

**AN ACTION RESEARCH TO MAP AND DESCRIBE THE BUSINESS
ECOSYSTEM OF MUSLIM FASHION INDUSTRY IN BANDUNG IN FORM OF
A SHORT MOVIE**

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Abstract. Bandung has the vision to be the Muslim fashion Capital in 2020 since it has the strengths and opportunities for it. However, this vision needs to be supported by the proper programs and strategy from collaborated elements in Quadro Helix which are the government, academicians, business players, and communities. Therefore, the business ecosystem needs to be described first in order to get the clear understanding of the current condition of Muslim fashion Industry in Bandung. Through a qualitative action research method, the author conducted the research to map and describe the business ecosystem of Muslim fashion industry in Bandung in form of a short movie. The short movie is purposed as an attractive learning tool that can inform and inspire those who want to start or already in Muslim fashion business. The decision to use short movie was based on some researches that show the use of film in education and it is based on the decision of CIEL SBM ITB as the problem owner. Due to the limitation on research budget and time, this action research is only focused to create a project proposal of a short movie that includes story idea, screenplay and director's treatment, without truly producing it. By using focus group discussion and semi-structured interviews, data is collected and analyzed by using narrative analysis method. As the result, the movie should fulfill the criteria: inspirational and educative, attractive to watch, and also beneficial to the sponsors. So, the author must develop the story idea become somewhat an appropriate screenplay and director's treatment to match with those criteria. The content of the movie also must summarize the findings about the current condition of Muslim fashion industry in Bandung, and the role of each element in Quadro Helix model for the Muslim fashion industry. Last, the short movie must insert suggestion and the keys success for those who want to enter or already in the business as well.

Keywords: Business Ecosystem, Muslim Fashion Industry, Bandung, Action Research.

Introduction

Indonesia's government has a vision to make Indonesia as the World Muslim fashion Capital in 2020. With a sizeable market already in place, Indonesia seems well-positioned to do so. Echoes of Muslim fashion trend is increasingly wide spreading in Indonesia and one of the city that is considered as the center in determining the style of Muslim fashion is Bandung. Aligned with the vision, Mayor of Bandung, Ridwan Kamil, also stated to create Bandung as the Muslim fashion Capital in 2020. Harry Ibrahim, Chairman of APPMI, an Indonesian Fashion Designers Association in West Java branch has also recognized that Muslim clothing in West Java is the most powerful in Indonesia. According to Harry Ibrahim, Muslim fashion designer in Indonesia mostly is located in West Java. It is supported by the high creativity and innovation, and strong *Hijabers* community.

These ecosystem is the opportunity for Bandung, and Indonesia in general, to go into the vision. Moreover, based on data in 2012, Indonesia is the 3rd of the top countries with Muslim consumers clothing consumption with US\$17 billion, after Turkey at US\$25 billion and Iran at US\$21 billion. In 2013, fashion industry in Indonesia contributed Rp181.57 trillion, or about US\$1.4 billion. This amount was 28.3 percent of the Gross Domestic Product of the creative economy, which amounted

to Rp641.8 trillion, or about US\$5.3 billion. This opportunity is supported by the growth and big market size of world Muslim fashion industry as well, where it is estimated to be worth US\$96 billion. If Indonesia becomes the world Muslim fashion capital, we will talk about the world demand for Muslim fashion that stands for at least 800 million people, if we only focus on women. In addition to that, the estimation that there will be an explosion in the world Muslim population from 1.6 billion in 2010 to nearly 3 billion by 2050 is the big market size opportunity for Muslim fashion industry.

However, the Muslim fashion industry faces many challenges that include not being able to achieve scale and efficiency, financing, fragmented cultural preferences, and integrity in adhering to the spirit of 'modest' clothing based on Islamic principles. Fashion is still in the debate about what Islam prescribes for women's clothing. It is absolutely the challenge for Indonesia as well. Particularly, it is the challenge for Bandung that is initiated as the Muslim fashion Capital. In order to make Indonesia, particularly Bandung, as the Muslim fashion capital in 2020, there should be cooperation between government, business players, communities, and academy to face the challenges together. The collaboration is expected to bring out the programs and the strategy that support the vision. Therefore, the business ecosystem needs to be described first in order to get the clear understanding of the condition of Muslim fashion Industry.

