

Business Planning for Men's Big Size Fashion: A Case of BIG SIZE BRO in Bandung

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Abstract

Industry in Indonesia is experiencing significant growth over the last few decades, however, there are still untapped market segments that have not been optimally developed, one of which is big-sized fashion for men. This Research aims to compile planning for BIG SIZE BRO, a big men's fashion business in Bandung City. With the use of the Business Model Canvas (BMC) method, study the financial eligibility, SWOT analysis, research, and presentation planning strategies for an integrated business. The result shows that the market opportunity for men's big size fashion in Bandung is quite large. Big, with potential growth supported by social media trends, preferences of consumers, and the lack of local brand dominance in this segment. This study can become a guide for candidate entrepreneurs in designing competitive and sustainable businesses in the men's fashion sector.

Keywords: Fashion Business, Big Size, Business Model Canvas, Study Eligibility, Bandung

JEL Codes: L26, M13, M31

1. Introduction

1.1 Background

The industry in Indonesia has experienced significant growth over the last few decades, which is marked by its ability to develop a unique and attractive fashion identity that benefits from the rich cultural heritage of the local culture. Indonesia has not only become a manufacturer of competitive global textiles and clothing in terms of cost and quality. Still, it has also given birth to many designers and brands recognized internationally. Events such as Jakarta Fashion Week become a display case for displaying local fashion creativity. Supported by the development technology and social media, fashion players now have wider access to promote the product globally, making social media an effective channel in creating trends and expanding the range of audience.

Even though the national fashion industry faces challenges as big as competition from local and international brands. Still competitive, the actor industry must keep going to innovate, understand the needs of consumers, as well as follow the development trend. Besides that,

sustainability has become an important issue to address in the industry. Efforts like using organic materials, a repeated recycling process, and ethical production have been applied by several perpetrators to create a responsible fashion industry answer to environmental and social issues. Approach This not only becomes not quite enough moral responsibility, but also a sustainable business strategy in the face of an increasingly consumer-aware environment.

Data from [Kemenparekraf, 2020](#), Brawijaya University, and UI Demographic Institute show that between 2010 and 2017, Indonesia's creative domestic Gross Product (GDP) grew steadily, from Rp 526 trillion to Rp 989 trillion. From the contribution of this subsector, culinary, fashion, and crafts contribute around 75% consistently, with fashion contributing by 18% per year. The fashion industry also creates jobs, contributing about 17% of the 25 million-strong Work sector economy. Besides that, the sector's contribution to exports was the largest in 2022, reaching 16.5 billion dollars. This shows that the fashion industry is superior in matter production and has become a center of innovation and creativity, strengthening Indonesia's position in the global creative economy sector.

Temporary in addition, the fashion market's growth is also influenced by changes in demographics and lifestyle in Indonesian society. Data from the [Kemenparekraf, \(2020\)](#) shows a significant improvement in the trend of obesity during the last decade, from 9% in 2007 to 22 % in 2018, with 65% of the population experiencing excess weight gain. This reflects the change in consumption patterns and activity in urban society, as well as signifying the increasing need for inclusive fashion products, especially for individuals with larger bodies. Condition: This becomes an opportunity for the perpetrator industry. The present solution is more fashion adaptive to market needs, which continue to grow and develop.

Province West Java shows a prevalence of obesity that is more prevalent among tall individuals compared to the national average, namely by 23% compared to 21.8% overall. Conditions This reflects the trend of obesity that continues increasing, especially in urban areas such as Bandung, and is influenced by patterns of unhealthy, low physical activity, as well as consumption of high-calorie and sugary food. Situation This becomes Serious. Remember that obesity is correlated with the risk of disease. No infectious diseases like hypertension, diabetes, and heart disease. With a large population, intervention strategies in West Java are necessary, involving education, a healthy lifestyle promotion, and policies based on public health. At the same time, the increasing number of obese people also opens up market opportunities for the fashion industry that provides products specially designed for consumers with special needs.

On the other hand, the development of fashion UMKM in Bandung City shows sufficient dynamic fluctuations. Based on data from [Kemenparekraf, \(2020\)](#), the number of fashion MSMEs has decreased by 29.26 % in 2020 due to the impact of the pandemic, but jumped up to 548.98% in 2021 along with the recovery of the economy and the drive of digitalization. The following year, the amount returned decreased by 55.14% before experiencing an increase of 24.43% in 2023. Fluctuations. This indicates that the MSME fashion sector in Bandung is susceptible to external changes but shows enough resistance and good power. Success in adapting to digital platforms and participation in government programs are important factors in guarding the stability and growth of MSMEs. Therefore, innovative and sustainable business strategies are essential. For answers to opportunities and challenges in the sector.

