

OPTIMIZING DIGITALIZATION AGRIBUSINESS MSMES: SOAR-QSPM, ISLAMIC ECONOMICS, HEXAHELIX AT RUMAH JAMUR SADAM

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ABSTRACT

This study aims to formulate and determine the priority strategies for optimizing the digitalization of micro-scale agribusiness MSMEs based on Islamic economic values through the hexahelix approach. This study uses a qualitative approach with a case study design, which focuses on an in-depth understanding of the conditions, potential, and challenges of digitalization of the Saddam Medan Mushroom House MSME. Data collection was conducted through in-depth interviews, observations, and questionnaires with key actors in the hexahelix approach. Strategy analysis was performed using the SOAR approach, which was then systematically prioritized through the Quantitative Strategic Planning Matrix (QSPM) as a strategic decision-making tool based on expert assessment. The results of the study show the dominance of the Opportunity and Aspiration dimensions, so that the digitalization development strategy is directed at strengthening Opportunity-Aspiration (OA). The priority strategy focuses on increasing the competitiveness of MSMEs through expanding market reach and strengthening sustainable digital marketing networks in line with Islamic economic principles.

Keywords: SME Digitalization, Agribusiness, SOAR-QSPM, Islamic Economics, Hexahelix.

ABSTRAK

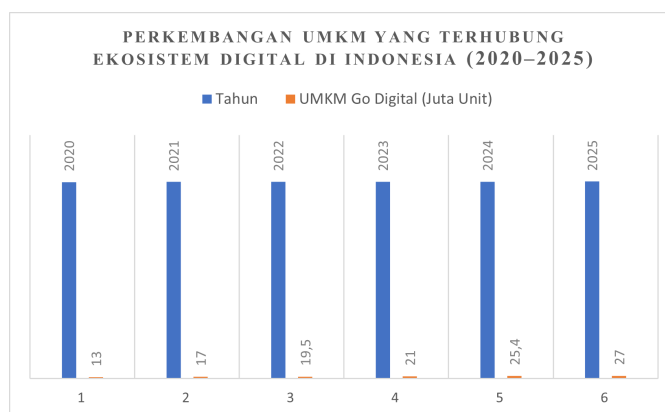
Penelitian ini bertujuan untuk merumuskan dan menentukan prioritas strategi optimalisasi digitalisasi UMKM agribisnis skala mikro berbasis nilai ekonomi Islam melalui pendekatan hexahelix. Penelitian ini menggunakan pendekatan kualitatif dengan desain studi kasus, yang difokuskan pada pemahaman mendalam terhadap kondisi, potensi, dan tantangan digitalisasi UMKM Rumah Jamur Saddam Medan. Pengumpulan data dilakukan melalui wawancara mendalam, observasi, dan kuesioner kepada aktor kunci dalam pendekatan hexahelix. Analisis strategi dilakukan menggunakan pendekatan SOAR, yang selanjutnya diprioritaskan secara sistematis melalui Quantitative Strategic Planning Matrix (QSPM) sebagai alat bantu pengambilan keputusan strategis berbasis penilaian ahli. Hasil penelitian menunjukkan dominasi dimensi Opportunity dan Aspiration, sehingga strategi pengembangan digitalisasi diarahkan pada penguatan Opportunity-Aspiration (OA). Strategi prioritas difokuskan pada peningkatan daya saing UMKM melalui perluasan jangkauan pasar dan penguatan jejaring pemasaran digital yang berkelanjutan serta selaras dengan prinsip ekonomi Islam.

Kata Kunci: Digitalisasi UMKM, Agribisnis, SOAR-QSPM, Ekonomi Islam, Hexahelix.

INTRODUCTION

The development of digital technology has driven significant transformation in MSME business systems, including in the micro-scale agribusiness sector. Digitalization is no longer merely a supporting tool, but has become a strategic factor in expanding market access, improving distribution efficiency, and strengthening business sustainability. However, in the context of micro-scale agribusiness MSMEs, the digitalization process still faces various limitations, such as low digital literacy, limited access to technology, and dependence on conventional marketing patterns.¹This situation means that the use of digital technology has not yet been able to fully improve business stability and competitiveness in an optimal manner. As the demands for digital transformation increase, strengthening the digitalization of MSMEs is becoming increasingly important, especially in the agribusiness sector, which requires distribution efficiency, information transparency, and sustainable supply chain integration.