Through this research, the author aims to map and describe the business ecosystem of Muslim fashion industry in Bandung, in the way that it can be understood easily by all of the related-parties. Short movie, is chosen as the best attractive media to deliver the findings of this research. The short movie is purposed as an attractive learning tool that can inform and inspire those who want to start or already in Muslim fashion business. The decision to use short movie was based on some researches that show the use of film in education. In other side, it is based on the decision of CIEL SBM ITB as the problem owner who cooperates with Indonesian Fashion Week and Bandung Government to create the short movie as the campaign and promotion media as one of their program to support the vision.

Literature Review

The Use of Film in Education

A research conducted by Rosnaini Hj. Mahmud and Mohd. Arif Hj. Ismail found that films could be used to make the process of teaching and learning effective, interesting, and fun. The findings of this research that shows about the usage level of films in education can be seen as below.

The use of film in education

No:	Items	n	%
1.	Knowledge of film in education	80	100
2.	Contribution of films to education	76	95
3.	Use of film for teaching and learning purposes	53	66
4.	Films help achieve teaching and learning objectives	67	84

Figure 2.1 The Use of Film in Education (Mohd. Arif & Rosnaini, 1999)

Elliot (1948) defines the educational film as the one which contributes to the achievement of desirable educational goals by making effective use of the film as a medium of communication. It will be noted that this definition emphasizes the necessity for a concrete positive contribution. The definition further assumes that users of films in educational situations must be clear as it is matched with the goals to be achieved (Elliot, 1948). With this definition, it is possible to outline criteria which would enable experienced educators to identify a film as possessing educational values.

The Type of Film for Educational Purpose

There have been many attempts to type the educational film. For example, there is a distinct difference between the "entertainment" and the "educational" film. However, the separation of film into two classifications, which is those which entertain and those which educate, is not suitable in

the teaching of literature and drama in schools (Elliot, 1948). As the example, the novels of Charles Dickens and the plays of Shakespeare were not written as school text-books, but they still have the educative value in the study of English literature. In this case, Mohd. Arif & Rosnaini (1999) conducted the research that found the different types of films that could be used and tailored to suit the viewers' competency level and needs.

Types of films suitable for teaching and learning purposes

No:	Types of Film	n	%
1.	Documentary	76	95
2.	Drama	64	80
3.	Science Fiction	64	80
4.	Animation/Cartoons	46	58
5.	Advertisements	28	35
6.	Comedies	22	28

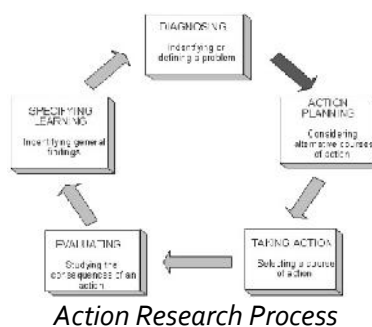
Figure 2.2 Types of Films for Education Purpose (Mohd. Arif & Rosnaini, 1999)

Business Ecosystem

The concept of business ecosystems was introduced by James F. Moore in 1993 through his article in Harvard Business Review: "Predators and Prey: A New Ecology of Competition". In his article, Moore suggests that a company be viewed not as a member of a single industry but as part of a business ecosystem that crosses a variety of industries. In a business ecosystem, companies work cooperatively and competitively to support new products, satisfy customer needs, and eventually incorporate the next round of innovations (Moore, 1993). James F. Moore (1996) explains that business ecosystems include those we have always considered to be part of a corporation which is those inside the organization's walls plus distribution channels and direct suppliers. It also includes the extended enterprise that consists of direct customers, standards bodies, suppliers of complementary products, and so on. Finally, on a broader range, business ecosystems include those who can have a significant effect on the core business but who are often considered after thoughts or pesky outsiders. They are trade associations, regulatory bodies, unions, investors, and others.

Methodology

In conducting the research, the author use qualitative research method rather than quantitative research method. In this qualitative research, the author use action research method that include interviews with individuals, focus group discussions (from two to ten participants is typical); diary and journal exercises. For data analysis, this qualitative method will be supported by the narrative analysis method. The author takes in what is being said when interview and compare it with their personal understandings, without filling in any gaps in understanding with 'grand narratives', but rather inquiring about how pieces of the stories make sense together. Action Research is used as the method to create the short movie in this research. The purpose of this action research is to result an attractive short movie that can be used as a learning tool to inform and inspire those who want to start or already in Muslim fashion business. However, due to the limitation on research budget and time, the five phases of this action research are only focused to create a project proposal of a short movie without truly producing it.