Based on 2018 Riskesdas data, the prevalence of obesity in West Java reaches 23%, higher than the national average by 21.8%. This figure shows a trend consistent and reflective improvement pattern in life in urban society that is lacking active and consuming food with high calories and sugar. Situation This has become an attention because obesity increases the risk of diseases

such as hypertension, diabetes, and heart disease. With a large population, West Java is a potential market for environmentally friendly fashion products of a large size. Along with increasing awareness, the health and representation body needs comfortable and appropriate clothing that proportionally follows the body.

On the other hand, data from [Kemenparekraf, \(2020\)](#) shows that the development of fashion UMKM in Bandung City is fluctuating, but still show great potential. Although time decreased during the pandemic, the number of fashion UMKMs has soared nearly 550% in 2021, thanks to digital platform adoption and support from the government. The next years show fluctuations that reflect market challenges but also signify the existence of power resistance and opportunity for growth for new players. This is a competition in the men's big size fashion segment. Still relatively low, as seen from eight competitors, the main one that has characteristics different in terms of price, size, marketing strategy, and positioning (Processed Researcher, 2024).

Globally, the apparel market size is big, reaching USD 291.5 billion in 2022. It is predicted to grow to USD 488.3 billion in 2032, with a CAGR of 5.90% (Market Research Future, 2023). The growth was triggered by the body positivity trend and the increasing awareness of consumers to represent all forms of bodies in the fashion industry. In Indonesia itself, the market opportunity for big-sized fashion is auspicious. However, there are still very few brands that are specially targeted at men with big bodies. Big Size Bro is here to fill the gap with products like T-shirts, shirts, and pants in sizes big that are not only fashionable and comfortable, but also made from responsibly sourced materials that are good for the environment. With a focus on comfort, quality, and sustainability, this brand positions itself as a relevant and progressive big-size men's fashion solution.

Planning Big Size Bro's business is based on identifying various strategic problems that reflect the pressing needs in the market. The height of obesity in Indonesia has reached 28.7% in adults, and increasing awareness of body positivity shows the need for real, will, inclusive, and comfortable fashion products for men with bodies. Unfortunately, the number of brands that are specifically serving the segment is still very limited, so there is a big opportunity for Big Size Bro to fill in that market niche. However, competition from local and international brands, as well as challenges in building a brand identity and effective marketing, have become things to be faced seriously. For that, a business strategy that is not only innovative in terms of products and marketing but also sustainability-oriented, both from the environmental side and also the socio-cultural impact, is required. Planning a comprehensive business . This is expected to become a strong foundation for Big Size Bro to grow sustainably and responsively, meeting the needs of increasingly aware consumers and addressing social responsibility in the fashion industry.

2. Literature Review

2.1 Business Plan

Planning business is a strategic process that includes identifying market opportunities and challenges, developing a marketing and sales strategy, developing human resources, analyzing technology and innovation, and managing sustainable environmental management to drive long-term company growth. Main principles for planning business walk effective, as explained by ([Hermawan et al., 2024](#)), includes clarity and understandability for all over stakeholders interests, flexibility and realism in face market dynamics and environment business, coverage comprehensive to all over aspect business — start from production until finance — as well as ability in formulate system more work effective and efficient. With the application of principles, the business plan not only becomes a guide for strategic guidance, but also a tool

for moving to reach sustainable success.

2.2 Analysis Environment External and Internal Environment

Analysis of the internal environment is an essential process in purposeful strategic planning. To identify the strengths and weaknesses of a company. This process covers evaluation of source power (good tangible assets like finance and equipment, as well as intangible assets like brand and reputation), the company's capabilities to utilise the source power mentioned, and core competencies that become superior competitive. Combination of third element This will help management in formulate effective and efficient strategies, while at the same time anticipate possible risks arise in the future ([Marhawati, 2023](#); [Fikri et al., 2024](#)).

Temporary that, analysis environment external aiming for observe and evaluate external factors companies that can become opportunity or threat. The external environment consists of two main components: the general environment (such as social, economic, and technological conditions), which has no direct influence, and the micro climate (such as suppliers, customers, and competitors), which has a direct impact on the company's performance. Understand second aspect. This allows the company For develop a better strategy adaptive to the changing market dynamics. ([Marhawati, 2023](#); [Fikri et al., 2024](#)).

