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Optimization of inventory management to fulfill consumer demand at odriigo fashion

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ABSTRACT

Fluctuations in demand in the fashion industry cause companies to face challenges in maintaining a balance between inventory availability and operational cost efficiency. Suboptimal inventory management has the potential to cause excess or shortage of stock, thus hampering the provision of consumer needs and increasing inventory costs. Although the Economic Order Quantity (EOQ) method has been widely used as an approach to determining economical order quantities, most previous studies still focus on quantitative calculation aspects and have not examined the implementation of EOQ as part of the inventory control system in micro, small, and medium enterprises (MSMEs). This study aims to analyze the optimization of merchandise inventory management through the application of the EOQ method at Odriigo Fashion and develop an EOQ implementation framework that supports the operational decision-making process. The study uses a quantitative descriptive approach with a case study design. Data were collected through observation, interviews, and documentation of data requests, ordering costs, and storage costs during the period March 2025 to February 2026, then analyzed using the EOQ method. The results show that the optimal order quantity is 5,678 units per order with an ordering frequency of 7 times per year, more efficient than the company's previous policy of 24 orders per year. The implementation of EOQ reduced ordering costs from Rp1,920,000 to Rp560,000 per year, resulting in an efficiency gain of Rp1,360,000. In addition to providing cost efficiency, this study produced an EOQ implementation framework that integrates analytical and operational aspects in inventory control for MSMEs. These findings contribute to the development of operations management studies and serve as a practical reference for MSMEs in developing more effective, systematic, and operationally efficient inventory control policies.

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INTRODUCTION

The global fashion industry has faced increasingly complex challenges in recent years due to changing consumer behavior, accelerating market trends, and increased competition on various digital platforms. Fashion companies are required to provide the right products at the right time to meet increasingly dynamic consumer needs. A company's inability to manage inventory can lead to stockouts, lost sales opportunities, decreased customer satisfaction, and even financial losses. Recent research shows that effective inventory management is a strategic factor in maintaining business performance and sustainability, particularly in the fashion micro, small and medium enterprises (MSMEs) sector, which faces uncertain market demand and highly volatile consumer trends (Mulyana et al., 2024). In the context of the digital economy, a company's ability to integrate inventory management with market demand information is a crucial source of competitive advantage.

Inventory management includes planning, procurement, storage, control and monitoring of the flow of goods from suppliers to consumers. According to the Supply Chain Management approach, inventory not only functions as a reserve of goods, but also as a mechanism to reduce the risk of demand uncertainty and supply disruptions. Controlling raw material inventory is one aspect that plays an important role in supporting the success of the production process, because the availability of adequate raw materials will ensure the smooth operation of the company (Supriyadi & Sapriyadi, 2019). Effective inventory management allows companies to maintain customer service levels while increasing operational efficiency. Companies that are able to integrate market demand information with an inventory control system have a better ability to reduce the risk of inventory shortages and excesses (Maitra, 2024). Therefore, every company needs to implement an effective inventory control system to achieve optimal inventory levels. This control is carried out by maintaining stock levels at an efficient level to reduce inventory management costs, as well as determining appropriate reorder times when inventory reaches the minimum limit, so that operational continuity and meeting market needs can be maintained (Pando et al., 2021).

Inventory of goods has a very important role in supporting the continuity of company operations. The successful implementation of the production process depends on the company's ability to provide raw materials in accordance with operational needs. Therefore, effective raw material inventory management is an important factor in maintaining production continuity and increasing the company's operational efficiency (Triagustin & Himawan, 2022). Success in planning and controlling inventory can influence company performance, especially in increasing operational efficiency and profitability. In addition, effective inventory management ensures the availability of goods according to market needs, so that companies are able to meet customer demands and increase their satisfaction levels. Insufficient inventory of goods can cause companies to be unable to meet consumer demand optimally, thereby potentially reducing the level of customer satisfaction (Evitha & Ma'ruf Hs, 2019).

Various methods have been developed to support inventory management, including EOQ (Economic Order Quantity), MRP (Material Requirement Planning), JIT (Just In Time), and ABC Analysis. In this research, the EOQ method was chosen because it is able to accommodate aspects of operational costs and financial costs in inventory calculations. In addition, this method can be used to determine the most optimal order quantity so that the total inventory costs borne by the company can be reduced to a minimum (Marbun et al., 2021).