Initially, diagnosing is the step where the author identifying or defining the problem. A problem is identified and data is collected for a more detailed diagnosis. This is followed by a collective postulation of several possible solutions, from which a single plan of action emerges and is implemented. Data on the results of the intervention are collected and analyzed, and the findings are interpreted in light of how successful the action has been. At this point, the problem is re-assessed and the process begins another cycle. This process continues until the problem is resolved. However, this research is only focus on one cycle of action research.

Data Collection Method

Primary data is collected through a Focus Group Discussion and semi-structured interviews. Focus group discussion is conducted with CIEL SBM ITB that talks about the background and possibility to create Bandung as the Muslim fashion Capital, including the strength and opportunity; academicians' role to support the vision through Klinik UKM Bandung program by CIEL SBM ITB; and the use of short movie as the campaign and promotion that can support the program.

For the interviews, it would be conducted to collect primary data from government, business player, academician, and community that are related to Muslim fashion industry. From the government representative, Mr. Tabroni, a head of industry TPT division in Dinas KUKM Perindag Bandung is chosen because his job in Bandung government is focused on creative industry in Bandung including fashion. The question will be focused to know the current condition of Muslim fashion industry in Bandung. Meanwhile, the interview with business player has the purpose to get some inspirational success story that can inspire the people who want to enter or currently in Muslim fashion business. Feny Mustafa, the owner of SHAFIRA and Zoya Muslim clothing line, is chosen to be interviewed since SHAFIRA Corporation is a big player in Muslim fashion industry from Bandung. For the community, the questions will focus to determine the community's role in Muslim fashion industry. Lumina, a Muslim model management based in Bandung is chosen to be interviewed as one of the Muslim fashion community in Bandung. In conducting these semi-structured interviews, the author will have a paper-based interview guide that she follows. Since semi-structured interviews often contain open-ended questions and discussions may diverge from the interview guide, the author will tape-record interviews and later transcript these tapes for analysis.

Data Analysis Method

For analyzing data collected, the author use narrative analysis method. Analysis occurs throughout the research process rather than being a separate activity carried out after data collection (Gehart et al 2007). While being involved in/ listening to the conversations, the author take in what is being said and compare it with their personal understandings, without filling in any gaps in understanding with 'grand narratives', but rather inquiring about how pieces of the stories make sense together. The process of 'data gathering' and 'analysis' therefore becomes a single harmonious and organic process.

Data Analysis and Results

Diagnosing Stage

In diagnosing stage, the author combined the result of secondary data with result of focus group discussion in order to identify the problem. Below are the secondary data that the author collected.

The Growth and Size of Muslim fashion Industry - "The world Muslim fashion industry is estimated to be worth US\$ 96 billion. This is based on the assumption that half of the 1.6 billion (in 2010) Muslims each spend US\$120 a year on modest clothing". This is interesting to know that the Muslim population is the fastest growing population at 1.8% per annum, the Muslim world population is at 2.1 billion today equating to 30% of the world population, and the European Muslim population sits at approximately 53 million. With this number of population, no wonder that world demand for Muslim fashion, if we only focus on women, we will talk about at least 800 million people. And 40% of that, or 320 million, is 25 years-old and under "the spending group". It was estimated that in the UK with 3 million Muslims, Muslim fashion industry would be worth between US\$90 to 150 million a year. Even the much smaller amount of population in EU that is estimated only 16 million, their potential clothing market can be valued at US\$960 million to US\$1.5 billion a year.

Market Opportunity & Challenge - There are some key opportunities of Muslim fashion Industry that is released by alibaba.com. The first is the opportunity from the Islamic finance and Halal fashion SME's (Small & Medium-sized Enterprises). With a focus on SME development and financing, this sector should be an important one to consider given its fragmented but large volume activity both for investors and clothing companies. The second is the opportunity from developing branded global concepts with Halal integrity. With \$200+ billion dollar consumer market, it is surprising that no focused global fashion brand based on modest clothing exists today, so it can be a huge market for Muslim fashion industry. The third opportunity comes from OIC exporters/producers since clothing production is a major industry for many of the OIC countries (Bangladesh, Turkey, Indonesia, Morocco, and Pakistan). The last, we can get the opportunity from western Muslim fashion market because Muslims in Western Europe (Germany, France, UK), and North America collectively spent an estimated \$21 billion on clothing and footwear in 2012. This is a large segment in itself with relative homogenous clothing patterns. However, the fashion industry focused on Muslim fashion faces many challenges that include not being able to achieve scale and efficiency, financing, fragmented cultural preferences, and integrity in adhering to the spirit of 'modest' clothing based on Islamic principles. Fashion is still in the debate about what Islam prescribes for women's clothing. Most Muslims read Al Qur'an as describing the Prophet Muhammad's wives as covering their hair; only some interpret this as a command to all women.