2.3 SWOT Analysis

SWOT analysis is a method of planning used to evaluate strengths, weaknesses, opportunities, and threats in a project or business. Method: This gives a framework for systematic and structured thinking in formulating company strategy, both for large-scale and small and medium-sized businesses. The application of SWOT can strengthen taking more decisions precise, efficient, and give a deeper understanding deep about market position and methods utilise existing opportunities ([Mashuri & Nurjannah, 2020](#); [Azzahra et al., 2024](#)).

According to Canestrino in ([Kaniawati et al., 2021](#)) and ([Karadzhov, 2025](#)) SWOT analysis functions as a multidisciplinary tool that integrates the organization's internal capabilities with the external environment dynamics. Internal factors include strengths, such as superior source power and a strong brand reputation, as well as weaknesses, such as financial limitations or less-than-optimal work processes. The external factors cover opportunities from market and technology trends and threats from competition or economic uncertainty. Understanding the fourth element is very important for developing effective and adaptive strategies in face of challenges in a business that continues to develop.

2.4 Business Model Canvas

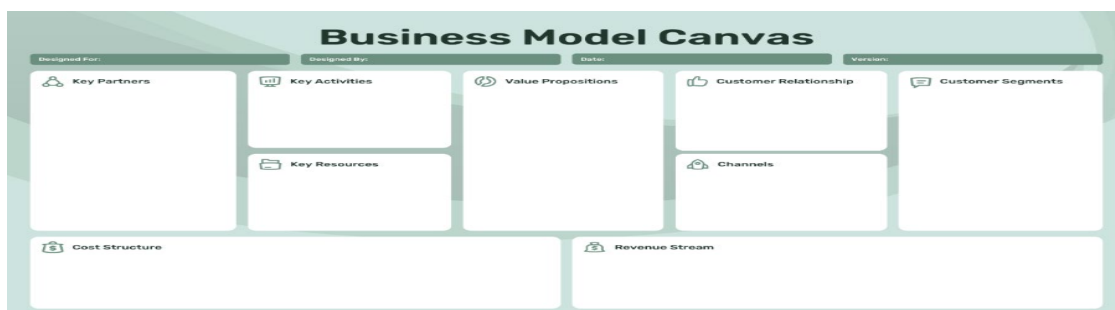


Figure 1. Business Model Canvas

Source: [Osterwalder et al. \(2010\)](#)

Business Model Canvas (BMC) is a simple business model developed by Osterwalder to help strategy planners formulate a draft business visually and structured. BMC consists of nine

elements, the main or building blocks that depict How A company creates, conveys, and captures value. Ninth element the includes : (1) Value Propositions— products or service superior products offered; (2) Customer Segments— groups customer with need similar; (3) Customer Relationships—strategy of establishing connection emotional with customers; (4) Channels— means distribution and communication product to customers; (5) Revenue Streams— sources income leading company; (6) Cost Structure— components cost operational business; (7) Key Activities— activities primary resources that support business processes; (8) Key Resources— sources vital power required companies; and (9) Key Partnerships— work The same strategic with partner business. Overall, this element allows the company to develop a comprehensive, adaptive, and creation-oriented business strategy mark as well as a sustainable business.

2.4 Research Previous

Table 1. Research Previous

No	Title	Author, Year	Objective	Method Study	Research result
1	Designing a Business Strategy Using Business Model Canvas (BMC) on Product Newcomer Gyura Hijab.	Kaniawati et al., 2021	Research This also attempts to understand the preferences of consumers, hijab trends, and aspirations for a modern lifestyle as a basis for designing products and marketing strategies.	Qualitative with method studies case.	Gyura Hijab has potential for development with an open branch, utilizing ggraessive marketing strategies (online and offline), and product-focused, affordable, quality, and draft shop, Instagrammable for interesting customers.
2	Marketing performance of small and medium industries shoe entrepreneurs in greater Bandung.	Kaniawati, Sukma, et al., 2024.	Analyze performance marketing businessman industry small and medium enterprises (SMEs) of shoes in the Greater Bandung area, with focus on innovation products, partnerships business, and market orientation	method survey explanatory, with questionnaire Data analysis was performed use Structural Equation Modeling (SEM) technique	Innovation products, partnerships business, and market orientation has an impact positive and significant towards marketing strategy,