Although the Economic Order Quantity (EOQ) method has been extensively studied and proven to improve inventory control efficiency, several aspects still require further exploration. Most previous studies tend to focus on quantitative approaches, emphasizing the analysis of optimal order quantities, reducing total inventory costs, or comparing the effectiveness of EOQ with other inventory control methods. These research results provide empirical evidence regarding EOQ's ability to reduce operational costs and improve inventory management efficiency. However,

these studies are generally limited to mathematical calculations and therefore cannot comprehensively describe the dynamics of EOQ implementation in company operational practices. Various factors that could potentially influence implementation success, such as decision-making mechanisms, human resource competency, the quality of the inventory recording system, coordination between work units, and operational constraints encountered during the method's implementation, have not received adequate attention in previous research. In fact, the success of an inventory control method is not only determined by the accuracy of the analytical model but also influenced by organizational readiness, work culture, managerial support, and the company's ability to integrate theoretical concepts into business processes on an ongoing basis. Therefore, there remains a research gap between studies focused on evaluating the efficiency of EOQ calculations and those that attempt to comprehensively explore the implementation process of the method in the operational context of MSMEs. This research is expected to fill this gap by providing a deeper understanding of EOQ implementation, not only from a quantitative perspective but also from a managerial and operational perspective that influences the effectiveness of inventory control.

The development of digital technology has changed consumer behavior patterns in shopping. Consumers now tend to utilize various channels, both online and offline, simultaneously in the purchasing decision making process. They can search for information and compare prices online before making purchases offline, or vice versa. This phenomenon shows that there is increasingly stronger integration in the customer journey, so that hybrid business models are the right approach to meet increasingly dynamic consumer needs (Shabri et al., 2025). In Indonesia, the growth of online-based fashion businesses has also increased the complexity of inventory management. Various studies show that weak inventory recording systems and inaccurate stock planning are still common problems in micro, small and medium enterprises (MSMEs) in the retail and fashion sectors (Haqawi, 2025).

The amount of consumer demand for fashion products is very fluctuating, this can be related to the end of the trend season or religious holidays. The period leading up to Idul Fitri is a momentum that has strategic value for business actors, because during this period market demand tends to experience a significant increase. This condition encourages a much higher increase in sales volume compared to normal periods, thereby potentially increasing company revenue and performance substantially (Thamrin & Delfina, 2024). Every time Idul Fitri approaches, the company adjusts its marketing strategy and operational planning to anticipate increased consumer demand. These adjustments are not only oriented towards increasing sales, but also towards optimal inventory management so that market needs can be met effectively without causing excess or shortage of stock (Fandiyanto et al., 2025). This condition has the potential to cause a mismatch between available stock and actual consumer demand. As a result, companies experience lost sales when demand increases or face high carrying costs when there is excess stock. This phenomenon shows that inventory management is not only related to operational efficiency, but also has a direct effect on service quality and consumer satisfaction.

A similar problem was found at Odriigo Fashion, a fashion business in Bandung city. Based on the results of initial observations and research documents, several obstacles were found in inventory management, including a lack of discipline in recording incoming and outgoing goods, the lack of systematic daily sales reports, limited stock when demand increased, and inventory control not yet optimal to maintain a balance between product availability and cost efficiency. This condition makes it difficult for companies to obtain stock information quickly and accurately, thereby potentially hampering the fulfillment of consumer demand. In addition, there are situations when sales volume increases significantly in a short time, but is not supported by adequate stock availability so that sales opportunities cannot be utilized optimally.

Raw material supplies have a strategic role in ensuring the smooth production process. When supplies are below requirements, production activities can be disrupted or even stopped. On

the other hand, excessive amounts of inventory can cause high storage costs and cause company funds to not be utilized optimally for other investment opportunities. Therefore, good inventory management is needed to achieve a balance between stock availability and cost efficiency, so that it can support increasing company profits (Silalahi & Halim, 2021). The main objective of raw material inventory control is to achieve cost efficiency through procurement management that is in line with production needs and plans. This approach is taken to prevent shortages or excess supplies of raw materials which could disrupt operational processes. Apart from that, inventory control also functions to avoid the practice of purchasing small quantities repeatedly, because this condition has the potential to increase ordering costs and reduce inventory management efficiency (Candra Devi et al., 2024).

