



## Digitalpreneur: Realizing Santripreneur's Competence in an Independent and Sustainable Economy

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### ARTICLE INFO

#### Article History:

Received: 2025-08-27

Revised: 2025-12-15

Accepted: 2025-12-15

#### Keywords:

Digitalpreneur

Pesantren

Economic

Independent

Economic

Sustainable

Santripreneur.

#### Paper Type:

Research Paper

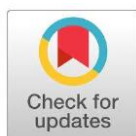
### ABSTRACT

**Purpose:** This study aims to investigate the existence of santri competence in entrepreneurship at Pesantren, or to describe how santris can compete in the creative economy and make optimal use of digital potential in Pesantren through digital entrepreneurship as a solution to overcome the challenges of the digital technology era. This research focuses on the challenges facing Pesantrens in the era of the Industrial Revolution 5.0, including adapting to digital technology amid rapid social and economic changes, so that Pesantrens can develop creative economy models to support financial independence and sustainability.

**Design/Method/Approach:** The research method used is qualitative. This research obtained data from interviews, observations, and documentation activities sourced from ustadz and santri of Pesantren Cahaya Langit Digital. The data were analyzed descriptively with a grounded theory approach.

**Findings:** Cahaya Langit Digital Pesantren is a pesantren that provides free education for the community. The santris have the competencies of tahfidz, digitalpreneur, and madin (teachers in Qur'an Education for children) around the Pesantren. The competence of santris as digitalpreneurs is a form of success in achieving economic independence.

**Originality/Values:** The social and economic challenges of Pesantrens in the industrial revolution 5.0 include adaptation to technological changes, the development of santris' digital skills, and creative resource management through programs that provide digital skills to santris and can compete in society, so that santris and Pesantrens can be economically independent, which can provide a sustainable economic impact for the community.



## INTRODUCTION

Generation Z was born with rapid technological advancements, so they are considered to have a low level of happiness and are prone to mental health disorders. It is undeniable that social media helps Gen Z live their lives.<sup>1</sup> However, to make it an effective platform, users must be careful while using it. There are two sides to the actual presence of this social media.<sup>2</sup> In other words, it can have a positive impact if used wisely, or it can have an adverse effect if it is wrong, which is a negative stereotypical phenomenon for Gen Z, which is a big problem for the exploration of Gen Z's identity, Gen Z who are currently intimately acquainted with technology can be channeled into a more positive activity such as the potential for business with a digital system, seeing the great potential of the gen Z as santri as Santri to be part of the digitalpreneur santris, Sandiaga designed the 2024 Indonesian Digitalpreneur Santri activity at one of the largest Pesantrens in Indonesia. According to the 2023 Global Muslim Travel Index, Indonesia ranks first as the world's best halal tourist destination, especially in the current era of tourism and the creative economy.<sup>3</sup> In addition, KH. Ma'ruf Amin, former Vice President, stated that digital innovation is needed to realize the creative economy.<sup>4</sup> The production, distribution, and consumption of creative content occur through various digital platforms. This is a challenge and an opportunity that every Indonesian, including santris, can take advantage of to achieve shared prosperity. The three creative opportunities available to santris who attend, whether online or offline, were mentioned by the former President. *First*, the United Nations (United Nations) report states that any country can develop the creative industry, but it is not optimal in many developing countries. *Second*, the creative industry remains a promising sector amid significant economic challenges, including rising prices, pandemics, climate change, and other geopolitical crises. *Third*, the creative industry has demonstrated the ability to promote sustainable development and to emphasize

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<sup>1</sup> "Pesantren yang Ramah Gen-Z," LP Maarif NU Jateng, March 21, 2023, <https://maarifnujateng.or.id/2023/03/pesantren-yang-ramah-gen-z/>.

<sup>2</sup> Darun Najah, "Gen Z Di Pesantren: Bagaimana Memadukan Tradisi Dan Modernitas Dalam Pendidikan Islam?," Pondok Pesantren Darunnajah, June 30, 2024, <https://darunnajah.com/gen-z-di-pesantren-bagaimana-memadukan-tradisi-dan-modernitas-dalam-pendidikan-islam/>.