			as factors that influence marketing strategy and performance marketing.		
3	The Effect of Organizational Culture, Digital Marketing Strategy, Service Quality, and Environmental Sustainability on Customer Satisfaction of MSME products in Indonesia.	Judijanto et al., 2024	Study This aiming For analyze influence culture organization, digital marketing strategy, quality services, and sustainability environment to satisfaction customer MSME products in Indonesia.	Approach quantitative with cross-sectional design.	Digital marketing strategy, quality service, sustainability environment and culture organization influential positive significant to satisfaction MSME customers.
4	Design Thinking in Research and Development Fashion Products	Anggraini & Nurhadi, 2023	Know implementation of design thinking in research and development mass fashion products.	Method qualitative with design thinking approach (<i>empathize, define, ideate, prototype, test</i>).	Design thinking is proven can used as method for research and development in mass fashion industry, helping fulfil target market needs.
5	The Use of Design Thinking in Development Distro Products "Start from Scratch"	Aripradono & Lim, 2023	Understand implementation design thinking method in improvement product clothes that will for sale to the market and push creativity and innovation.	Method descriptive qualitative with approach <i>design thinking</i> (<i>empathize, define, ideate, prototype, test</i>).	Design thinking can help develop fast fashion based distro products with adapt market trends and needs customers, as well as minimize risk failure product

3. Research Method

3.1 Research Design

This study uses qualitative research methods. Qualitative research is an approach that aims to understand a phenomenon or context through the collection of non-numerical data, such as text, images, sound, or narrative. This Method nature descriptive and interpretive, with focus on understanding deep to meaning and dynamics the phenomenon being studied in context natural. Research qualitative use technique like interview in-depth, observation participants, analysis

documents, and group discussions focused for collect data Sugiyono. Because the purpose main in study qualitative For understand and describe phenomenon in a way deep in natural conditions, so that can bring up hypothesis new, describe problem social in a way comprehensive, expressive meaning hidden, and explain phenomena that occur ([Malahati et al., 2023](#)).

3.2 Data Collection Techniques

Data collection was carried out through: Observation to behavior competitors and consumers in industry Bandung Fashion. Interview with candidate consumers and stakeholders interest for identify market needs and preferences. Analysis document from publication government, reference academic, and reports industry ([Sugiyono, 2019](#))

3.3 Business Analysis Tools

Two framework work analytical main used:

SWOT Analysis: For evaluate internal strengths and weaknesses as well opportunities and threats external in the Bandung market ([Afdalia et al., 2023](#)).

Business Model Canvas (BMC): For map aspects main from business strategy like segment customer, proposition value, activity main, and flow income ([Osterwalder et al., 2010](#)).

3.4 Research Site and Scope

Study This conducted in Bandung, Indonesia, targeting the segment man urban aged 25–45 years, with emphasis on the individual with need size special at the moment This not enough served by the mainstream fashion industry main.

3.5 Indicator Criteria as a Strength, Weakness, Opportunity or Threat

Strengths are measures that show the unique capabilities, superior resources, and competitive advantages of the company compared to its competitors. Strong management capabilities, broad reputation, and effective distribution network are some examples of strengths. The factors that enable the firm to compete and excel in the market are described in this indicator. Lack of financial resources, poor marketing skills, and inadequate facilities are some examples of Weaknesses that can indicate problems or shortcomings that can hinder business performance. To improve performance, the company must improve these features. Opportunities are indicators that show external situations that can be utilized. Favorable technological changes, good relationships with customers and suppliers and market growth are some examples of opportunities. This opportunity indicator shows the external situation that can help the company grow. Threats are indicators that show external conditions that can harm the company. Examples of risks include volatile economic changes, unfavorable changes in government laws, increased competition, and adverse changes in consumer preferences. These threat indicators show external conditions that can jeopardize a business's position and existence in the market.

To conduct this research, researchers used primary and secondary data to answer the formulation of the problem and identify the existing SWOT for the business and apply it to the Business canvas model. By conducting direct interviews with key informants. Secondary data is collected through retrieval or application of some or all of the records and reporting. Expressing qualitative data analysis interactively and routinely carried out until completion, until it reaches data saturation.

4. Findings and Discussions

4.1 Business Profile

Big Size Bro is here as an innovative solution in the Indonesian fashion market focusing on providing clothes for men with big bodies — a segment that has not been noted enough. Findings mainly show that the company's approach to inclusiveness succeeds in answering the needs of specific customers through comfortable, stylish, and available products in sizes XL to 7XL. Proven digital marketing and e-commerce strategies effectively introduce the brand to a broad audience while expanding market reach. Efforts. This is supported by service to personal customers and loyalty programs starting to form a community of loyal customers.