Inaccuracies in determining quantity and order time can cause inventory problems in the form of overstock or stockout. Overstock conditions increase the risk of damage to goods due to prolonged storage and slow down the capital turnover cycle. On the other hand, stockouts can reduce service levels because the company is unable to provide the products that customers need, thus potentially causing losses due to lost sales opportunities (Ardianto & Wardana, 2025). Inventory management has a very important role because the level of inventory availability has a direct influence on operational smoothness, efficiency and effectiveness of the production process, as well as the quality of the products produced by the company. The amount or level of inventory required for each company can vary, depending on production capacity, characteristics of the equipment used, and the complexity of the production process (Klosterhalfen et al., 2023).

The inventory function has a strategic role in supporting the success of the company's operational activities. In general, inventory functions can be classified into several types. First, fluctuation stock, namely inventory provided to anticipate and protect the company from unstable fluctuations in demand. Second, anticipation stock, namely inventory prepared as an anticipatory step against uncertainty in the results of future demand forecasting. Third, lot-size inventory, namely inventory obtained in large quantities to obtain profits in the form of price discounts and reduce ordering and shipping costs. Fourth, pipeline inventory, namely inventory that is in the distribution or delivery process from one location to another before being received by the company (Vikaliana et al., 2020).

The approach using the Economic Order Quantity (EOQ) method produces important information from an operational perspective, but is still limited in explaining the experiences, meanings, management practices and decision-making processes carried out by business actors in managing inventory in a dynamic business environment. Implementation of the EOQ method provides an accurate calculation basis for determining the optimal number and frequency of orders. These conditions enable companies to meet inventory needs effectively, maintain product availability, and achieve overall inventory cost efficiency (Indri et al., 2025).

According to Subagyo (2000), the application of the Economic Order Quantity (EOQ) method is based on several main assumptions. First, the need for raw materials in a certain period is considered relatively constant. Second, the costs incurred for each order are assumed to be fixed. Third, storage or maintenance costs per unit in each period are also considered constant. Fourth, raw materials have relatively uniform shelf life characteristics. Fifth, the price of each unit of raw material is assumed not to change, and there are no restrictions or constraints on the amount of raw material that can be ordered in each transaction.

The Economic Order Quantity (EOQ) method is used to minimize inventory costs by determining the most economical order quantity. The use of this method is based on a number of assumptions, namely that the need for raw materials is fixed within a certain period, raw materials are always available or easy to obtain from suppliers, and the price of raw materials is considered constant without any changes during the planning period (Ervianti et al., 2024).

The study conducted by Supakar et al. (2024) shows that the EOQ method is able to make a significant contribution to the effectiveness of inventory management in various manufacturing

fields. However, the development of an increasingly digitalized business environment demands integration with digital technology so that the inventory management process becomes more efficient, responsive and accurate.

The contribution of this research is to produce an EOQ implementation framework that integrates analytical and operational aspects in MSME inventory control. The framework expands the use of EOQ from simply a method of determining economic order quantities to an implementation guide that supports systematic operational decision making.

RESEARCH METHOD

This research uses a quantitative descriptive method, a research approach that utilizes quantitative methods with descriptive analysis to describe and interpret data systematically based on scientific principles. This approach aims to present the characteristics of a phenomenon or research object through numerical data processing so as to produce information that is objective and easy to understand. Data collection is generally carried out through distributing questionnaires, questionnaires, or field observations. Furthermore, the data obtained is analyzed and presented in various visual forms, such as tables, graphs, curves, or histograms, to facilitate the interpretation of research results and support the comprehensive delivery of findings (Alfatih, 2022).

The case study approach was chosen because the research seeks to understand in depth the practice of managing merchandise inventory and the process of fulfilling consumer demand in the real context of a business organization. Case studies allow researchers to explore phenomena comprehensively through various sources of information so as to produce a rich understanding of the processes, experiences and dynamics that occur in the research environment.

This approach is relevant to the research objectives which focus on efforts to optimize merchandise inventory management in meeting consumer demand at Odriigo Fashion. The research was carried out at Odriigo Fashion which is located in Bandung City, by conducting observations, namely by observing field conditions and work activities at Odriigo Fashion; interviews with business owners and staff to find information about activities related to ordering and supplying goods at Odriigo Fashion; as well as collecting data regarding demand for goods, ordering costs and storage costs. The data taken is data for the past year, this is done because in EOQ the data is representative and can be used to calculate EOQ.