<sup>3</sup> Ngungrum Qurani Isdarmadji, "Sandiaga Uno Dorong Santri Jadi Digitalpreneur Berdaya Saing di Era Digital," Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi, July 29, 2024, <https://www.menpan.go.id/site/berita-terkini/berita-daerah/sandiaga-uno-dorong-santri-jadi-digitalpreneur-berdaya-saing-di-era-digital>.

<sup>4</sup> Baznas, "BAZNAS dan Wapres RI KH Maruf Amin Luncurkan Program 5.000 Santripreneur Sekaligus Resmikan Gedung BAZNAS," 2022, <https://www.baznas.go.id/>.

<sup>5</sup> Baznas, "BAZNAS dan Wapres RI KH Maruf Amin Luncurkan Program 5.000 Santripreneur Sekaligus Resmikan Gedung BAZNAS."

the importance of equipping santri with digital technology knowledge and expertise to carry out da'wah and economic activities digitally.

Pesantren, as religious institutions engaged in education and in developing and disseminating Islamic religious knowledge, play a role as centers for spiritual leaders. In addition to producing proficient santris to build a cadre of scholars with good morals, they are also equipped with science and technology and explore the various professional skills needed to address future needs and challenges.<sup>6</sup> Pesantrens also have the responsibility to develop independence and empower santris in multiple fields, including the economic field. The economy is one side of life that will continue to struggle with human life.<sup>7</sup>

Pesantrens that are not only engaged in the religious field but also play an essential role in producing Muslim entrepreneurs, namely the Digital Cahaya Langit Pesantren. This pesantren is one of the Pesantrens that is concerned about the capabilities of digitalpreneur santris. With the principle of “*Life Only Once Life Is Meaningful*,” which was founded by 2 Muslim entrepreneurs in Ponorogo, becoming one of the Pesantrens that has the forerunner of santri independence, this is motivated by the fact that the majority of santris are poor people who are accompanied in religious education and business competence. This Pesantren is located on the outskirts of Ponorogo city centre. This Pesantren is trying to combine the Religious Education with Entrepreneurship Education. This uniqueness makes the basis of interest in conducting research. How the role of business competencies is executed at the digital Cahaya Langit Pesantren can make santris economically independent and enable them to stabilize their finances, thereby revealing who has an impact on the digital entrepreneurship carried out by the santris.

## RESEARCH METHOD

### Research Design

This study uses a qualitative method drawing on both primary and secondary data. In qualitative research models with a grounded theory approach, researchers elaborate on phenomena in depth by analyzing coded and

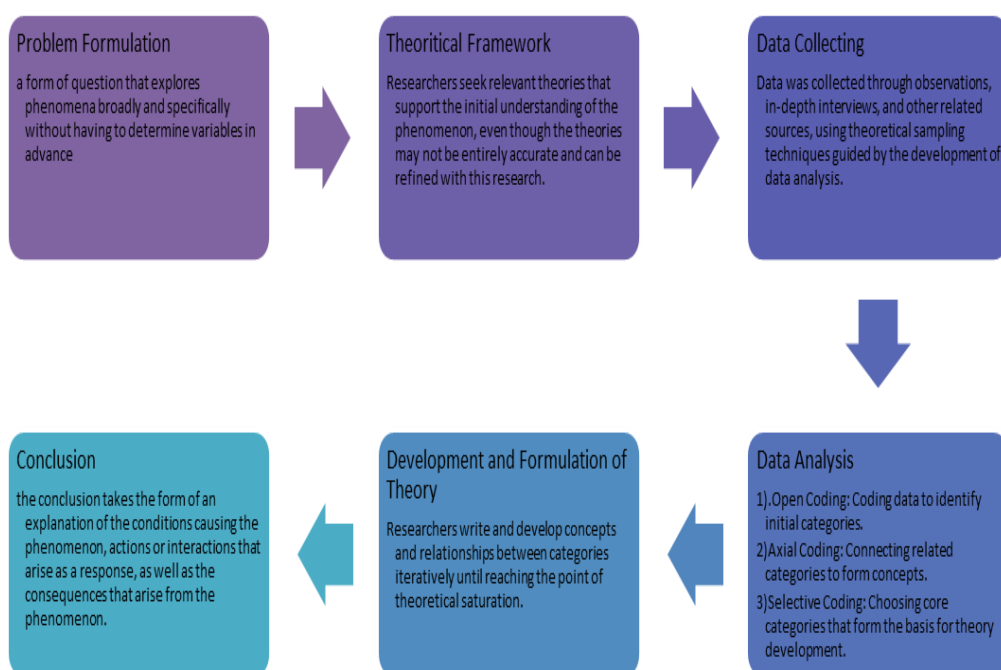
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<sup>6</sup> Auline Oktaria et al., “Peran Pesantren Dalam Era Digital,” *Scaffolding: Jurnal Pendidikan Islam Dan Multikulturalisme* 4, no. 3 (2022): 3, <https://doi.org/10.37680/scaffolding.v4i3.2108>.

