



## **Sustainability Analysis of Craft Business in Mekar Sari Village, Asahan Regency: An Islamic Economic Review**

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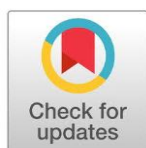
### **ABSTRACT**

**Purpose:** This study aims to determine the sustainability of the craft business in Mekar Sari Village, Asahan Regency.

**Design/Method/Approach:** This study uses a qualitative descriptive method. The data collection techniques include interviews, observations, questionnaires, and documentation. The subjects in the primary data collection consisted of five informants: palm broom business owners, business workers, business treasurers, and two product buyers. Secondary data were obtained from various relevant literature sources, such as books, scientific journals, online articles, and documents that support this research. This study adopts the SWOT analysis method to identify and eliminate various factors affecting microenterprises' development. This analysis will divide internal factors affecting micro businesses into two main categories: strengths and weaknesses. On the other hand, the analysis will also include external factors that involve opportunities that can be used for the advancement of micro businesses, as well as threats that can be challenges or risks that need to be watched out for.

**Findings:** The results of this study show that micro businesses with palm oil brooms obtained an IFAS score of 3.428571 and an EFAS score of 3.363636, which puts them in quadrant III. In the quadrant, the suggested strategy is a turnaround strategy, which aims to reduce internal weaknesses by taking advantage of existing opportunities. This turnaround strategy can be integrated with Islamic economics, focusing on justice, social responsibility, sustainability, and community empowerment.

**Originality/Values:** This study's implications can Help develop the palm oil broom craft business by using a SWOT analysis development strategy that includes strengths, weaknesses, opportunities, and threats, combining the Triple Bottom Line (TBL) concept. Thus, this craft business can develop not only in terms of profit but also make a positive contribution to the community and the surrounding environment, which ultimately increases market attractiveness and supports the sustainability of the craft business in palm oil brooms in the long term.



## INTRODUCTION

In the era of globalisation and the increasingly real challenges of climate change, awareness of the importance of environmental conservation and wise management of natural resources is required. Natural resources (SDA) can be used to meet various human interests and needs and to live more prosperously. Sustainability is a foundation in every aspect of life, including starting a business.<sup>1</sup> Business sustainability today is not only about making profits. If a business only focuses on profit, it may unknowingly exploit the resources around it. WWF (2012) states that human consumption and business activities have used about 1.5 times our Earth's resources. This exploitation is a common concern that needs to be addressed because local business practices must be in harmony with global business sustainability.<sup>2</sup>

Business sustainability can be seen from the excellent opportunity to develop small businesses into larger businesses, even medium-sized businesses, as long as entrepreneurs can make it happen. However, although many companies have developed and are seen positively by the community, not all can increase their owners' incomes. For this reason, the right strategy is needed so that the business and the economy can grow rapidly. In addition, this must also be followed by implementing sound business practices.<sup>3</sup> In addition to revenue, the company's sustainable business strategy considers the social and environmental impact of its operations. This strategy aligns with Islamic economic principles that prioritise community empowerment, social justice, and fair distribution of wealth.<sup>4</sup> MSMEs can contribute more to sustainable and equitable economic growth by incorporating these ideals into their business plans.<sup>5</sup>

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<sup>1</sup> Prabawati, A. M. (2022). The concept of green economy in production and consumption patterns as quality sustainable development goals (SDGs) based on ecology. *Indonesian Journal of Educatika Science (JSEI)*, 4(1), 36–42.

<sup>2</sup> G., H. P., & , Kristia, F. D. P. (2019). Sustainable Business Model Practices in the MSME Community in Yogyakarta. *EXERO : Journal of Research in Business and Economics*, 2(2), 183–204. <https://doi.org/10.24071/exero.v2i2.4050>

<sup>3</sup> Fany Renaldy Harahap, Khairina Tambunan, M. L. I. N. (2024). Creative Economy Development Strategy for Calligraphy Craftsmen in the Perspective of Islamic Economics (Study on Irjie Calligraphy Shop). *Jambura Economic Education Journal*, 6(2), 269–287. <https://doi.org/10.37479/jeej.v6i2.25026>

<sup>4</sup> Kaswinata, Isnaini Harahap, Zuhri M. Nawawi, A. S. (2023). The Significance of Small and Medium Enterprises (SMEs) in Economic Development in the City of Medan from an Islamic Perspective. *Tabarru' Journal: Islamic Banking and Finance*, Volume 6 N.

<sup>5</sup> G., H. P., & , Kristia, F. D. P. (2019). Sustainable Business Model Practices in the MSME Community in Yogyakarta. *EXERO : Journal of Research in Business and Economics*, 2(2), 183–204. <https://doi.org/10.24071/exero.v2i2.4050>

Elkington (1997) said that companies must focus on profits, consider the community's welfare, and be active in preserving the environment.<sup>6</sup> Triple bottom line (TBL) is a long-standing concept in Europe. It is essential to ensure the company's sustainability, so this concept is very important. It is used to look not only at the economic point of view but also from a social and environmental perspective. TBL has three pillars: profit, environment (planet), and society (people).<sup>7</sup>

Craft is an art related to the skill of processing materials around us and turning them into items that have useful and aesthetic value. Craft works are usually made with hand skills and pay attention to their function (for physical needs) and their beauty (for emotional needs).<sup>8</sup> Craft works, called craft products, are included in applied fine arts. The palm broom is one craft product made from raw wood or bamboo materials.

The craft business in palm brooms is a broom craft business made of raw materials obtained from trees (enau/palm/nira), which is used to produce daily necessities. The palm broom is the most widely used broom for household needs, and it functions to clean floors and terraces in houses. One of the consistent micro business developments is carried out by Mr. Sabaruddin, who is in Mekar Sari Village, Asahan Regency. This business is a source of income for Mr. Sabaruddin Lubis' family. The palm oil broom business is a home business that has been running and surviving for about 10 years and has a workforce of 5 people, most of whom are women from the surrounding community, with a wage of Rp700.00 per palm broom. Palm oil raw materials purchased from suppliers for IDR 6,000.00/kg (interview with Sabaruddin, 2024).

