded gross profit, so the break-even point has not been reached.

**Table 3.** Realization of monthly revenue, costs, and net profit

| Component | June | July | August |
|---|---|---|---|
| Income | Rp1,900,000 | Rp2,745,000 | Rp4,770,000 |
| Production cost | Rp2,602,000 | Rp2,502,000 | Rp3,858,000 |
| Gross profit | -Rp702,000 | Rp243,000 | Rp912,000 |
| Administration and general | Rp. 3,500,000 | Rp. 3,500,000 | Rp. 3,500,000 |
| Marketing | Rp1,000,000 | Rp. 245,000 | Rp. 245,000 |
| Net profit | -Rp4,632,000 | -Rp3,787,000 | -Rp3,118,000 |

*Source: Vedyraa internal data, 2026*

Narrowing losses are a sign of improvement, not proof that the business structure is efficient on a larger scale. Vedyraa needs to calculate the contribution margin per product, customer acquisition costs per channel, and the number of units needed to cover fixed costs. Without these metrics, increased sales may appear positive but may not necessarily generate sufficient cash flow. Financial evaluations should link each campaign to revenue and margin, not just unit counts.

### *Digital Marketing Effectiveness*

Instagram has become a primary channel for building brand identity through feeds, Reels, Stories, talent photos, motif storytelling, and interactive content. TikTok is used for short-form content that expands exposure, while Shopee serves as a storefront and transaction channel. These activities align with the role of social media marketing in creating information and interaction between brands and consumers (Tuten & Solomon, 2021). The relatively limited frequency, especially on TikTok, reduces the opportunity to quickly test formats and messages.

**Table 4.** Vedyraa's digital marketing activities

| Channel | Main activities | Frequency | Function |
|---|---|---|---|
| Instagram | Feed, Reels, Stories, interactive content | 1-2 times per week | Brand identity and interaction |
| TikTok | Short content and product storytelling | 2 times per month | Expansion of exposure |
| Shopee | Product and voucher optimization | Weekly | Showcase and transactions |
| WhatsApp | Local conversations and orders | As requested | Consultation and conversion |

*Source: Vedyraa internal data, 2026*

Documentation shows responses through question boxes, comments, direct messages, reviews, and follower growth. This evidence supports the conclusion that digital marketing has helped build initial engagement. However, engagement data has not been systematically recorded based on reach, impressions, saves, shares, profile clicks, product clicks, and transactions per content. Ha et al. (2021) emphasize that information experiences can shape engagement, but measurement must capture consumer actions, not just the presence of content.

Sales increased from 25 to 59 units during the same period as digital marketing activities, but cumulative realization was only 30.4 percent of the target. Therefore, exposure and engagement have not yet translated into sufficient conversions. A conversion optimization framework places visitor behavior measurement, change testing, and outcome evaluation as an iterative process (Zimmermann & Auinger, 2023). Vedyraa needed to establish a tracking flow from content to product visits, conversations, cart additions, purchases, and repeat purchases.

Transactions via WhatsApp and in-store payments indicate that some consumers require personal communication before purchasing. This finding is important because purchasing decisions don't entirely occur on Shopee. Direct messages, customer recommendations, and product consultations can be crucial steps after consumers view content. Therefore, conversion metrics should include cross-channel transactions and use simple markers, such as special links, campaign codes, or inquiries about sources of information during ordering.

***The Role of Influencer Marketing***

Vedyraa collaborated with the Instagram account @fauzeahslsabila, which has 3,205 followers. The collaboration included a photoshoot and product promotion to an audience interested in fashion and hijab. Selecting microinfluencers is relevant for new brands because a more specific audience can help introduce products with a relatable communication style. The alignment between the influencer's image, target market, and brand personality is crucial for campaign effectiveness (Pan et al., 2024).

Influencer content helps showcase the colors, drapes, and wear of hijabs in a realistic way. This role strengthens the communication of value propositions, which are difficult to convey through product photos alone. Based on Ohanian's (1990) dimensions, visual appeal alone is not enough; Vedyraa also needs to assess audience trust and the influencer's ability to explain materials and tell the story of the motif. Collaboration can support awareness and value perception, in line with findings in Muslim fashion that influencers are associated with engagement, brand value, and purchase intention (Erdiyana et al., 2022).

Sales effectiveness cannot be quantified because there is no separate data on influencer content reach, interactions, clicks, inbound messages, or transactions attributable to the collaboration. Therefore, any valid conclusions are limited to contributions to exposure and value communication. Subsequent campaigns should have goals, a comparison period, a unique link or code, campaign costs, order volume, revenue, and margins to ensure that decisions about continuing the collaboration are based on measurable results.

***Business Development Implications***

The evaluation results showed that Vedyraa's main challenges were conversion and clarity of value proposition. Content that simply showcases the motive doesn't necessarily explain the reason for the Rp150,000 price tag for a premium product. Messages need to connect ingredients, comfort, curation, limited production, and cultural stories with perceived consumer benefits. Each piece of content also needs to have a clear purpose, such as introducing the motive, addressing concerns, directing product visits, or encouraging purchases.

Gradual production should be maintained until demand patterns stabilize. Adding Indonesian motifs from other regions and plans to diversify into blouses or shirts can strengthen the brand's identity, but it's best to start with a test of interest, pre-orders, or limited production. This strategy preserves working capital and reduces unsold inventory. Packages of hijabs and supporting apparel can increase transaction value if developed based on data on products most frequently purchased together.

A short-term priority is to build a weekly dashboard that combines content, conversation, transaction, cost, and margin data. Medium-term priorities include improving product pages, quality assurance, testimonials, and influencer materials that demonstrate value. Organizational development can begin once sales volume is consistent, while documenting vendor processes and quality checks remains key. This sequence prioritizes market validation before fixed-cost expansion.

## CONCLUSION AND SUGGESTIONS

Vedyraa's performance during June-August 2026 showed initial growth that fell short of the target. Actual sales of 119 units were equivalent to 30.4 percent of the target of 391 units. Sales increased from 25 units in June to 59 units in August, and revenue rose from IDR 1,900 million to IDR 4,770 million. During the same period, net loss narrowed from IDR 4,632 million to IDR 3,118 million. This trend indicates improvement, but sales levels are not yet sufficient to cover operating costs.

Operations are flexible through demand-driven production, vendor utilization, sample production, and quality control. Production costs are below budget because production volumes are aligned with actual demand. A lean human resources structure supports the initial phase of the business, but vendor dependence and undocumented technical knowledge pose risks that need to be managed.

Marketing through Instagram, TikTok, Shopee, WhatsApp, and influencers has helped introduce brands, generate engagement, and explain products. However, available data is insufficient to measure each channel's contribution to purchases. Conclusions regarding influencer effectiveness are also limited to exposure and value communication because the campaign hasn't used click-through tracking, promotional codes, or transaction attribution.

Vedyraa is advised to clarify the value proposition on each content and product page, increase the frequency of content testing, and track the cross-channel marketing funnel from reach to repeat purchase. Product production and development should be phased in based on actual demand. Future research could utilize longer timeframes, per-content analytics, customer acquisition costs, contribution margins, and before-after designs to more robustly assess the impact of digital marketing and influencers.

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