<sup>7</sup> Filda Angellia dan Boy Firmansyah, “Analisis Pengembangan Strategi Umkm Berbasis Digital Untuk Membangun Mental Technopreneur | JATISI (Jurnal Teknik Informatika Dan Sistem Informasi),” 17 Maret 2022, <https://jurnal.mdp.ac.id/index.php/jatisi/article/view/1466>; Isdarmadji, “Sandiaga Uno Dorong Santri Jadi Digitalpreneur Berdaya Saing di Era Digital.”

categorized data to find relationships between categories and existing patterns. The ultimate goal is to produce a comprehensive descriptive theory that maps the conditions, actions/interactions, and consequences of the phenomenon.<sup>8</sup>The qualitative method was chosen in this study to provide detailed, in-depth information about the entrepreneurship practiced at Pesantren Cahaya Langit Digital. This pesantren was chosen because the focus of the santripreneur developed is digital entrepreneurship, which is currently still rarely developed by salaf or traditional pesantren. In addition, the majority of santris come from low-income families, which makes the development of an entrepreneurial spirit possible because of their firm determination to improve their self-competence. According to Marshall, research with a Grand theory approach involves several stages: problem formulation, data collection, and conclusion. This is shown in Figure 1 below.<sup>9</sup>

**Figure 1.** Marshall for Grand theory

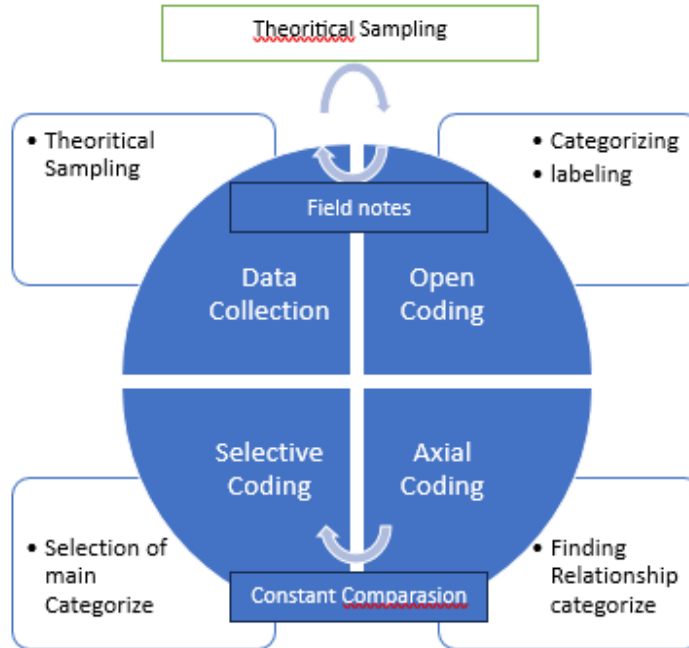


<sup>8</sup> Agus Arwani, *Grand Theory: Esensi Ilmu Sosial Dan Ekonomi* (Eureka Media Aksara, 2024).

<sup>9</sup> T. Marshall Egan, *Grounded Theory Research and Theory Building* (SAGE Publications, Inc, 2002).

Simply put, Kesa and Sainuddin (2020) describe four steps for conducting research with a grand theory approach, namely:<sup>10</sup>

**Figure 2.** The Operation of Grounded Theory Research



### Data Collection Procedures

The research source of this study is sourced from primary and secondary data. Primary sources were collected through interviews with ustadz and santris from the Cahaya Langit Digital pesantren, which were disseminated through Google Form. At the same time, observations were conducted by examining santrian activities on social media, SEO, and e-commerce (Shopee) accounts of pesantren and santris, and documentation from the Cahaya Langit Digital Pesantren, while secondary data sources were collected from previous supporting research and references from digital news, supporting websites, and others.