To carry out EOQ calculations, use the following formula:

$$\text{EOQ} = \frac{\sqrt{2DS}}{H}$$

Meanwhile, to find out how many times you should order goods in one year, you can use the following formula:

$$\text{Order frequency} = \frac{D}{EOQ}$$

Where:

D = Demand (request) or need in one period (year)

S = Service or Setup Cost (cost per order)

H = Handling cost or storage cost per unit of goods

RESULTS AND DISCUSSIONS

Economic Order Quantity (EOQ) is one of the models most widely used in making decisions regarding the number of inventory orders. According to Heizer et al. (2020) EOQ is an inventory control method which aims to determine the optimal order quantity by minimizing total inventory costs which consist of ordering costs and storage costs.

According to A. Wijaya et al. (2020) the application of the Economic Order Quantity (EOQ) method is based on several basic assumptions. First, the level of need or demand for supplies is considered constant and the amount is fixed in each period. Second, the lead time is known with

certainty and does not change. Third, the ordered supplies are received in one delivery. Fourth, the price of goods is considered fixed and there are no discounts based on the quantity purchased. Fifth, there are ordering costs and storage costs which can be calculated for a certain period. Sixth, orders are made at the right time so that the risk of running out of inventory can be avoided.

The Economic Order Quantity (EOQ) method not only functions as an inventory control instrument, but also provides benefits in determining the economical number of product units, minimizing inventory costs, optimizing cash management, meeting market needs, and increasing the effectiveness of inventory management. In trading companies, the implementation of EOQ is oriented towards determining optimal product needs, ordering cost efficiency, and the company's ability to maintain the availability of goods to suit market demand (D. S. H. Wijaya et al., 2023).

The goods sold at Odriigo Fashion are shorts and the number of requests for these goods fluctuates every month. This mostly happens because consumer demand comes suddenly. The inventory data used in this research is inventory data for March 2025 to February 2026.

Table 1. Goods Request Data

Month	Demand for goods	Sell Out
March 2025	5.150	5.103
April 2025	4.650	4.606
May 2025	1.520	1.518
Juni 2025	3.850	3.821
July 2025	2.850	2.809
August 2025	2.800	2.794
September 2025	2.100	2.076
October 2025	2.350	2.331
November 2025	2.810	2.802
December 2025	3.230	3.228
January 2026	3.150	3.112
February 2026	6.850	6.840
Amount	41.310	41.040
Average	3.443	3.420

Based on Table 1, it is known that demand for goods is experiencing fluctuations with the highest demand for goods occurring in February 2026, namely 6,850 pcs. This happens because February 2026 coincides with the month of Ramadan, at which time demand for fashion products increases. The community's tradition of buying new clothes before Eid al-Fitr is also one of the factors that drives an increase in consumption levels during the month of Ramadan (Hasanah, 2020). The lowest value is in May 2025, this happens because at that time it is after the Eid al-Fitr holiday where demand generally decreases significantly.

Table 2. Service or Setup Cost (March 2025 - February 2026)

Service Fee	Total
Transportation costs per year	IDR 1.200.000
Loading and unloading costs per year	IDR 720.000
Total ordering costs per year	IDR 1.920.000

To order goods, the service costs that Odriigo fashion must pay consist of transportation costs for sending the goods as well as loading and unloading costs when the goods arrive at the warehouse location. Odriigo fashion places orders twice per month or 24 times a year with a lead time of four days.

$$\text{Total ordering cost per order} = \frac{\text{Total ordering cost per year}}{\text{Total number of goods requested per year}}$$

$$= \frac{\text{IDR } 1.920.000}{24} = \text{IDR } 80.000$$

Based on calculations, it can be seen that the costs that Odriigo fashion must incur for transportation costs and loading and unloading costs in one order is IDR 80,000.

Table 3. Storage Fee (1 year)

Storage Fees	Total
Electricity costs per year	IDR 960.000
Cleaning & security fees per year	IDR 300.000
Venue rental costs	IDR 7.200.000
Total holding costs per year	IDR 8.460.000

$$\text{Total storage cost per piece} = \frac{\text{Total holding costs per year}}{\text{Total number of goods requested per year}}$$

$$= \frac{\text{Rp } 8.460.000}{41.310} = \text{IDR } 204{,}7 \approx \text{IDR } 205$$

To store goods in the Odriigo Fashion warehouse, the cost per item is IDR 205.