**Table 1.**

Number of demand and volume of craft production in palm oil brooms in 2015-2024

No.	Information	Year	Demand	Total Production Volume
1	Palm Broom	2015	100.000	36.000

<sup>6</sup> Semara, N. N. A. and I. M. T. (2019). Implementation Of The Triple Bottom Line Concept In The Corporate Social Responsibility Program At The Alila Seminyak Hotel. *Journal of Comprehensive Accounting*, 6(1), 104–114. <https://doi.org/10.35446/akuntansikompetif.v6i1.1181>

<sup>7</sup> Astriani, & Majid, J. (2021). Green Accounting Accountability in the Perspective of Islamic Eco-Theology Vs Triple Bottom Line (Study on PT. Pasir Walannae, Bone Regency). *Journal of Economics, Management and Accounting*, 11(1), 21–36. <https://journal3.uin-alauddin.ac.id/index.php/assets/article/view/21407/11231>

<sup>8</sup> Sudarwanto, A., & Darmojo, K. W. (2018). Strategy for the Development of the Metal Craft Industry in Tumang Cepogo Boyolali Village. *Pattern*, 7(1), 61–68. <https://doi.org/10.24821/corak.v7i1.2647>

2	Palm Broom	2016	100.000	36.000
3	Palm Broom	2017	100.000	36.000
4	Palm Broom	2018	100.000	36.000
5	Palm Broom	2019	50.000	10.000
6	Palm Broom	2020	45.000	10.000
7	Palm Broom	2021	50.000	20.000
8	Palm Broom	2022	100.000	25.000
9	Palm Broom	2023	150.000	25.000
10	Palm Broom	2024	150.000	40.000

Source: Interview results data (2024)

The data shows that from 2015 to 2018, the market demand was 100,000. In 2019 and 2021, market demand decreased by 50,000. In 2020, market demand decreased by 45,000. And in 2022-2024, market demand will increase by 150,000. The total volume of craft production on palm brooms from 2015 to 2018 is 36,000. From 2019 to 2020, it decreased by 10,000. In 2021, it increased by 20,000. In 2022-2023, it will increase by 25,000. In 2024, there will be an increase in the production volume of 40,000 handicrafts on palm brooms.

The development of the craft business on Mr. Sabaruddin's palm broom, which has been running for 10 years, shows the company has excellent potential to develop towards a medium-sized business scale. However, after observation, the author sees that this business still faces several problems, such as limited capital, lack of workforce, the use of production tools that are still simple, and waste management that does not yet exist. The external factors include a lack of support from the Government, quality competition, and brands that are getting tighter. This is in line with the opinion conveyed by Edy (2010), which states that the obstacles faced by micro business actors are divided into two factors: internal and external. Internal factors are problems that come from the MSE actors themselves, such as: 1) limited capital, 2) lack of skilled labour, 3) problems in accounting, 4) weak management, and limited ability to innovate. Meanwhile, external factors are related to: 1) regulations from the Government, 2) competition, 3) technological developments, 4) information, and lack of guidance from agencies or other related parties.<sup>9</sup>

The research was conducted by Fany Renaldy Harahap, et al., 2024, titled "Creative Economy Development Strategies for Craftsmen of Calligraphy in the Perspective of Islamic Economics (Study on the Irjie Calligraphy Shop)". Demonstrates how the EFE, IFE, and EI matrices are used in this study to

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<sup>9</sup> Maryama, S. (2015). Constraints For Micro Businesses In Accessing People's Business Credit (KUR). *Journal of Liquidity*, 4(1).

determine the matrix utilising SOAR (Strengths, Opportunities, Aspirations, and Outcomes) and QSPM (Quantitative Strategic Planning Matrix) analysis. Using high-quality raw materials and more advanced production tools, such as embossed or 3d calligraphy made by human resources with the necessary skills, the alternative strategy with the highest score, 2.020782, was determined to redesign the design of more inventive and varied calligraphy products. This study aims to find out the extent to which the palm oil broom craft business in Mekar Sari Village, Asahan Regency, can be sustainable from the perspective of Islamic economics, as well as to identify what factors affect the continuity of the business. Then the data obtained is analysed using a SWOT analysis that includes Strengths, Weaknesses, Opportunities, and Threats by combining the concept of Triple Bottom Line (TBL), also known as the 3p (People, Planet, Profit), offering an essential framework for understanding the sustainability of the business model.<sup>10</sup> Thus, the results of this research can provide recommendations for craft business actors, the Government, and the local community on how to develop and maintain the sustainability of craft businesses in the future.

Based on the background of the problems that have been described, the problem in this study is that the market demand for craft products in palm oil brooms continues to increase every year. However, the production volume of the craft business on Mr. Sabaruddin's palm broom cannot meet the market demand for palm brooms. This is due to limited capital, among other things. Capital is the current capital used to support the company's daily operations to operate normally and smoothly.<sup>11</sup> Then, there was a lack of manpower, the use of traditional production tools, and Government support. Thus, the author is interested in raising this phenomenon in an article titled "Sustainability Analysis of Craft Business in Mekar Sari Village, Asahan Regency: An Islamic Economic Review."

## LITERATURE REVIEW

### *Micro and Medium Enterprises (SMES)*

According to Simmons (2008), a micro business is a business that has small market coverage, has few employees, and is managed independently by the owner. Meanwhile, according to Law of the Republic of Indonesia No. 20 of

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<sup>10</sup> Mhd Harry Pranata, Syahbudi, M. (2024). Development Of Sustainable Business Models For Community-Based Msmes In Medan City: Economic Review. *Benefita Journal*.

<sup>11</sup> Syahbudi, M., Irham, M., Indra, A. P., & Barus, E. E. (2023). Swot Strategy: Strengthening Of The Competence Of Students Of Febi Uinsu Medan Through Mbkm Program. *Jurnal Darma Agung*, 31(6), 162–175.