Besides that, integrating the sustainability principle in the Big Size Bro business model has become a significant added value. Use a material-friendly environment and empowerment to Work locally and create a positive socio-economic impact. This shows that a successful business depends on the product and commitment to social and environmental values. With a vision to become a pioneer of big-size men's fashion in Southeast Asia and a global promoter of body positivity, Big Size Bro shows potential as an adaptive, relevant, and impactful fashion brand.

4.2 Analysis Environment Business

In operating a fashion business of a big size, Big Size Bro must understand various environmental factors that can influence its success. Analysis of the business environment is a strategic step aimed at identifying and evaluating external or internal factors influencing the operational company.

Table 2. Analysis Environment Big Size Bro Company External

	DATA	Opportunity (<i>Opportunity</i>)	Threat (<i>Threat</i>)
<i>Natural Environment</i>	<i>Resources</i> <i>Climate</i> • <i>Resources</i> • <i>Climate</i>	• Available source material supporting the production of large-sized men's fashion products in the local market. • Raise public awareness of comfortable fashion for various weather conditions (tropical).	• Limitations of material standards specific to the need for a large size in the local market can cause an increase in production costs. • Climate extremes that can influence the pattern of consumption and the needs for clothes.
<i>Societal Environment</i>	• <i>General forces</i> • Political • Economy • Social • Technology	• Raise public awareness of comfortable fashion for various weather conditions (tropical). • Stability, political support, investment, and development of local businesses. • Growth Power buy public class intermediate to lower support, improvement, consumption, big size fashion products.	• Change climate extreme that can influence pattern consumption and needs clothes. • Uncertainty regulation related import material standard or tax goods consumption • Inflation and fluctuations mark exchange rupiah that can influence price material standard or Power buy public.. • Social stigma towards special fashion size big Still influence part consumers.

exchange rate)	• Law	• growing trend of body positivity accepted by society, encouraging requests for clothes in a larger size.	• Dependence on digital platforms can present risk If There is change policies by the platform.
• Social		• Adopt digital technologies such as e-commerce that enable the marketing of products to a broader market.	• Regulation newer one strict related standard product clothes can increase cost production.
• Technology		• Regulation protection supports consumers to trust the product locally.	
• Law			
Task Environment	• Consumer	• Increasing need for consumers for comfortable and stylish big-size clothing.	• Competition with brand local global that already own Name big in the big size fashion market.
• Consumer	• Competitor	• The lack of local competitors in the big-sized clothing segment provides an opportunity to become the market leader.	• Entry competitor new with price more cheap.
• Competitor		• Utilization of online marketplaces for reach consumers throughout Indonesia.	• Dependence on a particular distributor can become risk If connection Work disturbed.
• Channel of distribution	• Channel of distribution	• Opportunity build connection direct with material suppliers standard for efficiency cost.	• Limitations number of suppliers specializing in materials for big size fashion.
• Center/supplier	• Center/supplier		

Table 3. Analysis Big Size Bro Company Internal Environment

	Data	Strength	Weakness
Structure:	• chain of command	• A simple organizational structure simplifies the process of making decisions and improves operational efficiency.	• The workload excessive in leadership, because taking decisions centered on a few people
• chain of command			

• Culture • Belief • Expectations • Values	• Belief • Expectations • Values	• Commitment to providing high-quality clothes for men of all sizes creates customer trust. • Focus on fulfilling the need for a niche market (men's big size clothing) which is still not sufficiently competitive locally. • Uphold tall inclusivity with support body positivity and self-confidence movement for big size customers.	• Not yet available culture strong company in matter innovation products and human resource development. • Limitations expectation customer Because lack of variation product compared to global competitor • Company values Not yet Enough known by the public wide Because lack of branding.
• Resources • Asset • Skill • Competences • Knowledge	• Asset • Skill • Competences • Knowledge	• Availability of machine production and a team capable of internal design to produce a suitable product to meet market needs. • Ability to create comfortable, stylish, and suitable products for men's fashion trends. • Skill in choose material suitable standard for big size men's needs in tropical markets. • Deep knowledge of the need for big-sized male customers gives superiority in designing a product.	• Capital limitations for expansion or investment in more advanced tools. • Lack of human resources with skills in digital marketing and social media management. • Competence in the analysis of market data and global fashion trends is still limited. • Limited knowledge about market expansion to level international.