This relevance is further strengthened by the Free Nutritious Meals (MBG) program, which encourages the involvement of agribusiness MSMEs as part of the national food supply chain. In this context, MSME players are not only required to maintain production consistency, but also to develop more adaptive distribution, promotion, and market communication systems through the use of digital technology.²However, in practice, digitization in micro-scale agribusiness MSMEs is still not optimal and generally still relies on conventional marketing and indirect distribution. To reinforce the empirical context regarding the level of MSME digitization in Indonesia, data on the growth of MSMEs connected to the digital ecosystem in recent years is presented.



(Source: Ministry of Cooperatives and Small and Medium Enterprises; Bank Indonesia, processed in 2025)

¹ Purnama Sari Purba et al., “Analisis Pengembangan UMKM Go Digital Dalam Penyelamatan Ekonomi Indonesia Menghadapi Resesi Ekonomi,” n.d., <https://doi.org/10.30596/ekonomikawan.v%vi%i.17492>.

² Surya Ryan Pratamansyah, “Transformasi Digital Dan Pertumbuhan UMKM: Analisis Dampak Teknologi Pada Kinerja Usaha Kecil Dan Menengah Di Indonesia,” vol. 2, 2024, <https://economics.pubmedia.id/index.php/jampk>.

Figure 1. Data on MSMEs Going Digital in Indonesia

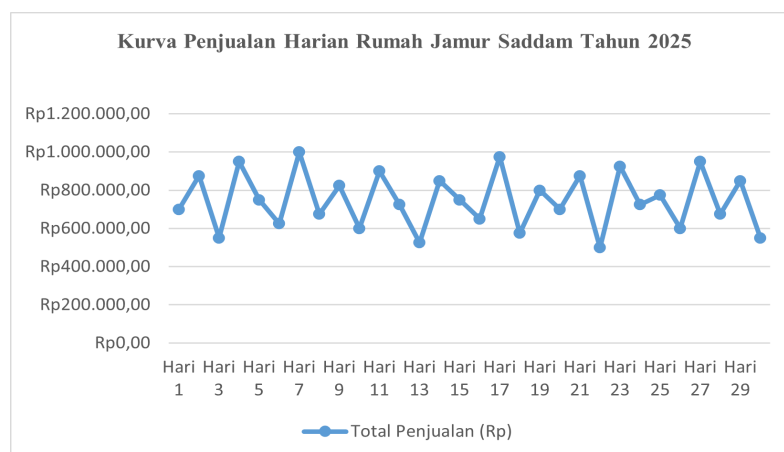
Based on Table 1, the number of MSMEs connected to the digital ecosystem increased from around 13 million units in 2020 to ±27 million units in 2025. Although this growth is significant, it still represents less than 50% of the total of more than 65 million MSMEs nationwide.³ This digital adoption gap is most evident in micro-scale agribusiness MSMEs that still rely on manual production processes and conventional marketing patterns, due to low digital literacy, limited access to technology, and a lack of sustainable business assistance. Saddam Medan Mushroom House MSME represents a micro-scale agribusiness operator that has developed well in terms of institutional and business performance. This is reflected in consistent production, maintained product quality, and relatively stable distribution partnerships. Active participation in various business development programs organized by Bank Indonesia also demonstrates the organization's readiness and positive growth orientation.

