



Feasibility Analysis of the Neng Geulis Kebaya Rental Business: Opportunities and Challenges in the Local Fashion Industry

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Abstract

The ever-growing kebaya trend, coupled with the increasingly elegant and diverse use of modern kebayas, has led to an increase in demand for kebayas. The kebaya rental business has emerged as a promising opportunity, as the high price of kebayas has led many consumers to choose to rent rather than buy, especially those who only need kebayas for specific occasions. This study aims to assess the feasibility of the local fashion business Kebaya Neng Geulis from various aspects, namely marketing, human resources, operations, and finance, with the objective of providing a structured evaluation that contributes to the literature on small-scale fashion business feasibility. This study uses a descriptive approach to understand the opportunities and challenges that this kebaya rental business may face, where data were analyzed to highlight both financial and non-financial aspects systematically. The kebaya rental system is an economical solution for consumers, as it provides access to a variety of quality kebaya models at a more affordable price. The findings of this study indicate that the Kebaya Neng Geulis business meets the feasibility criteria from various aspects reviewed and is feasible to run, offering a novel contribution by emphasizing the business model's adaptability in addressing consumer preferences while providing implications for entrepreneurs seeking to innovate within the traditional fashion sector.

Keywords: Business Feasibility Study, Kebaya Rental, Marketing, Human Resources, Finance

Introduction

The local fashion industry contributes significantly to the national economy, with growth driven by increasing consumer demand for products that reflect local culture and identity. Indonesia's local fashion industry has shown significant growth in recent years. This is supported by data from the Ministry of Tourism and Creative Economy (Kemenparekraf), which states that the fashion subsector contributes 17.6 percent, or Rp 225 trillion, to the total value of the national creative economy (Kemenparekraf/Baparekraf RI, 2024). One fashion item that is still popular among Indonesian women is the kebaya. The kebaya is a traditional Indonesian garment often worn by women to formal events. According to Kamus Mode (2011:113), (Trismaya, 2019) Kebaya is a traditional Indonesian women's clothing in the form of a blouse or top with long sleeves and an opening at the front.



The ever-evolving kebaya trend is accompanied by the increasing use of modern kebayas with more elegant and diverse designs. The high interest in kebayas, especially for special occasions, creates opportunities for kebaya rental businesses. According to (Gyde & McNeill, 2021) The primary advantage of a fashion rental system is its ability to provide consumers with access to a wide selection of clothing at a more affordable price. This way, consumers can experience designer clothing or a wide selection of styles without incurring additional costs. This rental system allows clothing to be more accessible and last longer. This supports sustainability because clothing is used optimally, while also reducing the production of new items and minimizing negative environmental impacts. The kebaya rental business offers promising opportunities because the relatively high price of kebayas makes many people choose to rent rather than buy, especially those who only wear kebayas on a few occasions. This type of business makes it easier for consumers who need a kebaya quickly, while also providing a wide selection of styles, materials, and sizes.

One similar business in Jababeka is Kanaya Kebaya. Kanaya Kebaya is a similar business that offers a wide selection of kebaya for engagement and graduation ceremonies, as well as renting suits, batik, and sequin services, making it a popular choice among customers looking for formal wear. While Kanaya Kebaya has a good reputation, Neng Geulis Kebaya Rental has the potential to compete through a differentiated value proposition, such as a focus on more modern and innovative kebaya designs that appeal to the younger generation, as well as a more diverse collection, including traditional and contemporary kebaya options. Kebaya Neng Geulis is also committed to providing a more personalized customer experience with styling consultation services, creating a pleasant shopping experience. Furthermore, with its easy-to-use online ordering platform and flexible rental packages at competitive prices, Neng Geulis can attract customers who previously chose Kanaya Kebaya. Through a more aggressive marketing strategy on social media and collaboration with local influencers, Kebaya Neng Geulis has the potential to build strong brand awareness and reach a wider audience, thus becoming the primary choice for customers seeking quality kebaya in Jababeka.

However, while the kebaya rental business offers promising opportunities, it faces challenges. Potential future losses arise due to various uncertain factors (Sofian, 2024). Changing consumer preferences, coupled with the ever-evolving variety of kebaya trends and the need for increased attention to product quality, present a challenge for this business. Kebayas are rented repeatedly to multiple customers, and as a business owner, we cannot guarantee that consumers will be diligent in maintaining the quality of the kebayas they rent. This aligns with research (Gyde and McNeill 2021) in (Bodenheimer et al., 2022) Research shows that customers tend to pay less attention to rental items than to their personal belongings, and this also applies to fashion rental services. Unwise consumer behavior can impact the fashion rental industry, including kebaya rentals, where poor maintenance can result in losses for businesses. Therefore, it is crucial for businesses to implement policies that minimize losses due to damage.