### Data Analysis Approach

Data analysis techniques are carried out through triangulation,<sup>11</sup> and digitalpreneur extensions in Pesantrens. The data obtained through interviews,

<sup>10</sup> Imran Kaldjubi Kesa and Ibnu Hajar Sainuddin, "Pengoperasian Penelitian Grounded Theory," *As-Shaffi: Jurnal Manajemen dan Dakwah* 1, no. 1 (2020): 14–23.

<sup>11</sup> Uwe Flick, *An Introduction to Qualitative Research* (SAGE, 2009).

observations and documentation are then scripted in several stages, especially (1) the data is compiled, which includes the classification of the information obtained, (2) the recording and re-reading thoroughly, requiring both a follow-up review of all information, marginal annotation of records, and an exploration code, (4) categorizing the data, this is done by classifying codes and themes, (3) describe the data through issues and themes, from the development of santri competencies, (5) analyze inductively, require a thorough explanation of digitalpreneur and (6) demonstrate core ideas and supporting data using discussions, tables, images, and narratives by developing existing theories or with a grounded theory approach.

## **RESULT AND DISCUSSION**

### **Development of Santripreneur at Pesantren Cahaya Langit Digital**

Pesantren Cahaya Langit Digital was established in August 2024, founded by Mr. Lambang Wijayanto and Ust. Fajrul Aryadi, an economist and Entrepreneur from Ponorogo, East Java. This Pesantren is located at Jl. Ki Ageng Selo No.31, Plampitan, Setono, Jenangan District, Ponorogo Regency, East Java 63413. This Pesantren also collaborates with the Ponorogo government on the “Ponorogo Berdaya” program and with the Baitul Maal (YBM) PLN Foundation.<sup>12</sup> Although this Islamic boarding school was founded by young Ponorogo economists who aimed for proper religious education, the learning system in this Islamic boarding school has elements common to Islamic boarding schools in general: a system of kyais, santri, ustadz, dormitories, and the study of religious books, as explained by Zamakhsyari Dhofier.<sup>13</sup> This Islamic boarding school is led by Muhammad Tholut, who serves as a kyai and oversees the Pesantren’s educational activities. The establishment of Pesantren Cahaya Langit Digital in Ponorogo aims to apply an academic concept that develops entrepreneurial skills in competent santri with an entrepreneurial spirit. The establishment of this pesantren stems from the background that Indonesia’s entrepreneurship index is low compared to surrounding countries and that young people primarily use digital media for entertainment. This encouraged the founder to develop an educational institution focused on producing successful entrepreneurs.

The establishment of this pesantren is to produce professionals and successful entrepreneurs. Pesantren Cahaya Digital combines religious education

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<sup>12</sup> Thalut, “System Pesantren Cahaya Langit Digital,” 2025.

<sup>13</sup> Zamakhsyari Dhofier, “The Pesantren Tradition: A Study of the Role of the Kyai in the Maintenance of the Traditional Ideology of Islam in Java” (Disertation, The Australian National University, 1976).

and entrepreneurship. In terms of management, this pesantren calls it “Cahaya langit Digital.” This is because the spiritual values taught in Pesantren, such as “Cahaya or Shine,” have become the primary foundation for daily life activities of the santri.<sup>14</sup> The primary focus of this Pesantren is to provide religious education and digital marketing training to young people from low-income backgrounds, equipping them with the competencies and skills needed amid rapid technological developments so they can be economically independent and sustainable. In today's digital era, expertise in digital marketing has become essential for many industries. However, many young people face obstacles, such as economic constraints and limited skills. Pondok Cahaya Langit Digital is here to help them maximize their potential in the digital field. The Cahaya Langit Digital Pesantren is a pesantren where most of its santri come from low-income families, so it does not charge tuition fees. This Pesantren can be a forerunner of goodness, developing into a larger, more useful boarding school. He hopes that this Pesantren will help change the lives of the santri from being zakat recipients (mustahiq) to zakat givers (muzaki), so that its existence is not only beneficial for them but also for the surrounding community.<sup>15</sup>

From the purpose and motivation behind the establishment of the Pesantren, the slogan was formulated: “Live only once, life is meaningful.” Pesantren Cahaya langit Digital is a non-formal educational institution. This pesantren is a legacy for the people of Ponorogo in producing Muslim entrepreneurs who can inspire and drive positive change in the digital business sector. The development of individual potential in the Cahaya Langit Digital Pesantren is expressed through a more holistic education, with a focus on developing potential in its entirety. The core of this pesantren is Tahfidz al Qur'an, Diniyah, and Digitalpreneurship (Digital marketing).<sup>16</sup> Through this education, santri not only gain knowledge about Religion and Education but also about digital business. Santri have also honed their entrepreneurial skills. The culture developed among the santri includes:

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<sup>14</sup> Thalut, “System Pesantren Cahaya Langit Digital,” 2025.