Based on the Odriigo Fashion data from March 2025 to February 2026 that has been obtained, we can calculate the EOQ value as follows.

Known:

Demand (request) or need in one period (year) (D) = 41,310 pcs
Service or Setup Cost (cost per order) (S) = IDR 80,000
Handling cost or storage cost per unit of goods (H) = IDR 205

$$\text{EOQ} = \frac{\sqrt{2DS}}{H}$$
$$= \frac{\sqrt{2(41.310).(80.000)}}{205}$$
$$= \sqrt{32.241.953}$$
$$= 5.678{,}12 \approx 5.678$$

From calculations using the EOQ method, it can be seen that Odriigo Fashion should order 5,678 pcs from partners for each order as a step to maintain stable and optimal stock availability.

$$\text{Order frequency in a year} = \frac{D}{EOQ}$$
$$= \frac{41.310}{5.678}$$
$$= 7{,}27 \approx 7 \text{ orders in a year}$$

$$\text{Duration of each order} = \frac{365}{\text{Order frequency}}$$
$$= \frac{365}{7}$$
$$= 52{,}14 \approx 52 \text{ days}$$

Based on the calculation results, it is known that in one year Odriigo Fashion should make 7 orders in one year with a duration of 52 days between orders for each inventory order.

Table 4 Comparison Between Before and Using the EOQ Method

Activity	Before EOQ	Using EOQ
Number of items per order	3.443 pcs	5.678 pcs
Frequency of ordering goods per year	24 times	7 times
Booking fees per year	IDR 1,920,000	IDR 560,000

The frequency of ordering goods based on the EOQ method is less than the frequency of orders made by Odriigo Fashion, namely 7 times a year, compared to the previous 24 times a year. If we compare it in terms of expenditure, the expenditure is IDR 80,000 x 24 = IDR 1,920,000, while the frequency of orders using the EOQ method is 7 in 1 year if nominalized to IDR. 80,000 x 7 = Rp. 560,000. This shows that by using the EOQ method Odriigo Fashion can get cost savings of IDR 1,360,000.

CONCLUSION

This research shows that the application of the Economic Order Quantity (EOQ) method is able to increase the effectiveness of inventory control at Odriigo Fashion by determining more optimal order quantities. Based on the analysis results, the recommended economic order quantity is 5,678 pcs per order with an order frequency of 7 times a year or every 52 days, more efficient than the company's previous practice of placing orders 24 times a year. Implementing EOQ also results in ordering cost efficiency of IDR 1,360,000 per year. These results show that the EOQ method is not only able to optimize order quantity, but also contributes to reducing operational costs, maintaining inventory availability, and supporting the smooth fulfillment of consumer demand, especially in periods with high demand fluctuations.

From a theoretical perspective, this research contributes to the development of operations management studies, especially in the field of inventory control, through the development of an EOQ implementation framework that integrates analytical and operational aspects in the inventory decision making process. In contrast to previous research which generally focuses on calculating economic order quantities and cost efficiency, this research expands the use of EOQ as an implementation guide that can be applied in MSME inventory management. Thus, this research enriches the literature regarding the application of EOQ by placing this method not only as a quantitative model, but also as part of an inventory control system that supports the company's operational effectiveness.

Practically, the results of this research provide recommendations to MSME players, especially in the fashion sector, to apply the EOQ method as a basis for planning goods procurement and inventory control. EOQ implementation needs to be supported by an accurate inventory recording system, regular evaluation of demand, and good coordination between purchasing, warehousing and sales functions. In addition, companies are advised to utilize information technology or digital-based inventory management systems so that stock monitoring and decision-making processes can be carried out more quickly, accurately and responsively to changes in market demand.

This research still has several limitations. First, the research was only carried out on one research object, namely Odriigo Fashion, so the research results cannot be generalized to all MSMEs with different characteristics. Second, the analysis uses demand data for one year so it does not fully represent long-term demand patterns or changes in consumer behavior in different periods. Therefore, it is recommended that further research involve more research objects from various business sectors, use a longer observation period, and integrate EOQ with inventory control

methods and digital technology to obtain an inventory management model that is more adaptive to the dynamics of the business environment.

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