By examining opportunities and challenges and considering various marketing, human resource, operational, and financial aspects, this study aims to determine the viability of the "Kebaya of Beautiful Lady" business within the local fashion industry to compete with its

competitors. This feasibility study is expected to provide in-depth insights for fashion industry players to formulate better strategies to address market dynamics and increase business competitiveness.

Method

This research is a descriptive type of research. According to Sudaryono (2017:82) in (Anggraeni, 2018). Descriptive research is a research method that attempts to describe and interpret an object as it is. Through literature review, analysis is conducted to understand the opportunities and challenges the business may face, and this is complemented by direct observations of the operational processes and informal interviews with several potential customers and business practitioners to enrich the findings with practical perspectives and contextual evidence. From a marketing perspective, the research explores market demand and competition, supported by secondary data from fashion industry reports and consumer trend analyses to validate the descriptive observations. While from the HR and operational perspective, it focuses on workforce needs and an effective hiring process, where primary data from discussions with prospective employees and internal documentation of recruitment practices were also considered to ensure a comprehensive analysis. From a financial perspective, the analysis includes projections of costs, revenues, and a break-even point to assess the business's financial viability, with financial calculations integrated systematically into the descriptive method to demonstrate rigor, transparency, and consistency between quantitative projections and qualitative insights.

Results and Discussion

Marketing Aspects

In the kebaya service business, marketing using branding is crucial to creating a positive perception in the minds of consumers. As previously recognized, a trademark is a vital business asset for the company, and therefore, the management team recognizes the importance of an effective and efficient brand management strategy (Grete & Moore, 2016). Furthermore, and in recognition of the important contribution that advertising plays in developing local brand positioning, Jadi is launching a very different advertising strategy that seeks to change the perception of kebaya rental services through the use of local Indonesian models and leading photographers, while still maintaining distinctive local themes as content.

Thus, branding is important because it involves developing a unique name, logo, and visual identity that reflects the quality and value of the kebaya service. Therefore, positioning, or positioning in the minds of customers, is also important to differentiate the kebaya service from competitors. For example, a kebaya service business could position itself as a provider of premium kebayas with exclusive designs suitable for various occasions. Thus, branding is the basis for developing a behavioral brand image. This process is a theory about how companies aiming to build a brand influence consumer perceptions of the brand; and how, in turn, the brand itself influences consumers' minds and provides a sensory brand experience (Rajagopal, 2019).

In the digital era, marketing through social media and digital platforms is highly effective for kebaya service businesses. The impact of digitalization on the manufacturing and

service sectors is a highly popular topic today, and new business models, in particular, are gaining increasing attention. The concept of the marketing mix as a marketing model was developed by E. Jerome McCarthy in the 1960s. Modern marketing strategies should be built on the basis of product, price, promotion, and place, known as the 4Ps of marketing. This concept, known as the 7Ps: product, price, promotion, place, physical environment, process, and people, is particularly well-suited for service marketing. Industry 4.0 has had a significant and formative impact on marketing, and the 7Ps concept should be incorporated into Industry 4.0 elements.

From this perspective, this study focuses on developing an understanding of the 7Ps from a contemporary Industry 4.0 perspective. By utilizing platforms like Instagram, Facebook, and TikTok, kebaya service businesses can showcase their work visually, which is crucial in the fashion industry. Digital marketing strategies such as content marketing, influencer marketing, and social media advertising can be used to reach a wider audience and increase brand awareness. As one of the key aspects of Industry 4.0, in terms of customer expectations and production principles, expanded customization has also led to changes in both B2B business-to-business and B2C business-to-consumer applications. Deeper relationships between customers and manufacturers are a key feature of customization; therefore, Industry 4.0 digital technologies play a significant role in changing the buyer-seller relationship structure of service businesses. For example, stores have begun to be used as online order pickup locations. This not only allows for online shopping opportunities but also allows customers to choose the delivery method they need. Thus, customers can receive goods even if they are far away (Caliskan, 2020).