<sup>15</sup> Thalut, “System Pesantren Cahaya Langit Digital,” 2025.

<sup>16</sup> May Shinta Retnowati, “Observation on Implementation Digitalpreneur,” 2025.

**Table 1.** Santri's Culture Development

	Spiritual Culture	Social Empowerment Culture	Digital Literacy Culture
<b>The Activities</b>	1. Prayer 2. Murajaah Tahfidz	Teaching on Islamic Education at Madin	1. Classical Digital Competence by expertise 2. Live Shopee/ Practice
<b>Agenda</b>	1. Every day 2. After Subuh Prayer, Ashar Prayer, and Magrib Prayer	Every morning and Evening	1. Every morning 2. On schedule

Data processed by researchers

From the above culture, it is explained that 1). Spiritual Culture: Santris are disciplined in daily worship activities, including prayer five times, Reading the Quran, *dhiker*, and religious studies such as Safinatunnaja. In addition, santris are also improving their competence through tahfidz al-Qur'an and munaqasah tasmi' 10 juz. 2). Social Empowerment Culture: Pesantrens encourage santris to empower the community through madrasah diniyah (madin), santris make a living by teaching young children to recite the Qur'an and basic religious knowledge, 3). Digital Literacy Culture: santris are invited to actively read and follow the latest technological and business developments, guided directly by Ustadz, IT experts, and to apply them directly in e-commerce.

### **The Implementation of Digitalpreneur at Pesantren Cahaya Langit Digital**

Pesantren Cahaya Langit Digital is active in providing scientific insights into religion and motivating entrepreneurship among its santri. Ustadz Muhammad Tholut, as a kyai at the Cahaya Langit Digital Pesantren, explained that this pesantren is a santri activity, a forum for exploring religious and business activities being developed by santris. Looking at the background, the majority of santris come from families of duafa pesantren teachers who teach various business competencies to help santris compete in the community.<sup>17</sup> This is evident from the religious education activities of several santris who completed memorizing verses from the Qur'an. This can be measured through exams or munaqasah tasmi' 10 juz that can be exceeded by santris. In addition,

<sup>17</sup> Thalut, "System Pesantren Cahaya Langit Digital," 2025.



in business activities, the santris have also succeeded in having their own income. Some of them claim to earn 10 million rupiah in income from digital business. All santris involved in digitalpreneur activities receive guidance and training from experienced ustadz. They obtain digital entrepreneurship education and skills training in accordance with the field they are engaged in, such as social media, e-commerce, SEO, and graphic design. There is an interest in their field of Practice in digital entrepreneurship business.<sup>18</sup>

At the Cahaya Langit Digital Pesantren, santris are not tied to their income from the pesantren; they can be fully responsible for their business income. It is just that, usually, as a form of solemnity to the Pesantren and the *Kyai*, they set aside 30% of their income for the Pesantren. This is in accordance with the initial purpose of the formation of Pesantren Cahaya Langit Digital. Even though they are in business, their orientation is not solely profit; they are taught to be generous and care about their surroundings. The Cahaya Langit Digital Pesantren is one concrete form of the Digital Preneur Pesantren's transformation; this is evidenced by the preparation of santri competencies to compete in the world of work through the provision of Digital Preneur skills.<sup>19</sup> For example, every santri has a business digital account for various digital businesses, such as online sales and affiliate marketing. In online sales, they usually only promote other people's products that they receive as endorsements and/or enter the santris' product accounts. The Cahaya Langit Digital Pesantren continues to focus on religious education, while entrepreneurship supports the creation of economically independent santris. These two pesantren have different approaches, shaped by their respective visions, but both strive to develop santris who are ready to face future challenges.