2008, Article 1, a micro business is an individual-owned business that meets the criteria set out in the law. Some of the requirements for micro businesses in Law No. 20 of 2008 include having a maximum net worth of Rp50 million, excluding land and business building assets, and having an annual sales volume of Rp300 million.<sup>12</sup> A micro business is an individual or partial business (industry, household) that allocates economic resources such as land, labor, and capital.<sup>13</sup>

Small businesses only have between 5 and 19 employees, while medium-sized companies have more employees than small businesses, which have between 20 and 99 employees.<sup>14</sup> According to the Decree of the Minister of Finance No. 316/KMK 016/1994 dated June 27, 1994, Small Business is a business carried out by an individual or business entity with a maximum annual sales or turnover of Rp600,000,000, or has a maximum asset of Rp600,000,000, (excluding land and buildings where the business is located). Examples of small business entities include firms, CVS, PTS, and cooperatives. Meanwhile, examples of individual small businesses include home industry artisans, breeders, fishermen, and traders of goods and services.<sup>15</sup>

Some of the characteristics of micro businesses are: 1) The type of goods sold often changes, depending on the products consumers prefer. 2) The business location of micro business actors is not always fixed and can sometimes move around. 3) Business owners usually do not have a neat financial administration, sometimes even mixing family and business money. 4) Business owners or workers involved usually have low education. 5) Usually, micro business actors do not have a business license or other legal documents such as NPWP. 6) Generally, micro businesses have fewer than four employees, and even hired employees usually still have family relationships.<sup>16</sup>

### ***Business Sustainability***

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<sup>12</sup> Jaenudin, R. F., & Ghina, A. (2023). Validation of Business Model for New Product Development for Micro Businesses in the Fashion Field of Bosstore. Id in Bandung. *SEIKO : Journal of Management & Business*, 6(1), 478–487. <https://doi.org/10.37531/sejaman.v6i1.3702>

<sup>13</sup> Syahbudi, M. (2018). Macroeconomics Islamic Perspective. *Sharia Perspective Macroeconomic Training*, 236.

<sup>14</sup> Arif, M., Kumala, R., Islam, U., & Sumatra, N. (2023). Quadruple Helix Model in the Development of Halal Micro Business in North Sumatra. *Share: Journal of Islamic Economics and Finance*, 12(1), 201–224.

<sup>15</sup> Sulastris, R. E. (2014). Model Of Small And Medium Enterprise (Sme) Development Of Embroidery And Embroidery Crafts With Triple Helix In West Sumatra. *Polybusiness*, 6(2).

<sup>16</sup> Maria Ulfa, M. M. (2020). Analysis of the Impact of People's Business Credit on the Micro Business Sector on Poverty Alleviation in Makassar City. *Aspiration: Journal of Social Problems*, 11(1), 17–28. <https://doi.org/10.22212/aspirasi.v11i1.1294>



Sustainability in KBBI is defined as a process that will ultimately lead to the continuity of a condition, and is a verb that describes an action or condition that continues.<sup>17</sup> According to Puspitaningtyas (2017), Sustainability comes from the words sustain and ability which can also be interpreted as ability. Thus, sustainability is defined as the durability of a system or process. Sustainability is the ability of a business activity to maintain its production from nature for a long time.<sup>18</sup> According to Handayani, business sustainability is defined as a form of consistency. Sustainability is a good business continuity process, including business continuity, development, and growth strategies. Everything leads to a business's sustainability, existence, and resilience.

### ***Development Strategy***

A strategy is a complete way to implement a concept, organise, and take action within a specific time frame. It focuses on the goals to be achieved and the steps to achieve them.<sup>19</sup> According to Freddy Rangkuti, a clear strategy is needed to achieve the organisation's main goals and targets. This strategy starts with defining the company's mission, setting goals by considering the strengths inside and outside the organisation, designing policies and measures to achieve the target, and ensuring everything is implemented appropriately.

According to Bhinadi (2017), development is a process that involves collaboration between facilitators and the community. This method includes increasing knowledge and skills, providing facilities, and creating opportunities to access the best resources to improve people's welfare. Development is a field of science that uses existing scientific theories and concepts to develop new technologies or increase the use and benefits of existing technology. So, development is often associated with growth patterns, positive changes, and gradual changes.<sup>20</sup> Pamuji (1985) also said that development is like development, meaning changing something to be newer and have higher value. In other words, development is also related to renewal, the effort to make something more in line with the needs, better, or more useful. To make it easier to

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<sup>17</sup> Ayu Gusniasari, Elyanti Rosmanidar, B. A. (2023). Analysis of the Sustainability of Home Industry Businesses in Improving Family Welfare (Case Study of Mbah Sibo Tempeh Business, Bunga Tanjung Nipah Panjang Village). *Journal of Student Research (JSR)*, 1(6), 148–161.

<sup>18</sup> Rachmawati, I. (2021). Analysis Of Sustainability Strategies Of Micro, Small And Medium Enterprises (Msmes) In Increasing Income During The Covid-19 Pandemic (Study on the Kangkung Market, South Teluk Betung District, Bandar Lampung City). *Thesis*, 19.

<sup>19</sup> Imsar, Marliyah, F. (2021). Marketing Strategy Of Coffee Shops In Medan City With Game Theory. *Human Falah: Journal of Islamic Economics and Business Studies*, 20–32.