Therefore, the demand for kebaya for graduation and engagement ceremonies continues to increase every year, opening up promising business opportunities in the fashion world. If you're interested in starting one, first consider product sources and how to obtain them, as well as an effective sales strategy. Start by displaying attractive kebaya products to potential customers on social media, and launch your business professionally. Ensure product descriptions are clear, including size information, materials, and other details so customers understand. Promote your business to close friends and family to expand your initial market. Use appropriate packaging to ensure your products remain presentable and attractive when received by customers. If using boxes isn't possible, use paper bags printed with your business name to give your products a professional and aesthetic look (Bambang, 2022).

Human Resources Aspects

The kebaya rental business requires several human resources to support all operational activities at Kebaya Neng Geulis. The following table outlines Kebaya Neng Geulis's human resource planning needs:

Table 1. Human resource planning needs of Kebaya Neng Geulis

NO	DEPARTMENT	AMOUNT	JOB DESCRIPTION	QUALIFICATION
1.	Customer service employees	1	Receiving and serving customers, answering	Communicative, friendly, patient, experienced in

			questions, assisting in the ordering process and returning kebaya.	customer service, minimum high school/vocational school education
2.	Repair/tailoring employee	1	Carrying out repairs, modifications and adjustments to the size of kebaya according to customer requests.	Mastering sewing skills, meticulous, experience in the sewing field, minimum education of high school/vocational school.
3.	Administration and inventory employees	1	Manage rental administration, record transactions, manage rental and return schedules, and kebaya inventory.	Honest, meticulous, responsible, able to operate MS Office, minimum education D3 in Administration or Accounting.
4.	Marketing department employees	1	Managing marketing strategies, creating promotional content, managing social media, establishing collaborations with other parties.	Creative, proficient in social media and digital marketing, minimum education D3 in Communication/Marketing.
5.	Maintenance department employees	2	Caring for the kebaya so that it is always clean and tidy, cleaning and ironing the kebaya.	Diligent, meticulous, understand fabric care techniques, minimum education high school/vocational school.

In accordance with Government Regulation (PP) Number 36 of 2021 concerning wages, wage regulations for micro and small businesses are exempt from the minimum wage, the agreed amount of which must be above a certain percentage of average consumption (BPK, 2021). This regulation provides flexibility for micro and small businesses, such as kebaya rental businesses, to adjust employee salaries to reflect the business's financial situation while still maintaining employee well-being. Kebaya Neng Geulis will set a monthly salary of around Rp 3.000.000 to Rp 4.000.000. The salary is determined based on the type of work, workforce needs, and operational intensity of the business.

Operational Aspects

The operational aspects of the Neng Geulis kebaya rental business encompass several key dimensions that ensure the sustainability and competitiveness of its services. In terms of operational activities, the business emphasizes inventory management by maintaining an adequate stock of kebaya, while also ensuring that each piece is properly cared for to remain in good condition for repeated rentals. Customer service plays a crucial role, as employees are

required to provide detailed explanations regarding available kebaya options, guide customers through the rental process, and handle potential complaints with professionalism. The rental process itself is regulated through standardized procedures, particularly in terms of return policies and post-rental inspection, to guarantee product quality and customer satisfaction.

From the human resources perspective, careful planning is essential to align the number and qualifications of employees with operational needs. Employees are expected to have competencies in customer service and inventory management, ensuring smooth day-to-day operations. Compensation for employees ranges between IDR 3,000,000 and IDR 4,000,000 per month, with adjustments depending on job type and the intensity of business operations.

Despite these arrangements, the business inevitably faces operational challenges. One of the major issues is adapting to rapidly changing fashion trends, which require the business to continually update its kebaya designs to meet evolving consumer preferences. Another challenge lies in maintaining the quality of rental products, as kebayas are subject to repeated use. To address this, the business not only invests in proper maintenance but also educates customers about appropriate care practices for the rented items.

Operational policies are also designed to minimize risks and potential losses. A structured loss management system is applied through rigorous pre-rental and post-rental inspections to detect and mitigate damage, thereby protecting the company's assets and maintaining service quality. By systematically managing these operational aspects ranging from activities and human resources to challenges and policies, the Neng Geulis kebaya rental business is positioned to enhance its competitiveness in the local fashion industry while simultaneously ensuring that customer needs are met effectively and consistently.