Muslim fashion Industry in Indonesia - Muslim fashion industry has begun to develop in Indonesia since early 1990s on Java Island, and it keeps increasing rapidly nowadays. In 2013, the fashion industry contributed Rp181.57 trillion, or about US\$1.4 billion. This amount was 28.3 percent of the Gross Domestic Product of the creative economy, which amounted to Rp641.8 trillion, or about US\$5.3 billion. Indonesia's Industry Ministry is eyeing Europe as its key future export destination, and wants to be an industry hub by 2020. According to the Ministry, annual sales of Muslim clothing in Europe have now reached US\$ 1.5 billion. There are also plans for Indonesia and Thailand to team up to market Indonesian products in Europe by taking advantage of Thailand's easy access to the region. As part of the plan to turn the country into a global fashion Mecca, the Tourism and Creative Economy Ministry sent six Indonesian designers to the International Fair of the Muslim World in Paris in November 2012.

Bandung as the Muslim fashion City - Bandung Mayor, Ridwan Kamil, has the vision to create Bandung as the world Muslim fashion capital, as what he said in Kompas (2014). To support the vision, he creates and encourages places, such as malls, hospitals, terminals, tourist spots, market, especially places of worship, such as mosques, to the Islamic concept. Not only fashion stores, Bandung also is home to many hijab festivals such as Indonesian Hijab Festival which is claimed as the largest Muslim fashion exhibition in Indonesia. Ridwan Kamil said that the fashion industry in Bandung became one of the contributors to the high rate of economic growth in Bandung, which reached 8% per year. This figure even exceeds the national economic growth rate that only 6% per year.

Key actors in Muslim fashion Industry in Bandung - Any business is part of a complex ecosystem that includes suppliers, customers, partners, and competitors. A successful business is able to leverage its connections within the ecosystem to its advantage (Hurley, 2009). Money is made in business ecosystem. In order to get the understanding about the Muslim fashion ecosystem in Bandung, we need to know every aspects of this industry. Hence, we use the concept of Quadro Helix model by Anggoro and Tjakraatmadja (2010) that is a collaboration of four actors in business ecosystem which is Academician, Business, Government and Community. Community must be added to the collaboration model because community will play its role to eliminate barriers and distrust in the society. The collaboration between these four elements is important because the industry cannot grow rapidly without them. By using the Quadro Helix Framework, figure below is trying to determine the key elements that supports Muslim fashion industry in Bandung:

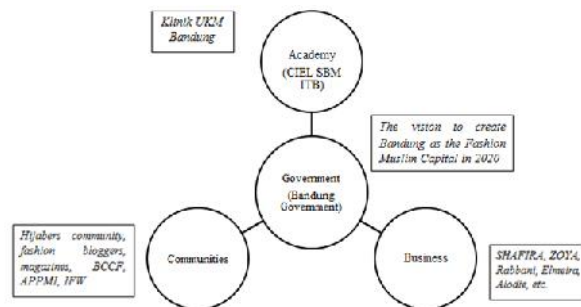


Figure 4.1 Quadro Helix Model (2010) for Muslim fashion Industry in Bandung

Meanwhile, based on the Focus Group Discussion with CIEL SBM ITB, it is known that Indonesia's Government already had a vision to create Indonesia as the Muslim fashion Capital in 2020. However, there is no any supporting program yet. The specific city as the Muslim fashion capital needs to be determined first because each cities in Indonesia has many different culture and condition so that the supporting strategy and programs should be adjusted with particular condition of the city targeted. Replying this vision, Bandung Mayor, Ridwan Kamil in October 2014 gave a statement that he also has the vision to create Bandung as the Muslim fashion Capital. However, this vision needs to be supported by the proper programs and strategy from the government and other related parties such as academicians, business players, and communities. The collaboration between these four elements is important because the industry cannot grow rapidly without them. Therefore, the business ecosystem needs to be described first in order to get the clear understanding of the condition of Muslim fashion Industry in Bandung, so that the suitable supporting programs and strategy can be designed properly.