<sup>20</sup> Fany Renaldy Harahap, Khairina Tambunan, M. L. I. N. (2024). Creative Economy Development Strategy for Calligraphy Craftsmen in the Perspective of Islamic Economics (Study on Irjie Calligraphy Shop). *Jambura Economic Education Journal*, 6(2), 269–287. <https://doi.org/10.37479/jeej.v6i2.25026>

understand, development can be interpreted as an effort to advance, improve, or develop something already existing. So, development is a process done to improve something to have a higher value.<sup>21</sup>

A development strategy is a business strategy that involves many parties and requires support from top management. The goal is to make the company more effective and prosperous by using various approaches and incorporating an understanding of human behaviour. This strategy also aims to unite personal desires with advancing company goals, ultimately improving organisational performance. Specifically, it is the process of making planned changes throughout the system within a predetermined time, in line with the company's objectives. In general, implementing development strategies is quite effective in overcoming the problems faced in achieving the company's goals.<sup>22</sup>

### Triple Bottom Line

Today's business world focuses not only on profits (economic aspects). Based on various studies, a new view has emerged that companies should pursue profits and pay attention to other important elements for business continuity. Thus, a new theory called the triple bottom line (TBL) emerged, which was first introduced by Elkington in 1997. In his book *Cannibals with Forks*, Elkington describes TBL as three essential things: economic well-being, environmental quality, and social justice. Elkington stated that in addition to pursuing profits, companies must also pay attention to the welfare of people and participate in preserving the environment (planet).<sup>23</sup> Triple bottom line (TBL) is a concept that has existed and developed for a long time in Europe. TBL is very important to keep the company running. So, it can be said that TBL is the main thing that needs to be considered in a company. This concept is a measure that not only looks at the economic dimension but also pays attention to the emerging social and environmental aspects. TBL consists of three main pillars: profit, planet, and people.<sup>24</sup> Wibisono (2007) explained the relationship between

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<sup>21</sup> Fitriana, A. N., Noor, I., Hayat, A., Publik, J. A., Administration, F. I., & Brawijaya, U. (n.d.). Development Of Creative Industry In Batu City (Study on Creative Industry of the Handicraft Sector in Batu City). *Journal of Public Administration (JAP)*, 2(2), 281–286.

<sup>22</sup> Sakinah & Yusrizal. (2023). Life Insurance Product Promotion Strategy at PT Prudential Syariah Binjai Branch. *Journal of Economics Review – Scientific Journal of Economics and Business*, 11(1), 1015–1020.

<sup>23</sup> Semara, N. N. A. and I. M. T. (2019). Implementation Of The Triple Bottom Line Concept In The Corporate Social Responsibility Program At The Alila Seminyak Hotel. *Journal of Comprehensive Accounting*, 6(1), 104–114. <https://doi.org/10.35446/akuntansikompertif.v6i1.1181>

<sup>24</sup> Astriani, & Majid, J. (2021). Green Accounting Accountability in the Perspective of Islamic Eco-Theology Vs Triple Bottom Line (Study on PT. Pasir Walannae, Bone Regency). *Journal of Economics, Management and Accounting*, 11(1), 21–36. <https://journal3.uin-alauddin.ac.id/index.php/assets/article/view/21407/11231>



the three elements of TBL. Profit is the income earned to keep the company running, people refer to the community that supports the company's continuity, and the planet is the environment that directly connects to the company.



Figure 1: Triple Bottom Line

### 1. Profit

People or the community are essential parties for the company, and the involvement of various parties in developing MSMES is necessary so that the business can run optimally. Therefore, the company needs to establish a good relationship with the community. Profit is the main goal in every industry. The company is trying to maximise profit by increasing productivity and saving production costs.

### 2. People

The second component of TBL is people. This relates to social welfare, employee welfare, community relations, and the company's positive impact on society. This can include fair employee policies, training and development programs, and involvement in social and charitable activities. The community is an essential party for the company; the participation of various parties in the development of MSMES is essential so that the business can run optimally.<sup>25</sup>

### 3. Planet

The third component of TBL is the planet or environment. This covers all aspects of a company's environmental impact, such as waste management, use of natural resources, and environmental protection efforts. To maintain environmental sustainability, business actors can reduce excessive use of natural resources by utilising effective and environmentally friendly technology.

(<https://www.pengadaan.web.id/2020/08/triple-bottom-line.html>).

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<sup>25</sup> Syahbudi, M. (2021). Indonesia's Creative Economy: Competitiveness Strategies of Creative Industry MSMEs Towards Going Global (A Research with the Pentahelix Model). CV Merdeka Kreasi Group.

### ***SWOT (Strengths, Weaknesses, Opportunities, Threats)***

The strategic planning method used is a SWOT analysis that aims to assess the strengths, weaknesses, opportunities, and threats contained in a project or business venture and evaluate products, both the company's own products and competitor products. When conducting an analysis, the first step is determining the business objectives or choosing what to analyse. While opportunities and dangers are external, strengths and weaknesses are internal. This research can substantially assist in decision-making regarding the company's vision, goals, and objectives. As a result, SWOT analysis can be used as a different and efficient method to evaluate the elements that affect the business when making decisions about strategy.<sup>26</sup>

#### *a. IFAS and EFAS Matrix*

Before conducting a SWOT analysis, classify and analyse internal factors (business strengths and weaknesses). The IFAS matrix shows the internal condition of the company, which includes strengths and weaknesses, and is calculated based on valuation and weighting. This is a procedure to analyse internal factors (IFAS Internal Factor Analysis Summary) carried out with the steps below: Before conducting a SWOT analysis, classify and analyse internal factors (business strengths and weaknesses). The IFAS matrix shows the internal condition of the company, which includes strengths and weaknesses, and is calculated based on valuation and weighting. This is a procedure to analyse internal factors (IFAS = Internal Factor Analysis Summary) carried out with the steps below:

1. Arrange the strengths and weaknesses of the factors.
2. Give a weight between 1.00 and 0.00 (from most important to least important), based on the extent of the impact of the factor.
3. Give a rating on a scale of 4-1 for strength (a value of 4 is given for the greatest strength and a value of 1 for the smallest).
4. Give a rating on a scale of 1-4 for weaknesses (a value of 1 is given for the most significant weakness and a score of 4 for the smallest).
5. Multiply the weight by the rating to get the value on each factor.
6. Summing the values of each factor to obtain the total value of the external strategy factors.