4.3 Analysis of IFAS and EFAS

Table 4. Analysis Internal Factors of IFAS Matrix

No	Internal Strategy Factors	Weight	Rating	Score	Information
A	STRENGTH				
1	Focus on niche market segments <i>fashion big size</i>	0.12	5	0.6	Superiority with lack of competitors in this market segment.
2	Use of sustainable materials	0.12	4	0.5	Increase mark plus product
3	<i>Omnichannel</i> strategy in <i>digital marketing</i>	0.12	5	0.6	Integrate all over channel digital marketing and sales with traditional
4	Creative and Responsive Design Team to Trends <i>Big Size</i>	0.08	3	0.2	Own team design that understands fashion needs and trends for segment <i>big size</i>

5	Collaboration with influencers in <i>Niche Fashion Big Size</i>	0.12	4	0.5	partnership strategic with with <i>influencer</i> prominent in the community <i>big size fashion</i>
Sub-Total		0.54		2.3	
B WEAKNESS					
1	Lack of Brand Awareness	0.12	3	0.3	Brand not yet known by the target market so that difficult compete with competitor big.
2	The lack of Experience Operational	0.08	2	0.2	Lack of experience team in manage fashion business in particular For men's big size segment.
3	Product Prices Are Less Competitive	0.08	3	0.2	have yet scale large production and efficiency cost like competitor big.
4	Variation Limited Products	0.12	2	0.2	Availability of models or undersized complete can reduce Power pull customer.
5	Capital limitations for expansion or investment more tools advanced	0.08	3	0.2	Capital limitations become factor crucial Because can hinder growth business, innovation products, and capabilities For compete with more competitors big.
Sub-Total		0.46		1.2	
TOTAL		1.00		3.5	

Table 5. Analysis Factor External EFAS Matrix

No	External Strategy Factors	Weight	Rating	Score	Information
A OPPORTUNITY					
1	Trends improvement body positivity awareness	0.12	4	0.5	Awareness public increase, push request clothes size big.
2	The growth of e-commerce	0.12	5	0.6	Make it easier distribution and marketing
3	Niche market with minimal competition local	0.12	4	0.5	Opportunity For become market leader
4	Need consumer-to-product inclusive	0.08	3	0.2	Request an increase For product special
5	Support government on UMKM	0.08	4	0.3	Access to financing and training
Sub-Total		0.52		2.1	

B		THREAT			
1	Competition with new emerging	0.12	3	0.4	Competition from business new offering product similar with price more competitive
2	Fluctuation price material standard	0.08	2	0.2	exchange rate is not stable
3	Change fast fashion trends	0.08	3	0.2	Dynamics trend influence relevance
4	Level of awareness low brand	0.12	3	0.4	Obstacle in get customer
5	Crisis global economy	0.08	2	0.2	The decline Power buy public
Sub-Total		0.48		1.3	
TOTAL		1.00		3.4	

4.4 SWOT Analysis

Table 6. SWOT Analysis

(EFAS)	Opportunities (O)	THREATS (T)
	- O1. Trends improvement body positivity awareness - O2. E-commerce growth - O3. Niche market with minimal competitors local - O4. Needs consumer to product inclusive - O5. Support government on UMKM	- T1. Competition with product a new kind popping up - T2. Fluctuation price material standard - T3. Change fast fashion trends - T4. Level of consciousness low brand - T5. Crisis global economy
(IFAS)		
Strengths (S)	Strategic SO	Strategic ST
- S1. Focus on the niche market segment of big size fashion - S2. Use of sustainable materials - S3. Omnichannel strategy in digital marketing - S4. Creative and Responsive Design Team to Big Size Trend - S5. Collaboration with influencers in the Big Size Fashion Niche	(utilise strength For catch opportunity) aggressive strategy - Utilise focus on the special market segment of big size fashion for support trend improvement body positivity awareness through campaign inclusive digital marketing (S1 + O1). - Using digital marketing in a maximum for utilise e-commerce growth and expansion market reach (S3 + O2). - Creative and responsive design team to trend in line with height need consumer will product inclusive, open opportunity	(use strength For overcome threat) diversification strategy - Develop line product sustainable with design innovative For reduce impact fluctuation price material standard and attractive caring consumers environment (S2 + S4 + T2). - Expand variation responsive product to trend latest through team design creative and influencer collaboration for face competition product new and changes fast fashion trends (S4 + S5 + T1 + T3). - Leveraging omnichannel digital marketing strategies to increase awareness brand in a way effective in the middle intense competition and potential impact crisis economy (S3 + T4 + T5). - Create product with focus on quality and uniqueness big size segment, supported by

development the right product target (S4 + O4).