Based on the problem identification, it is known that business ecosystem of Muslim fashion industry in Bandung should be described in the way that it can be understood easily by all of the related-parties. The more business ecosystem is best described, the more people can easily understand. In order to get best visualization, CIEL SBM ITB who cooperates with Indonesian Fashion Week and Bandung Government decided to choose short movie as the media to both mapping the business ecosystem of Muslim fashion industry, and as the campaign and promotion to support the vision. Short movie is considered as the best media to deliver it since movie is the audio-visual media that is common to enjoy by the people. The decision to choose film as the media is also supported by the number of research that explain the uses and contributions of films in education. It then brings to the initial idea of the short movie that this movie will be designed as a fiction story inspired by the real success business story, with the use of animated info graphs (Waiting for Superman, a movie by Davis Guggenheim is used as the reference). Info graphs will summarize the theory of business, and data statistic about Muslim fashion industry in Bandung become more attractive, while the story of the movie itself should be inspiring and attractive to watch. However, in this research, the author decided to only focus on pre-production of the movie, particularly in the process of creating story

idea, screenplays, and director's treatment, due to the limitation in the research time and production cost.

Action Planning

In the process of story idea, screenplay, and director's treatment making, the author made a plan to participate in Workshop Produser Film Pendek 2015 to help her during this process. However, there is the possibility that the author would not be selected to participate in the workshop. As the second plan, if the author was not selected, the author would make the story idea, screenplay, and director's treatment by herself, and she will cooperate with the short movie maker(s) from LFM (Liga Film Mahasiswa) ITB and also discussed with the research supervisor to guide her in this action research process. Workshop Produser Film Pendek 2015 is a workshop held by Dinas KUKM and PERINDAG Bandung collaborated with Ruang Film Bandung Community. The purpose of participating in this workshop was to enrich the author's knowledge to create the story idea, screenplay, and director's treatment. The workshop was held on 9 – 11 June, 2015 in Centropunto Indofusion Meeting Resto, Bandung. As part of the plan, the author submitted all the requirements that consist of CV (Curriculum Vitae), photos, and film synopsis about Bandung. For the registration, the story idea that the author submitted was about Bandung that in 2020 has successfully become the Muslim fashion Capital. The film tells the story about how in 2015, Bandung starts its effort to reach this vision. Besides participating in the workshop, the author also planned to collect the data from interviews. Because the author have had the insight from the academican perspective through focus group discussion with CIEL SBM ITB, the author decided to interview the other related parties which are the representative of government, business player, and community. The purpose of the interview was to enrich the supporting data as the basis to create the short movie.

Taking Action

On Tuesday 2nd June, the author was informed by phone that she was selected to participate in te Workshop Produser Film Pendek 2015 and asked to fill the form application before Wednesday, 3rd June at 08.00 WIB. She was also asked to submit the screenplay based on the synopsis that is submitted on registration process before the workshop day. Besides, the author also had to submit the movie proposal by using the template given.

Workshop Produser Film Pendek Day 1 - For the first session that was held until lunch time, Samaria Simanjuntak as the speaker talked about the independent (indie) movie industry and movie project proposal and business plan. In this session, all of the participants were asked to introduce themselves and give a brief presentation about what kind of movie they want to produce, including the outline, the story, budgeting, production timeline, sponsorship, marketing strategy and distribution plan. After the presentation, Samaria gave some suggestions for each participant. According to Samaria, the movie that was prepared by the author will be easy to get many sponsors since the target market size are huge and there are a lot of sponsors that concerned in Muslim things. It also would be attractive if the author tried to make this movie as a series of the short videos on Instagram since the target market are mostly the Instagram users. However, the author should search more movies as references for the Director's treatment. The references are those movies with the same genres or topic that use attractive info graphs in it. Moreover, the story should be more focused on the premise. The last session of day 1 was a group discussion where the participants are divided into 3 groups. In this small group, all of the proposals of each participant were discussed one by one so that the participants can help each other to develop and to revise it. In this session, the main issue that was discussed about the author's proposal was the story idea. Based on the discussion, it can be concluded that the story was still too long for 10 – 15 minutes of a short movie, so that the story in this movie should be more focused. Therefore, the author was asked to revise the story idea.