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<sup>26</sup> Latifah, E., Auliyah, L., Al-Busthomi, Y., & Azizah, L. (2022). SWOT Analysis in Developing Business Units in Sharia Cooperatives. *JISEF : Journal Of International Sharia Economics And Financial*, 1(02), 75–91. <https://doi.org/10.62668/jisef.v1i02.340>

**Table 2. IFAS**

<b>Internal Strategy Factors</b>	<b>Weight</b>	<b>Rating</b>	<b>Score x Value</b>
<b><i>Strenght (S)</i></b>	Professional Judgement	Professional Judgement	The sum of the multiplication of the weights by the values of each factor of strength
Factors that are strengths			
Sum	Sum strength weight	Sum of strength values	Sum weight X strength value
<b><i>Weakness (W)</i></b>	Professional Judgement	Professional Judgement	The sum of the multiplication of the weights by the values for each factor of weakness
Factors that are weaknesses			
Sum	Sum weakness weight	Sum of weakness values	Sum weight X weakness value

Source: Rangkuti, 2009

The EFAS matrix is used to assess how much external factors influence a company. This matrix describes the external conditions of the company, which includes opportunities and threats, and is calculated based on weighting and ratings. The procedure for analyzing these factors is as follows (Rangkuti, 2002)

1. Arrange the factors that are opportunities and threats.
2. Assign a weight from 1.00 to 0.00 (from very important to unimportant) depending on how much impact external factors have.
3. Provide a rating on a scale of 4-1 for opportunities (a score of 4 is given for significant opportunities).
4. Provide a rating on a scale of 1-4 for threats (a value of 1 is given for large threats).
5. Multiply the weight by the rating to obtain a value on each factor.
6. Summing the value of each factor to get the total value of the external strategy factor. This value reflects how the company responds to external factors and can be used as a comparison with other similar companies

**Table 3. EFAS**

<b>Internal Strategy</b>	<b>Weight</b>	<b>Rating</b>	<b>Score</b>
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Factors			
<b>Opportunity (O)</b>	Professional Judgement	Professional Judgement	The sum of the multiplication of the weights by the values of each factor of opportunity
Factors that are opportunity			
Sum	Sum opportunity weight	Sum of opportunity values	Sum weight X opportunity value
<b>Threat (T)</b>	Professional Judgement	Professional Judgement	The sum of the multiplication of the weights by the values of each factor of threat
Factors that are threat			
Sum	Sum threat weight	Sum of threat values	Sum weight X threat value

Source: Rangkuti, 2009

b. *SWOT Matrix*

Dhika Amalia Kurniawan (2019) stated that by integrating the four components studied, the SWOT analysis matrix produces four strategic elements. The four elements consist of SO, WO, ST, and WT. First, in order to be competitive, companies can use the Strength-Opportunity (SO) approach to leverage their internal strengths and take advantage of existing opportunities. Second, Weakness-Opportunity (WO) is a tactic that takes advantage of opportunities to minimize weaknesses. Third, Strength-Threats (ST) is a strategy that maximizes the company's strength while minimizing external threats. Fourth, Weakness-Threats (WT) is a defensive tactic that involves minimizing external threats and minimizing weaknesses.<sup>27</sup>

**Table 4. SWOT Matrix**

Internal External	<i>Strength (S)</i>	<i>Weaknesses (W)</i>
	<i>Strategy SO :</i>	<i>Strategy WO :</i>
<b>Opportunity (O)</b>	Develop a strategy to leverage strengths (S) to take advantage of	Develop a strategy to take advantage of opportunities (O) to overcome existing

<sup>27</sup> Qanita, A. (2020). Strategy Analysis Using SWOT and QSPM (Quantitative Strategic Planning Matrix) Methods: A Case Study on D'Gruz Caffè in Bluto Sumenep District. *Commitment: Scientific Journal of Management*, 1(2), 11–24. <https://doi.org/10.15575/jim.v1i2.10309>

	opportunities (O)	weaknesses (W)
<b>Threats (T)</b>	<b>Strategy ST :</b>	<b>Strategy WT :</b>
	Develop a strategy to utilize strengths (S) to avoid threats (T)	Develop a strategy to reduce weaknesses (W) and avoid threats (T)

Source: Rangkuti, 2009

### ***Business Sustainability in the Islamic Economic Review***

Sustainability has a close relationship with Islamic economics, where principles such as justice, social responsibility, and environmental protection in the business world are in accordance with sharia values that focus on community welfare and wise management of natural resources. According to Chapra quoted in (Syahbudi, 2018) a positive and normative approach should not ensnare the Islamic economy. Because these two methods complement each other, not contradict each other.<sup>28</sup>

Islamic economics is also very beneficial for the welfare of MSME actors. According to Umer Chapra, if these two fundamental elements can be guaranteed to exist in everyone's life, then the harmony of society and individual welfare that has been the standard of Islamic economics can be realized. MSME activities in this sustainable business are also required to use sharia management principles so that actors do not only focus on profits but also on the benefits of consumers as well.<sup>29</sup> Every action taken by an individual in carrying out an activity is based on the principle of monotheism, as explained by Muhammad Syahbudi in his book "Islamic Economic Research Methodology" which states that sharia management is behavior based on the ideals of faith and monotheism.<sup>30</sup>

## **RESEARCH METHOD**

### ***Research Design***

This study uses a qualitative descriptive approach. This method was chosen because it is suitable for describing in depth the conditions that occur in the field based on direct observation, as well as for understanding the

<sup>28</sup> Syahbudi, M. (2018). Macroeconomics Islamic Perspective. Sharia Perspective Macroeconomic Training, 236.

<sup>29</sup> Aqwa Naser Daulay, Muhammad Syahbudi, F. A. L. M. Y. (2019). Islamic Macroeconomics. In FEBI UIN-SU Press. FEBI UIN-SU Press.

<sup>30</sup> Syahbudi, M. (2021). Indonesia's Creative Economy: Competitiveness Strategies of Creative Industry MSMEs Towards Going Global (A Research with the Pentahelix Model). CV Merdeka Kreasi Group.

phenomenon being studied holistically and contextually. The qualitative research aims to obtain objective, reliable, and accurate information about the business activities of palm oil sweeping SMEs in Pulau Rakyat Tua Village, Asahan Regency (Aida Ulviani Nst & Isnaini Harahap, 2023).