- Integrate use of sustainable materials in products inclusive designed creative For interesting caring consumers environment and fulfill market needs (S2 + S4 + O4).
- Strengthen collaboration with influencers in the big size fashion niche for increase visibility brand and reach increasingly consumers aware of body positivity through a growing e-commerce platform (S5 + O1 + O2).
- Develop engaging and relevant digital content through an omnichannel strategy that features product inclusive For utilise support government on MSMEs in increase Power competition (S3 + O4 + O5).

design creative, for differentiate self from product new that may be offer price more competitive (S1 + S4 + T1).

- Communicating mark sustainability and design innovative through influencers in the niche market to build loyalty brand and reduce risk consequence competition and change trend (S2 + S4 + S5 + T1 + T3).

Weakness (W)

- W1. Lack of Brand Awareness
- W2. Lack of Experience Operational
- W3. Less Competitive Product Prices
- W4. Variations Limited Products
- W5. Capital limitations for expansion or investment more tools advanced

Strategic WO

(Minimize weakness With utilise opportunity)

Defensive Strategy

- Increasing brand awareness through digital marketing strategies and collaboration with influencers on e-commerce platforms. (W1 + O2).
- Using MSME training and financing programs to increase experience operational team. (W2 + O5).
- Optimizing pricing strategy through efficiency operational For attract niche markets with higher price competitive. (W3 + O3).
- Utilise opportunity improvement need product inclusive For interesting investment use support expansion business. (W5 + O4).

WT Strategic

(Minimize weakness At a time avoid threat)

Around Strategy

- Launching campaign brand For increase awareness and trust consumer against Big Size Bro. (W1 + T4).
- Increase efficiency cost production For face fluctuation price material standard and pressure price from competitors. (W3 + T2).
- Managing capital in a Be careful For guard stability finance in face crisis global economy. (W5 + T5).
- Developing a loyalty program customer For compete with product new arrival to the market. (W4 + T1).

Based on the analysis of the strategy that has been done, Big Size Bro has developed a purposeful strategy to optimize strength, overcome weakness, exploit opportunities, and avoid threats. Here is summary from the recommended strategies:

Aggressive Strategy (Strength – Opportunity)

An Aggressive Strategy focused on using internal strength to maximise external opportunity. This involved using digital marketing, innovative products, and influencer collaboration to increase market penetration and growth.

1. Utilise a special market segment for big-size fashion to support the body positivity trend: Campaign-inclusive digital marketing will increase brand awareness and power-pull product awareness.
2. Use digital marketing to the maximum extent to expand market reach: The growth of e-commerce allows for greater visibility and accessibility of products for customers.
3. Develop a responsive product to trend with team creative design: Fulfill inclusive market needs with the right product target to increase Power and compete.
4. Integrating sustainable materials in products for an interesting consumer care environment: Adapt to the trend of sustainability, use, and an increasing number of customers aware will impact the environment.
5. Strengthen collaboration with big-sized fashion niche influencers: Increase the brand's visibility and reach more consumers widely through digital platforms.
6. Developing an omnichannel strategy with engaging digital content: Leveraging government support for MSMEs to increase Power competition and customer involvement.

Diversification Strategy (Strength – Threat)

Diversification Strategy use strength company For reduce risk from existing threats with innovation products and market expansion.

1. Develop a line of products that are sustainable and innovative in design: Reduce the fluctuation of price, material standard, and an attractive consumer care environment.
2. Add a variation product by the trend through creative design and influencer collaboration: Facing competition and changing fashion trends with more relevant products.
3. Increase brand awareness with an omnichannel digital marketing strategy: Effective digital marketing can overcome tight competition and the impact of the crisis economy.
4. Focus on quality and unique products for face competition. Price: Products with exclusive designs can differentiate the brand from competitors who offer prices that are cheaper.
5. Communicating mark sustainability and innovation through influencers: Building a loyal brand as well as reducing risk consequences, competition, and changing trends.

Defensive Strategy (Weakness – Opportunity)

Defensive Strategy aiming for overcome internal weaknesses with utilise opportunity external, so that company can repair position competitiveness.

1. Increasing brand awareness through digital marketing strategies and collaboration with influencers on e-commerce platforms: Leveraging e-commerce growth to increase brand visibility and reach more customers.
2. Using MSME training and financing programs to increase operational team experience:

Taking Advantage of government support to increase skills and efficiency in business operations.

3. Optimizing pricing strategy through efficient operations. To attract niche markets with higher price competitiveness, overcoming limitations of the source, increasing production efficiency to be able to offer a more competitive price.
4. Utilise opportunity improvement, need product inclusive for interesting investment, use support expansion business: Increasing market demand towards inclusive fashion can attract investors to speed up the growth of the business.