Workshop Produser Film Pendek Day 2 - In the second day, the author came up with the new story idea. In the morning session where the author had a group discussion with the same group as

yesterday, she told her new story idea. As the opinion, the tutor said that this story idea is better and has more-focused story than the previous one. So, the author can go with this new story idea. Right after the story idea was approved, the author has not created the new screenplay yet because she was still waiting for the evaluation from pitching session.

Workshop Produser Film Pendek Day 3 – The third day is the last day of the workshop where all of the participants have to present their short movie proposal to the judges (pitching session). The judges are Drs. Dadan Suwarsa and Mrs. Hani, the representative from Dinas KUKM Perindag Bandung, and Chand Parwes Servia, the founder and CEO of PT. Kharisma Starvision Plus. Chand Parwes also was the speaker who shared his experiences as the producer of many Indonesian movies in this workshop. To open the presentation, the author introduced herself as the director and scriptwriter for this movie. Then, the poster is shown as the illustration where the title “Mecca Van Java” also is written. This poster is made for presentation purposed only, neither for the promotion nor commercial. So, all of the materials to make this poster are taken from internet. After presentation, the judges gave their opinion that later on would be used in evaluation process. For the processes of interview, firstly, the author collect the data by interviewing Mr. Tabroni, a head of industry TPT division in Dinas KUKM Perindag Bandung, focused on fashion industry sector. The author also interviewed the owners of Lumina, a Muslim model management in Bandung as the community. And for the business player, the author interviewed Mrs. Fenny Mustafa, the owner of SHAFIRA Group.

Interview with Government Officer – Mr. Tabroni began to explain the current condition of Muslim fashion industry in Bandung. Firstly, he said that actually Bandung still does not have any Muslim fashion industry yet, in the meaning that it is still considered as the fashion industry with no specific Muslim clothes sector. Then, he describe about the policies, government agencies and other regulatory bodies that is related in this industry. He also talked about the upstream to downstream of Muslim fashion industry in Bandung.

Interview with Business Player – Mrs. Fenny began to tell her success story in establishing SHAFIRA. Then, she was asked about her key success in business. She said that trust and networking are her keys of success. Other keys successes from Fenny are creative and hardworking. In addition, since she loves travelling, she learned a lot from her journeys especially when she traveled to Europe. She found out why those fashion brands in Europe can grow up well and have long years. The secret is that those brands always managed by the professionals. Finally, she applied this to SHAFIRA. Then the topic moved into talk about the fashion businesses in SME (Small Medium Enterprise) scale as the competitors and her willingness to expand abroad. The last question is about her suggestion for those who want to start or already in business.

Interview with Community – The Interview was opened with the introduction of the interviewees who are the founders of Lumina Muslim model agency. They are Anita, Putri, and Rhilly. Then, they talked about Lumina’s activities and mission. The author also asked about the latest Muslim fashion trends on their opinions. Finally, the author asked about how the community can support the Muslim fashion trends, and whether it is the brands that makes Lumina arise, or the opposite.