### ***Data and Data Collection Techniques***

The data sources in this study consist of primary and secondary data. In this regard, primary data was obtained through in-depth interviews, direct observation at the business site, and documentation of business activities. The subjects in the primary data collection consisted of five informants, namely: palm broom business owners, business workers, business treasurers and two product buyers. Secondary data were obtained from various relevant literature sources, such as books, scientific journals, online articles, and documents that support this research.

### ***Research Instruments***

The main instrument in this qualitative research is the researcher himself (human instrument), assisted by interview guides, questionnaires, and documentation tools such as cameras or voice recorders. The interview guide is prepared based on the aspects to be studied, such as the production process, marketing, business management, and social and environmental aspects of SME activities.

### ***Data Analysis Techniques***

The data obtained was analyzed using the SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis method, which was then combined with the concept of Triple Bottom Line (TBL). SWOT analysis is used to identify and evaluate strengths, weaknesses, opportunities, and threats in palm oil broom efforts. The Triple Bottom Line (TBL) concept is applied to evaluate business sustainability by integrating three main aspects, namely:

- a. The economic aspect (profit) consists of business efficiency, revenue, and competitiveness
- b. The social aspect (people) includes the social impact on workers and the surrounding community
- c. Environmental (planetary) aspects include the use of raw materials and their impact on the environment.

## **RESULT AND DISCUSSION**

### **RESULT**

The business sustainability strategy in the palm broom handicraft



business uses a SWOT (Strength, Weakness, Opportunity, Threats) analysis approach by combining the TBL (Triple Bottom Line) concept, which is obtained through interviews and questionnaires to business owners, workers, business treasurers, and two buyers.

### ***Strength, Weakness, Opportunity, Threats (SWOT) Analysis***

The data processing process in this study is carried out using the SWOT method in the following steps (Rangkuti, 2017):

1. We identified the factors that represent the strategy for IFA (internal strategy for factor analysis) including strengths and weaknesses.
2. Weights for each factor with values ranging from 0.0 (not important) to 1.0 (very important).
3. Specification of evaluation of each factor on a scale from 1 (less) to 4 (excellent) based on the influence of these factors on the company's condition.
4. Evaluate the weight and get the weight value. The result is a score for each factor.
5. Add a weight value to maintain the total weight of the company. This explains how the company responds to existing internal factors.
6. Do the same in an EFAS (External Factors Analysis Strategy) analysis to assess the company's opportunities and threat factors.

#### ***a. Internal Factors***

In mapping or determining the position of existence the micro business of palm oil broom run by Mr. Sabaruddin on the SWOT cartesian diagram, the strengths and weaknesses of the business can be known through internal analysis, which involves the creation of an Internal Strategic Factor Analysis Summary Matrix (IFAS). The following are the results of the preparation of the IFAS matrix shown in table 5 below.

Table 5. IFAS Matrix

No	Strength	Internal Factors					sum	weight	Rating	Score
		R 1	R 2	R 3	R 4	R 5				
1	People: Have good and responsive	4	4	4	2	3	17	0,173469	4	0,693878

	service to buyers/cons umers and workers and establish good social interaction between business owners and the local community									
2	Planet: waste management and relatively high environment al awareness in the palm broom handicraft business	3	2	3	2	1	11	0,112245	2	0,22449
3	Profit: The product has good quality materials and affordable prices so that the demand is high	4	4	4	3	2	17	0,173469	4	0,693878
<b>Strength Sum</b>							<b>45</b>			<b>1,612245</b>

Source: Questionnaire results and data processed (2024)

Internal Factors										
No	Weakness	R 1	R 2	R 3	R 4	R 5	Sum	weight	Rating	Score

1	People: Lack of cooperation with local governments regarding skills and access to capital	4	3	4	3	4	18	0,183673	3	0,55102
2	Planet: Still using traditional/non-industrial equipment in producing palm oil brooms so that it is limited in waste management	4	4	4	3	4	19	0,193878	4	0,77551
3	Profit: lack of capital and labor resulting in a small production volume which will also have an impact on small profits	3	4	3	4	2	16	0,163265	3	0,489796
<b>Weakness Sum</b>							<b>53</b>			<b>1,816327</b>
<b>Sum S+W</b>							<b>98</b>	<b>1</b>		<b>3,428571</b>

Source: Questionnaire results and data processed (2024)

The calculation results in Table 5 using the IFAS matrix show that the internal factor, namely the strength factor, has a total score of 1.612245. Then, for the weakness factor, it has a total score of 1.816327. The overall IFAS or S+W score is 3.428571.

#### **b. External Factors**

The External Strategic Factor Analysis Summary Matrix (EFAS) is a method that can identify external variables to see how big the opportunities and threats Mr. Sabaruddin's micro palm oil business will face in the future. The

results of the preparation of the IFAS matrix are shown in Table 6 below.

**Table 6. EFAS Matrix**

No	Opportunities	External Factors					Sum	Weight	Rating	Score
		R 1	R 2	R 3	R 4	R 5				
1	People: Palm brooms are needed and in demand by the community	3	4	3	4	4	18	0,18182	4	0,727273
2	Planet: Increasingly sophisticated technological developments to effectively and efficiently manage palm broom waste	4	3	4	3	2	16	0,16162	4	0,646465
3	Profit: Provides significant profits	4	4	4	3	4	19	0,19192	3	0,575758
<b>Opportunities</b>							<b>53</b>			<b>1,949495</b>

Source: Questionnaire results and data processed (2024)

No	Threats	External Factors					Sum	Weight	Rating	Score
		R 1	R 2	R 3	R 4	R 5				
1	People: The competition for quality and brands of palm brooms is getting tighter.	3	4	3	3	3	16	0,16162	3	0,484848
2	Planet: Climate change and unexpected natural disasters that cause limited natural resources,	4	3	4	4	1	16	0,16162	4	0,646465

	especially palm raw materials									
3	Profit: economic instability that can affect the purchasing power of consumers against palm brooms, which will have an impact on product profits, will be small	4	4	3	1	2	14	0,14141	2	0,282828
<b>Threats Sum</b>							<b>46</b>			<b>1,414141</b>
<b>Sum O+T</b>							<b>99</b>	<b>1</b>		<b>3,363636</b>

Source: Questionnaire results and data processed (2024)

In Table 6, the data can prove that external factors, namely opportunity factors and threat factors, obtained a total score of 1.949495 and 1.414141. So it was received that the total score of the EFAS or O+T factor was 3.363636.