### **The Competence on Independent and Sustainable Pesantren Economy Through Digitalpreneur**

Religion is a guideline for humans, both in facing worldly problems and in the hereafter. In economics, scientists have conducted extensive studies of the relationship between religion and economics. One of the main points of the research is whether religion contributes to the community's economic spirit. As Kenneth Boulding did<sup>20</sup> in his study of the influence of religion on the economic spirit, he found that religion affected economic and historical life, even more than it affected economic thought alone. Religion also influences

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<sup>18</sup> May Shinta Retnowati, "Observation on Implementation Digitalpreneur."

<sup>19</sup> May Shinta Retnowati, "Observation on Implementation Digitalpreneur."

<sup>20</sup> Kenneth E. (Kenneth Ewart) Boulding, *Beyond Economics: Essays on Society, Religion, and Ethics*, with Internet Archive (Ann Arbor: University of Michigan Press, 1968), [http://archive.org/details/beyondeconomicse0000boul\\_g8m9](http://archive.org/details/beyondeconomicse0000boul_g8m9).

decision-making about the types of commodities produced, the formation of financial institutions, and, of course, practices and financial behavior. This is a reference in the development of Pesantrens in Indonesia. Pesantrens that are synonymous with traditional religious education by upholding moderation or even *zuhud* towards the world.<sup>21</sup> This is influenced by the value of Sufism in Pesantrens. Although Pesantrens emphasize high theological Sufism, in business Islam also teaches that business is a form of worship to Allah, which not only leads to profits but, when Islamic values are applied in business activities, also yields positive results for humans and the surrounding environment.<sup>22</sup> As in the words of Allah, QS al Mulk verse 15:

النَّشُورُ وَإِلَيْهِ رَرْقَهُ مَنْ وَكَلُوا مَنَاقِبَهَا فِي فَاْمَشُوا ذَلُولًا الْأَرْضَ لَكُمْ جَعَلَ الَّذِي هُوَ

*“He is the one who made the earth for you in a state of easy use. So, explore all its corners and eat some of its sustenance. Only to Him will you be resurrected.”*

Pesantren Cahaya Langit Digital has a unique approach to empowerment of santri. Although this is a non-formal pesantren, the activities of santri education can develop santri competence. The educational competence of santris is reflected in their presence in the digital business sector. Santris are trained to master information and communication technology. These skills include social media, digital marketing, and e-commerce. In business segmentation, entrepreneurs are taught to create their own businesses, utilizing the skills they have learned.

A santripreneur is an individual who has a productive character.<sup>23</sup> Productive here is the active practice of santris in managing their business to make profits; besides that, productive intentions are mental attitudes that are of the view that the quality of life of the santris must be better. Productivity in this sense can be achieved through the ability and willingness to compete, with a sportive, independent, and highly professional attitude. Pesantren Cahaya Langit Digital aims to improve santri competence by implementing digital literacy and

<sup>21</sup> Zamroni, “Membangun Kesadaran Santripreneur Berbasis Kearifan Lokal Di Pondok Pesantren,” *Al Tijary: Jurnal Ekonomi Dan Bisnis Islam* 7, no. 2 (2022).

<sup>22</sup> S. Lazuardi et al., “Pengembangan kemandirian digital melalui workshop digital marketing bagi generasi Z,” *JP2M [Internet]*, 2024, <https://riset.unisma.ac.id/index.php/JP2M/article/view/21773>; Bambang Pramana et al., “Analisis Kemandirian Santri Dan Pesantren : Studi Pada Kewirausahaan Koperasi Pondok Pesantren Al - Jihad Surabaya,” *Investama: Jurnal Ekonomi dan Bisnis* 10, no. 01 (2024): 01, <https://doi.org/10.56997/investamajurnalekonomidanbisnis.v10i01.1154>.