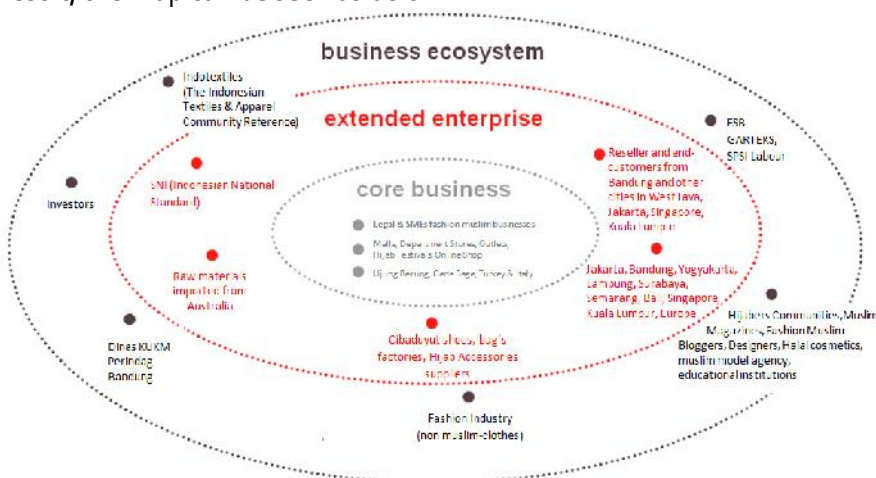
Evaluating

Data Evaluation from Workshop

Based on the last pitching to the judges, the main issue that need to be addressed by the author was how to implement this story into the attractive scenes, particularly “klinik UKM” scenes. The things to be considered is that the movie should fulfill the criteria: inspirational and educative, attractive to watch, and also beneficial to the sponsors. In other words, the author had to develop the story idea become somewhat an appropriate screenplay and director’s treatment to match with those criteria.

Data Analysis – Narrative Analysis

In this narrative analysis, the author focused on mapping and describing the Muslim fashion industry in Bandung. To map the business ecosystem, the author uses a business ecosystem model by Moore (1993). As the result, the map can be seen as below.



Business Ecosystems Mapping of Muslim fashion Industry in Bandung

Current Condition of Muslim fashion Industry in Bandung - Bandung has its uniqueness and creativity in Muslim fashion style. Bandung's Muslim fashion is known as the simple - street wear style, or it is called "hijab indie". We can say that Bandung's natural fashion, brand, until make up becomes the trendsetter in Muslim fashion nowadays. Muslim fashion industry in Bandung is basically still in the home industry scale. Although there are some legal Muslim business such as SHAFIRA, Zoya, and Rabbani, but most of the Muslim fashion businesses in Bandung is still does not have any industry licence. In Bandung, we have spinning mill and weaving supplier that is centered in Gede Bage and Ujung Berung as direct suppliers. They supply the fabrics for fashion industry in Bandung. But, for the raw material that is cottons, Bandung still imports it from Australia. Bandung also has been able to produce the garment that spreads around Bandung. However, because of the different qualities, some of the business players, decided to import some materials like silks and scarfs from Turkey and Italy rather than using the materials made in Bandung.

The role of Bandung's Government in Muslim fashion Industry – Bandung's Government has the role to make the policy or regulation to monitor the Muslim fashion industry in Bandung. For the regulation, Muslim fashion businesses refers to some regulations such as UU Perindustrian no.3 tahun 2014 and Peraturan Daerah Kota Bandung no. 23 tahun 2009 about Small Medium Enterprises. Talking about the policies, Bandung Government made the policy that the business owners are not allowed to build the huge factories in Bandung. All of big industries' activities must be located outside Bandung due to limited space and environmental preservation. Muslim fashion businesses do not have any certain government agency. But, as the SMEs in general, Dinas KUKM Perindag Bandung is the government agency that manages them.

The role of Business Players in Muslim fashion Industry - Business players, both big players and SMEs is the core actor in the business ecosystem. This is where the money is produced. The more business players exist in a business ecosystem, the bigger market size of Muslim fashion business that can be made. Business players as the core contributors affect the other enterprises and stakeholders as well. In other words, it also gives the opportunity for other industries, agencies, communities, and other stakeholders to grow. In addition, it also affects to the number of employees in Bandung. The more business players in an industry, the more jobs provided for Bandung's people.

The role of Communities in Muslim fashion Industry - *Hijabers* communities help to spread the trends of hijab through their activities such as workshop, sharing session, charities, communal Qur'an reading, and their social media activities. Since there are many *Hijabers* communities in Bandung, it helps the Muslim fashion businesses to increase their sales. There is the symbiosis mutualism between communities and business players. While the communities help business players to introduce and promote their products, the communities also are helped to keep exist and somehow get the opportunities through endorsing activities. Moreover, the social media activity by the communities, particularly Instagram and Path, is considered really helpful to spread the latest trends of Muslim fashion. Not only in Indonesia, the impact of Instagram and Path also brings the visitors from other countries such as Singapore and Malaysia to come to Bandung for shopping the Muslim fashion clothes.

The role of Academician in Muslim fashion Industry – Academician has the capacity to generate knowledge, to transfer knowledge to sites of application and to transmit knowledge to other people through education and training. In this Muslim fashion industry, the academician has the role to educate and training the people, particularly in the business and design field.