### DISCUSSION

#### SWOT Strategy Formulation

SWOT analysis in tables 5 and 6, a strategy can be formulated to develop micro-craft businesses in palm oil brooms run by Mr. Sabaruddin. The strategy formulation contained in the SWOT matrix is made by combining the factors of strengths and opportunities (SO), weaknesses and opportunities (WO), strengths and threats (ST), and weaknesses and threats (WT).

The research results show that strategies for craft micro businesses are formulated in Table 7.

Table 7. SWOT Matrix

IFAS	Strength	Weakness
	People: Have good and responsive service to buyers/consumers and workers, and good social interaction between business owners	People: Lack of cooperation with local governments regarding establish workforce skills

EFAS	and the local community		
	Planet: management relatively environmental awareness in the craft business of palm brooms	Waste and high producing handicrafts on palm brooms, so that it is limited in waste management	Planet: Still using traditional/non-industrial equipment in producing handicrafts on palm brooms, so that it is limited in waste management
	Profit: The product has good quality materials and affordable prices, so the demand is high	Profit: Lack of capital and labor resulting in a small production volume, which will also have an impact on small profits	
<b>Opportunities</b>		<b>Strategy S-O</b>	<b>Strategy W-O</b>
People: Creating unique and durable craft products		Strategy SO : Strategies involve utilizing their strengths to optimize available opportunities.	1. Expand cooperation with local institutions or governments to obtain additional sources of capital so that production volume will increase and significant profits will be provided (W3, O3).
Planet: The development of increasingly sophisticated technology to manage craft waste effectively and efficiently			2. Using more advanced technology so that the production and waste management process can be carried out more effectively and efficiently. (W2, O2).
Profit: Provides significant profits.			3. Improving the training or skills of the workforce so that they can create unique and durable craft products (W1, O2).
<b>Threats</b>		<b>Strategy S-T</b>	<b>Strategy W-T</b>
People: The competition		Strategy ST :	Strategy WT :



for quality and brands of Strategy by utilizing palm oil brooms is getting strengths to avoid threats tighter. Strategy involves reducing weaknesses and avoiding threats.

Planet: Climate change and unexpected natural disasters that cause limited natural resources, especially palm raw materials

Profit: economic instability that can affect the purchasing power of consumers against palm brooms, which will impact small product profits.

Source: Questionnaire results and data processed (2024)

## 1. Business Development Strategy Priorities

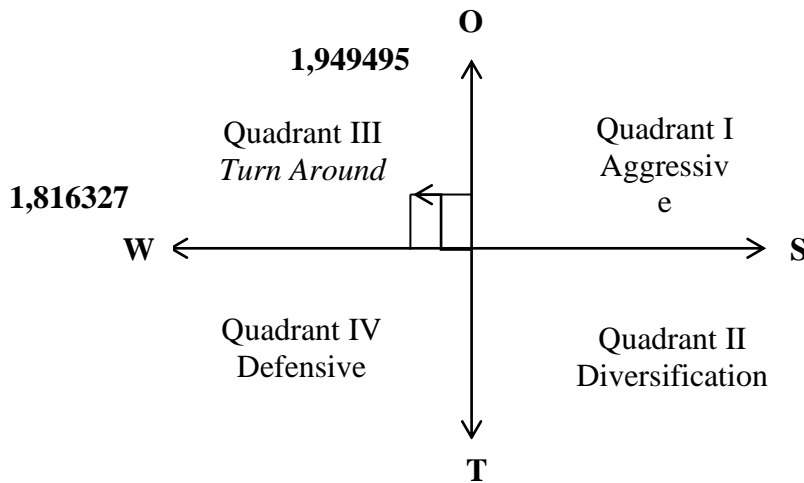
The strategy that can be prioritized to be applied to micro craft businesses on Mr. Sabaruddin's palm broom is determined by combining the scores in the IFAS and EFAS tables. Here are the results of the priority strategy.

IFAS \ IFAS	<i>Strengths (S)</i>	<i>Weakness (W)</i>
<i>Opportunities (O)</i>	STRATEGY S-O	STRATEGY W-O
	$1,612245 + 1,949495 = 3,56174$	$1,816327 + 1,949495 = 3,765822$
<i>Threats (T)</i>	STRATEGY S-T	STRATEGY W-T
	$1,612245 + 1,414141 = 3,026386$	$1,816327 + 1,414141 = 3,230468$

Source: Questionnaire results and data processed (2024)

## 2. Cartesian SWOT Diagram

Identification of all existing internal and external factors obtained the results that the conditions faced by micro craft businesses on Mr. Sabaruddin's palm broom are illustrated in the SWOT matrix cartesian diagram as follows:



**Figure 2. SWOT Matrix Cartesian Diagram**

Based on the SWOT matrix cartesian diagram above, it proves that the development strategy that can be carried out in the craft business on Mr. Sabaruddin's palm broom is to use the Weakness and Opportunities (W-O) strategy with a total score of 1.816327 and 1.949495, respectively. This is by the position of the craft business on Mr. Sabaruddin's palm broom, which is in the position in quadrant III, showing the Turn Around strategy in the SWOT matrix cartesian diagram. The turnaround strategy is a strategy that focuses on the WO (Weaknesses-opportunities) strategy, which aims to minimise/reduce weaknesses by taking advantage of opportunities.<sup>31</sup> So, the results showed that the right strategies to be used in increasing the production volume of palm broom handicrafts in the research include:

1. Expand cooperation with local institutions or governments to obtain additional sources of capital, increasing production volume and providing significant profits.
2. Utilising more modern technology so that the production and waste management process can be carried out effectively and efficiently.
3. Improving the training or skills of the workforce so that they can create unique and durable craft products.