Financial Aspects

Table 2. Neng Geulis Shop Needs Projection

Information	Calculation	Total price
Purchasing a kebaya	55 X Rp1.000.000	Rp55.000.000
Estimated Kebaya Washing Time	55 Pcs kebaya	Rp.5.500.000
Shop decoration	Tables, shelves, hangers, etc.	Rp.10.000.000
Kebaya care	-	Rp.7.200.000
Miscellaneous expense	-	Rp.12.000.000
Employee Salary Costs	Per officer	Rp. 2. 500.000
Shop Rental	Rp. 2.500.000/ Month	Rp.30.000.000/ Per year

Profit and Loss Analysis of Neng Geulis Kebaya

Information	Calculation	Total
Modal	-	Rp.150.000.000
Annual Income	Rp. 300.000 – Rp.500.000 x 12 Bulan	Rp. 105.000.000

Monthly Operating Costs	Rp.11.000.000	Rp.11.000.000
Annual Operating Costs	11.000.000 x 12 Bulan	Rp 132.000.000.
Total	-	Rp.398.000.000

- Rental Rates:
 - Months 1-3: 20 kebaya per month.
 - Months 4-6: 30 kebaya per month.
 - Months 7-12: 40 kebaya per month.
- Monthly Income Projection:
 - Months 1-3: 20 x Rp 250,000 = Rp 5,000,000.
 - Months 4-6: 30 x Rp 250,000 = Rp 7,500,000.
 - Months 7-12: 40 x Rp 250,000 = Rp 10,000,000.
 - Total Annual Income: (3 x Rp 5,000,000) + (3 x Rp 7,500,000) + (6 x Rp 10,000,000) = Rp 105,000,000
- Break-Even Point (BEP) Analysis

BEP is calculated to determine the number of kebayas that need to be rented per month to break even.

 - Monthly Fixed Costs: RP.11,000,000.
 - Rental Price per Kebaya (Revenue per Unit): RP. 250,000.
 - Variable Costs per Kebaya (for example, maintenance costs per kebaya RP. 50,000): RP. 50,000.

BEP in Units: Fixed Costs / (Rental Price - Variable Costs)

BEP = RP. 11.000.000 / (RP. 250,000 – RP. 50,000) = 55 kebaya per month.

So, to reach BEP, Neng Geulis needs to rent out a minimum of 55 kebaya per month.

Table 3. Calculation Details in Business Feasibility Study

Package	Rental Price Per Kebaya	Estimated Monthly Rent (unit)	Monthly Income
Hijab Package	Rp300.000 - Rp500.000	15	Rp.6.000.000
Non-Hijab Package	Rp250.000 - Rp500.000	20	Rp.7.500.000
Kebaya + Heels Package	Rp350.000 - Rp450.000	15	Rp.6.000.000
Custom Kebaya	Start From Rp1.000.000	5	Rp.5.000.000
Total Pendapatan	-	-	Rp.24.500.000

Net Profit = Total Revenue – Total Operating Expenses

Net Profit = Rp. 24,500,000 – Rp. 11,000,000 = Rp. 13,500,000



Conclusion

The "Kebaya Neng Geulis" kebaya rental business has good potential in the local Indonesian fashion market, especially with consumer interest in kebayas remaining high. The kebaya rental system offers a more economical solution for customers who require this traditional attire only for specific occasions. This business provides access to a diverse selection of kebayas without the need for a full purchase, supporting sustainability by extending the kebaya's lifespan, while simultaneously contributing to the literature on small-scale fashion business feasibility by showing how rental-based models can balance affordability with sustainability. However, a major challenge is maintaining the quality of the rented kebayas, given their repeated use by customers who may be less diligent in their maintenance. Furthermore, this business must address the dynamics of constantly evolving kebaya trends, requiring rapid adaptation in design and service, which highlights the importance of agility and innovation in local creative industries.

The kebaya rental system offers an economical solution for consumers, offering access to a variety of quality kebaya styles without the need for a high-priced purchase. This is particularly appealing to consumers who only need kebayas for specific occasions, allowing them to try out elegant and diverse styles at a more affordable cost. Furthermore, the kebaya rental business also supports sustainability in the fashion industry. By renting kebayas rather than selling them, kebaya usage is optimized, which means the production of new items is reduced, thereby reducing textile waste and environmental impact. The key findings of this study show that the Kebaya Neng Geulis business meets the feasibility criteria from marketing, human resources, operational, and financial aspects, making it a viable and competitive venture in the local fashion market.

Based on the conclusions obtained, the suggestions in this research are providing guidance or education to consumers on how to care for rented kebaya to help maintain product quality and reduce losses due to damage, recruiting employees with relevant skills and experience in customer service, inventory management, and product care, and training employees who interact with customers to provide good service and clearly explain the products and rental process. Future research is encouraged to further explore how digital platforms, consumer behavior analytics, and eco-friendly practices can be integrated into kebaya rental businesses to strengthen their competitiveness and contribution to sustainable fashion.

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