Turnaround Strategy (Weakness – Threat)

Turnaround Strategy focuses on improvement internal weaknesses and avoidance or reduce impact from threat external. This often involving efficiency operational and restructuring of business strategy.

1. Launching campaign brand for increase awareness and trust consumer against Big Size Bro: Strengthening image brand to be more known and trusted in face competition tight in the fashion industry.
2. Increase efficiency and production costs to face fluctuation in price, material standard, and pressure from competitors: Reduce the burden costs to remain competitive in the market even though an increase in price material standard occurs.
3. Managing capital in a Be careful For guard stability finance in face crisis global economy: Avoiding risk finance with efficient capital management and sustainable business strategies.
4. Developing a loyalty program for customers: To compete with new products that have just arrived on the market, increasing customer retention with incentives specifically to remain choosing Big Size Bro in the middle of the competition.

4.5 Business Model Canvas (BMC)

Planning an effective business is a foundation that is important in developing a sustainable and competitive business. Big Size Bro is here as a solution, innovative for fulfilling the needs of untapped market segments served optimally. Using the Business Model Canvas (BMC), the business strategy is designed to identify elements supporting key business success, from understanding the customer segment to creating a unique value proposition. This model not only helps compile operational steps, but also guides decision-making relevant to strategic decisions with market conditions. Here is mapping complete from *Business Model Canvas (BMC)* Big Size Bro.

1. Customer Segments

- Man bodied large (XL - 6XL) in Bandung City and surrounding areas.
- Mr. adult, start from 20 – 50 Years
- caring urban segment with body positivity.
- Consumers in need clothes comfortable and fashionable.
- Customers who are active on social media and frequently look for fashion products through online platforms.

2. Value Propositions

- A man with a big size, fashionable, and comfortable clothes.
- Focus on the quality of ingredients, absorbing sweat, and a comfortable and friendly environment.

- Solution for big size men's fashion needs that haven't been met Lots available in the market.

3. Channels

- sales: E-commerce (Shopee, Tiktokshop, Tokopedia, Lazada, Blibli), social media (Instagram, Facebook, You Tube), and official website.
- Offline sales: Stores physical in Bandung and participation in a bazaar or festival.

4. Customer Relationships

- Service personalization (custom size).
- Interaction active through social media and body positivity campaigns.
- Loyalty program customer (discount) For purchase repeat).
- Service finished sell like adjustment free size.

5. Revenue Streams

- Sale clothes (t-shirts, shirts)
- Custom Order: Revenue from order custom product
- Reseller: Selling product in amount big to resellers or distributors

6. Key Resources

- Labor
- Venture capital
- Technology
- Facility production.

7. Key Activities

- Production big size clothes.
- Marketing and branding
- Distribution and logistics
- Research and development product
- Sales and service customer

8. Key Partnerships

- Suppliers material standard
- E-Commerce Platform and Marketplace
- Community and influencers
- Logistics partners For distribution.

9. Cost Structure

- Cost production (materials) raw, operational, power Work).
- Cost digital and offline marketing.
- Cost operational shop physical and online.
- Development technology and sales platforms.

5. Conclusion and Implications

Studies show that Indonesia's men's plus-size fashion market, especially in Bandung, presents a potential significant business; however, it is Still Not yet utilized. Through the planning process, a comprehensive business involving market analysis, Business Model Canvas (BMC), SWOT analysis, BIG SIZE BRO proved to become positioned strategically with potential for

high growth and sustainability.

Commitment brand to inclusivity body and fashion sustainable fulfil need functional and emotional consumer target. Strength This equipped with opportunities presented by social media engagement, the expansion of e-commerce, and changes attitude public to representation diverse bodies.

Implications Managerial

Niche Market Strategy: The Entrepreneur pushed for exploring niche segments that are still not sufficiently served by the brand's current main offerings, such as fashion for plus-size men.

Sustainability Integration: Combining a practice-friendly environment in the fashion business model can function as a superior competitive and identity-valuable brand.

Focus Digital Marketing: Social media influencers and marketing content can increase customer involvement and brand awareness at a low cost.

Customer—centric innovation: Understanding the specific needs of customers—such as comfort, fit, and style—is a must for pushing design and development products to increase customer satisfaction and retention.

Limitations and Future Research

Study This limited by scope geographically, with focus only in Bandung area. Future research can expanded to center other cities in Indonesia or do longitudinal study of behavior consumers in the plus size fashion segment. In addition that, method quantitative like estimation request based on survey can increase resilience plan business.

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