<sup>31</sup> Budihardjo, K., & Fahmi, M. W. (2020). Strategy To Increase Robusta Coffee Production (Coffea L.) In Pentingsari Village, Cangkringan District, Sleman Regency, Special Region Of Yogyakarta. *Agroinfo Galuh : Student Scientific Journal*, 7, p. 373-379 <https://jurnal.unigal.ac.id/agroinfoGaluh/article/view/3338/3095>

The research conducted by Mhd Harry Pranata & Syahbudi, M. (2024) entitled “Development of Sustainable Business Models in Community-Based MSMEs in Medan City Economic Review” in the SWOT analysis, it was found that the Strength (S) score was 1.787 and the Threat (T) score was 1.762. One way to find competitiveness in each strength is to use a competitive strategy 1) Increasing collaboration between MSMEs with Government institutions and academics so that it can increase the competitiveness of MSMEs, 2) Increasing product innovation based on environmentally friendly and local wisdom, 3) Increasing capital sources from CSR Institutions or BUMN in supporting MSMEs so that MSME products and prices remain affordable even though the economic conditions are unstable.

### **Sustainability of Craft Handicraft Business in Mekar Sari Village, Asahan Regency, Islamic Economy Review**

A company that makes a valuable, long-term contribution is said to be sustainable. Besides focusing on environmentally friendly concepts, this business strives for maximum profit. Three main pillars form the basis of sustainable business: people, profit, and planet.<sup>32</sup> Sustainable business is very much related to environmental issues. Businesses will not run smoothly without a healthy and supportive environment. Therefore, companies need to protect the environment so their business can continue running. The concept of sustainable business encourages companies to take steps that ensure the business stays afloat. One way to do this is to use a better system or more environmentally friendly technology. By using new technology or more environmentally friendly systems, the negative impact on the environment can be reduced, so that the environment is maintained.<sup>33</sup> Based on the perspective of Islamic economics, the triple bottom line (TBL) can create a fair business model that focuses not only on profits but also on the good of the environment, as explained in Surah Al-Qashash verse 77.

Allah SWT said:

وَأَتَّبِعْ فِي مَآءِثِكَ أَلَّهَ الدَّارَ الْآخِرَةَ وَلَا تَنْسَ نَصِيبَكَ مِنَ الدُّنْيَا وَأَحْسِنَ كَمَا أَلَّهَ إِلَيْكَ وَلَا تَبْغِ  
الْفُسَادَ فِي الْأَرْضِ إِنَّ أَلَّهَ لَا يُحِبُّ الْمُفْسِدِينَ

The tafsir of Al-Muyassar explains that we are encouraged to seek rewards in the hereafter by using the treasures that Allah gives us to do well and

<sup>32</sup> Anisa, D. (2014). Sustainable Business Model In The Modern Era: The Study Of Sharia Economic Law. *Jurisprudentia: Journal of Economic Law*, 10(2), 375–389.

<sup>33</sup> Abdillah Ulil Albab, Shinta Nuria Salsabila, & Moch. Isa Anshori. (2023). Sustainable Business Exelance. *Journal of Scientific and Student Work*, 1(4), 113–130. <https://doi.org/10.54066/jikma.v1i4.482>

obey Him in this world. However, don't forget your part in enjoying the world's life in a halal and natural way, without overdoing it. In addition, we are also advised to do well to others by giving alms, like Allah, who has given us a lot of goodness. Do not seek ways that are forbidden by Allah, such as destroying the earth or hurting others. God does not like corrupt people and will reward them for their evil deeds."

This verse emphasizes the balance between earthly life and the hereafter. In the business context, seeking profit is legitimate, but it must be done in ways that do not harm others, protect the environment, and remain based on justice.

The sustainability of the craft business in palm oil brooms is crucial because this business model considers the social and environmental impacts of its operations in addition to profits. Islamic economic principles that priorities social justice, fair distribution of wealth, and community empowerment align with this strategy to create a balance between financial benefits, social welfare, and environmental conservation<sup>34</sup>.

## CONCLUSION

This study makes an essential contribution to the development of science in sustainable entrepreneurship, especially in the context of micro-businesses based on crafts in rural areas. The craft business in Mekar Sari Village has excellent potential to develop within the sustainability framework. Business sustainability is crucial because this business model considers the social and environmental impacts of its operations in addition to profits. Islamic economic principles that prioritise social justice, fair distribution of wealth, and community empowerment are in line with this strategy so that it can create a balance between financial benefits, social welfare, and environmental conservation, with the Triple Bottom Line (TBL) or 3P (People, Planet, Profit) paradigm, SWOT (Strength, Weakness, Opportunities, Treaths) techniques as a framework to understand sustainability in business. This can attract more traders or customers who care about social and environmental issues, thus opening up new market opportunities.

Based on the total IFAS (Internal Factor Analysis Summary) score of 3.428571 and EFAS (External Factor Analysis Summary) score of 3.363636, it shows that the development strategy in this study is in quadrant III, namely the turnaround strategy, where this strategy can minimise weaknesses by taking advantage of existing opportunities. This turnaround strategy can be integrated

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<sup>34</sup> Anisa, D. (2014). Sustainable Business Model In The Modern Era: The Study Of Sharia Economic Law. *Jurisprudencia: Journal of Economic Law*, 10(2), 375–389.

with Islamic economics, focusing on justice, social responsibility, sustainability, and community empowerment. Thus, this craft business can develop in terms of profits and make a positive contribution to the community and the surrounding environment, which ultimately increases market attractiveness and supports long-term business sustainability.

The appropriate strategies used in business sustainability and increasing the production volume of palm oil broom in this study, based on the WO (Weaknesses-Opportunities) strategy, are: 1) Expand cooperation with local institutions or governments to obtain additional sources of capital, so that it will increase production volume and provide significant profits. 2) Utilising more modern technology so that the production and waste management process can be carried out effectively and efficiently. 3) Improving the training or skills of the workforce so that they can create unique and durable craft products.■

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