Suggestions and Keys Success in Business – Since one of the purpose of this short movie is to inspire those who want to enter or already in Muslim fashion industry, the author also inserts the suggestion and keys success that can be applied to run the business. Based on the success story of Fenny Mustafa as the owner of SHAFIRA Group, the keys of success in running the business are trust, networking, creativity, and hardworking. But to start it all, not to open the business unless we have the asset. The asset is not always money. It can be the network, creativity, ability, or everything that we own to create something. Once we can run the business, we must face the competitors. It is fine because the more competitors, the bigger market size that is formed. To struggle in the competition, we need to make the strategy to keep and increase the brand awareness and we need to maintain the customer's trust.

Specifying Learning

As the result of evaluation, the author has come up with the final version of short movie project proposal that includes the story idea, screenplay, and director's treatment. There was no change in the story idea because it has been approved and it is appropriate with the research objective. The changes were in the screenplay and since the previous director's treatment was not detailed, the author only completed it without made any change.

Conclusion

The world Muslim fashion industry is estimated to be worth US\$ 96 billion. This world market size is the opportunity for Indonesia that has the vision to be the Muslim fashion Capital. Replying this vision, Bandung Mayor, Ridwan Kamil in October 2014 gave a statement that he also has the vision to create Bandung as the Muslim fashion Capital in 2020 since Bandung has the strength and opportunities for it. However, this vision needs to be supported by the proper programs and strategy from the government and other related parties such as academicians, business players, and communities. Therefore, the business ecosystem needs to be described first in order to get the clear understanding of the current condition of Muslim fashion Industry in Bandung.

Through a qualitative action research method, the author conducted the research to map and describe the business ecosystem of Muslim fashion industry in Bandung in form of a short movie. The short movie is purposed as an attractive learning tool that can inform and inspire those who want to start or already in Muslim fashion business. However, due to the limitation on the research budget and time, this action research is only focused to create a project proposal of a short movie without truly producing it. By using the FGD and semi-structured interviews, data is collected and then is analyzed by using narrative analysis method. In the action research process, the research is

started by diagnosing where the problem is identified through focus group discussion with CIEL SBM ITB as the problem owner and literature reviews. Then, the author planned to participate in Workshop Produser Film Pendek 2015 to enrich her knowledge in making the project proposal that includes the story idea, screenplay, and director's treatment for the short movie. Besides, the interviews with Bandung government officer, Muslim fashion business player, and *Hijabers* community are planned too. In taking action, the author explains the process of Workshop Produser Film Pendek 2015 and process of interviews. Then, the results of action taken are evaluated.

The things to be considered is that the movie should fulfill the criteria: inspirational and educative, attractive to watch, and also beneficial to the sponsors. In other words, the author must develop the story idea become somewhat an appropriate screenplay and director's treatment to match with those criteria. The content of the movie also must summarize the findings about the current condition of Muslim fashion industry in Bandung, and the role of each elements in Quadro Helix model for the Muslim fashion industry. Government has the role to make the regulation and policy, and as the agency that control the business players. Business players are the core actors in the business ecosystem that affect the other enterprises and stakeholders as well. In other side, *Hijabers* communities play the role to spread the trends of hijab through their activities, particularly in social media activities such as Instagram and Path. They also make a symbiosis mutualism with the business players. Meanwhile, to support the industry, academicians have the role to educate and training the people, particularly in the business and fashion design field. Last, the short movie must insert suggestion and the keys success for those who want to enter or already in the business as well.

Finally, the evaluation process brings the author to generate the specifying learning. As the result of specifying learning, the project proposal that includes story idea, screenplay and director's treatment of the short movie are provided by the author. It is as the answer of the research question about how to map and describe the business ecosystem of Muslim fashion industry in Bandung by using a short movie media that can be attractive to watch and learn.

Limitation, Implication and Further Research

Through this research, the author is going to say that Bandung government, Muslim fashion business players, and *Hijabers* communities have their own roles to influence the Muslim fashion industry in Bandung. Thus, there should be a collaboration between them to help Bandung becomes the Muslim fashion Capital in 2020. As the limitation, this research is only focused on pre-production process, particularly in how to develop the story idea, screenplay, and director's treatment for the short movie without testing its effectiveness. Therefore, for the further research, the author suggests:

- Further Research that focused on production process and analyzing the effectiveness of this short movie in order to know whether the short movie succeed to be a learning tools that attractive to watch and learn.
- Further Research to find more comprehensive media besides short movie that can be best used for mapping/describing business ecosystem of Muslim fashion industry in Bandung.

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