<sup>23</sup> Angellia dan Firmansyah, “Analisis Pengembangan Strategi Umkm Berbasis Digital Untuk Membangun Mental Technopreneur | JATISI (Jurnal Teknik Informatika Dan Sistem Informasi)”; Lawrence V. Snyder dan Zuo-Jun Max Shen, *Fundamentals of Supply Chain Theory* (John Wiley & Sons, 2019).

digital practices simultaneously. The independence and economic sustainability of santri include their ability to manage their businesses independently and sustainably. It involves mastering business skills, fostering innovation, and understanding marketing and financial management to achieve economic well-being. In developing business skills by having knowledge and skills in various aspects of business for santris, such as business planning, resource management, and product development.<sup>24</sup> This includes the ability to conduct market research and understand consumer needs, so santris can optimize a strong business mentality so that they are ready to compete in business, the Cahaya langit Digital pesantren has also prepared this by shaping the character and mentality of santris to be ready to compete in business, at the innovation and creativity stage santri must be able to create unique and interesting products or services. Innovation in products, processes, or business models can be key to attracting customers and competing in the market. At the advanced stage in the independence and economic sustainability of the santris is the management of the santris. The ability to manage business finances is essential.<sup>25</sup> This includes cash flow management, transaction recording, and budget planning. Santri must be able to make wise financial decisions to ensure business continuity. And Santri need to find and utilize the resources around them, be it raw materials, labor, or marketing networks. It also includes the ability to adapt to changing market conditions. Economic sustainability is related to entrepreneurs' ability to maintain and develop their businesses in the long term. Several factors support the sustainability of the santri at Pesantren Cahaya Langit Digital, including a sustainable business model. In this business, santris design a business model that is not only profitable but also socially friendly. This can include the sustainable use of raw materials, ethical production practices, and social responsibility. Santris also develops a network of business partners to collaborate and build business partnerships, which can open new opportunities and expand the business market. Continuous Education and Training. Santris do this by continuing to improve their skill competencies through organized education and training from Pesantrens; they can also share knowledge among santris. This includes supporting business development and technology systems.

This competence can also be measured by the success of santris' business activities by generating income, this is a form of santri

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<sup>24</sup> Rarasati Mawftiq and Edo Segara Gustanto, "Green Economy Dalam Pesantren: Ekonomi Keberlanjutan Dan Maqashid Syariah (Studi Kasus Di Pesantren An Nur Ngrukem Bantul)," *Tamaddun Journal of Islamic Studies* 2, no. 1 (2023): 23–36, <https://doi.org/10.55657/tajis.v2i1.129>.

<sup>25</sup> Bambang Arianto et al., "Pengembangan Bisnis Pondok Pesantren Berbasis Sociopreneur Dalam Mewujudkan Semangat Santripreneur," *PRAXIS: Jurnal Pengabdian kepada Masyarakat* 2, no. 3 (2024): 3, <https://doi.org/10.47776/praxis.v2i3.946>.

entrepreneurship skills, in addition to religious education carried out in Pesantrens so that it affects the soul of santri in carrying out their business activities with Islamic values such as Islamic values such as the pesantren's spirit that exists in santripreneurs reflects the values, principles, and character taught in the pesantren environment, which focuses on spiritual, moral, and social development. This spirit is the foundation for santri to conduct their businesses in accordance with religious and ethical teachings. On the income of the santri: they consciously set aside part of their income to donate to the underprivileged community, and they give 30% of their income to the development of the pesantren. This shows that the Cahaya Langit Digital pesantren is a philanthropic educational institution. The existence of these activities reflects the form of independence and economic sustainability of santri, even though they have graduated and left the Pesantren. The financial sustainability of santri of the Cahaya Langit Digital Pesantren refers to the ability of santri to run a business that is not only financially profitable but also sustainable in the long term. It covers aspects related to social, environmental, and economic sustainability.

## CONCLUSION

Pesantren of Cahaya Langit Digital is a non-formal education that focuses on developing digital business competencies. Santri are trained to master information and communication technologies, including digital marketing and e-commerce, enabling them to launch their own businesses. The concept of "santripreneur" reflects the productive character of santri who are oriented towards improving the quality of life and economic sustainability. This pesantren not only teaches business skills but also instills Islamic values in entrepreneurial practices, including social responsibility by setting aside a portion of income for the underprivileged community and by supporting the development of Pesantrens. Thus, santri are expected to manage their businesses independently and sustainably, and to adapt to market changes. Factors that support the economic sustainability of santri include socially responsible business models, the development of business partner networks, and ongoing education. Sustainability and financial independence of santri are additional developments in the competence of santripreneurs. This improves the competencies that have existed in the previous tori. Overall, the Cahaya Langit Digital Pesantren is a philanthropic educational institution that prepares santri to compete in the business world while upholding ethical and spiritual values.■

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