Digitally, this MSME has an Instagram account and a store on the Shopee e-commerce platform as a means of online promotion and sales. However, the utilization of these two channels is not yet optimal, as transactions are still dominated by regular customers who already have a relationship with the business, so the expansion of new markets through digital channels has not been significant.⁴ In addition to marketing fresh mushrooms, the Saddam Medan Mushroom House MSME has also developed processed products in the form of mushroom chips as a form of business diversification and downstreaming. These packaged products have higher added value and longer shelf life, making them strategically more adaptable to e-commerce-based marketing. However, to date, the marketing of these processed products is still limited and has not made optimal use of digital marketplace platforms. This situation indicates a gap between the potential for business value-added development and the digital marketing strategies being implemented.⁵ The limitations of direct involvement with consumers have implications for suboptimal marketing performance, as reflected in the daily sales fluctuations of the Saddam Medan Mushroom House MSME. An empirical illustration of these dynamics is presented in Figure 2 below:

³ Buci Morisson and Aula Ahmad Hafidh Saiful Fikri, “*Digitalisasi UMKM Sebagai Strategi Meningkatkan Daya Saing Di Era Ekonomi Digital*” EBISNIS (Jurnal Ilmiah Ekonomi Dan Bisnis)18, no. 1 (2025), <https://journal.stekom.ac.id/index.php/Bisnis>.

⁴ niza Utami And Muhammad Syahbudi, “*Pengaruh E-Commerce Dan Inovasi Produk Dalam Meningkatkan Penjualan Umkm (Studi Kasus: Umkm Kota Binjai)*,” 2022, <https://doi.org/10.30651/jms.v7i4.13223>.

⁵ Zahwa Fauziah and Hamdan Ardiansyah, “*Optimalisasi E-Commerce Syariah Dalam Mendukung Digitalisasi UMKM Halal : Tinjauan Literatur*,” n.d.



(Source: Primary data processed, 2025)

Figure 2. Daily Sales Curve of Saddam Medan Mushroom House MSMEs in 2025

The daily sales curve shows a relatively sharp fluctuating pattern throughout the observation period. Total daily sales ranged from Rp500,000 to Rp1,000,000 per day, even though product prices were relatively stable and harvest volumes ranged from ± 30 kg per day. This variation in sales indicates that the main problem lies not in production, but in marketing effectiveness, distribution patterns, and market affordability.⁶ This finding reinforces the argument that optimizing marketing strategies, particularly through the use of digital technology, is a strategic necessity for improving sales stability and the sustainability of micro-scale agribusiness MSMEs. In addition, in the early stages of establishing the business, Rumah Jamur Saddam Medan MSMEs utilized financing through Bank Syariah Indonesia as a source of capital. This sharia financing scheme has been the foundation for business development since its inception. In this context, income stability and business sustainability are not only related to market expansion, but also to the ability to maintain healthy and responsible financing obligations. Therefore, optimizing marketing digitalization is relevant not only in terms of increasing turnover, but also in the framework of protecting and developing assets (hifz al-mal) as part of maqashid al-shariah.⁷ The implication of this condition is that the use of digital technology is not yet optimal, especially in direct marketing, brand strengthening, and product visibility enhancement. These limitations have resulted in low added value for businesses, a lack of product information transparency, and limited opportunities for MSMEs to build fair, open, and sustainable relationships with

⁶ Nurbaiti et al., "Analisis Pengaruh Jejaring Sosial Terhadap Interaksi Sosial Di Era Digital," *PPIMAN Pusat Publikasi Ilmu Manajemen* 2, no. 1 (December 27, 2023): 22–29, <https://doi.org/10.59603/ppiman.v2i1.280>.

⁷ Lidya Lestari, Nurbaiti, and Siti Aisyah, "Analisis Pemanfaatan Digitalisasi Umkm Muslim Di Kota Medan (Ditinjau Dari Perspektif Maqashid Syariah)," *Jurnal Sains Dan Teknologi* 5, no. 2 (2023): 687–93, <https://doi.org/10.55338/saintek.v5i2.2130>.

consumers. Therefore, strengthening digital marketing strategies is crucial in order to improve marketing performance without having to increase production capacity, while also strengthening the position of MSMEs in an increasingly competitive agribusiness ecosystem. From an Islamic economic perspective, business activities are not solely profit-oriented, but are directed towards achieving *maqashid al-shariah*, specifically *hifz al-mal* (protection of wealth), *tahqiq al-'adl* (economic justice), and the realization of *maslahah* (public interest).⁸ Digitalization in the context of sharia-based MSMEs must be understood as an instrument to increase transaction transparency, shorten the distribution chain, and avoid *gharar* practices and information ambiguity. As emphasized in QS. An-Nisā 'verse 29 as follows:

يَا أَيُّهَا الَّذِينَ آمَنُوا لَا تَأْكُلُوا أَمْوَالِكُمْ بَيْنَكُمْ بِالْبَاطِلِ إِلَّا أَنْ تَكُونَ تِجَارَةً عَنْ تَرَاضٍ مِّنْكُمْ
وَلَا تَقْتُلُوا أَنْفُسَكُمْ إِنَّ اللَّهَ كَانَ بِكُمْ رَحِيمًا

"O you who believe, do not consume one another's wealth unjustly, except in a manner that is mutually agreed upon."

This verse places product information transparency, price clarity, and fair business relationships as the main foundations of economic activity. Therefore, optimizing the digitization of MSMEs is relevant not only as a strategy to improve business performance but also as a means to strengthen the implementation of Islamic economic values in the business practices of agribusiness MSMEs.⁹ In the context of developing processed products such as mushroom chips, digitization through e-commerce-based marketing not only serves as a strategy to increase turnover, but also as a means of optimizing *hifz al-mal* through increasing business added value, expanding fairer market access, and providing product information transparency to consumers. However, the optimization of digitization is not only determined by normative values, but also by the readiness of business actors to accept and use technology. The Technology Acceptance Model (TAM) explains that technology acceptance is influenced by perceived usefulness and perceived ease of use, which shape the intention and actual use of technology.¹⁰ In the context of micro agribusiness MSMEs, this model is relevant for analyzing the extent to which business actors

⁸ Andri Soemitra, Zuhrinal Nawawi M, and Muhammad Syahbudi, *Pembiayaan Syariah Untuk Usaha Mikro Di Indonesia*, 1st ed. (Medan: Merdeka Kreasi Group, 2022).

⁹ Siti Khairani, Istiaza Azra, and Zainarti Zainarti, "Strategi Digitalisasi Sebagai Solusi Pemasaran UMKM: Studi Pada Warung Sarapan Tiga Dara Di Medan Area," *Jurnal Nuansa : Publikasi Ilmu Manajemen Dan Ekonomi Syariah* 3, no. 3 (June 23, 2025): 263–73, <https://doi.org/10.61132/nuansa.v3i3.1965>.

¹⁰ Fakhri Muhammad Farachnanda, Fikri Irfan Adristi, and Rayhan Dwi Fajar, "Implementasi Technological Acceptance Model (TAM) Terhadap Penggunaan Media Sosial Oleh Usaha Kecil Di Kota Yogyakarta," *Business, Accounting, and Management*, vol. 01, 2022.

are ready to adopt digitalization as a marketing strategy. In addition to internal factors within businesses, the success of digitalization is also influenced by external ecosystem support. The hexahelix approach emphasizes the importance of collaboration between academics, businesses, government, communities, mentors, and agents of change in promoting the sustainable digital transformation of MSMEs. In the context of agribusiness MSMEs, this multi-stakeholder synergy plays a role in providing assistance, market access, digital literacy, and policy support that accelerates the process of adaptation to digital technology. To formulate a strategy for strengthening digitalization based on the potential and aspirations of MSMEs, this study uses the SOAR (Strengths, Opportunities, Aspirations, Results) approach, which emphasizes the constructive development of internal strengths and external opportunities. To ensure that the resulting strategy is not normative and subjective, this approach is integrated with the Quantitative Strategic Planning Matrix (QSPM) to determine measurable strategic priorities based on the attractiveness of each alternative. The integration of these two approaches enables the formulation of a more objective, realistic, and contextual digitalization strategy.¹¹

Previous studies have shown that the use of digital technology can significantly improve the marketing performance and turnover of MSMEs. However, most studies still tend to focus solely on digital marketing aspects and examine MSMEs in general without highlighting the characteristics of micro-scale agribusiness MSMEs. In addition, studies that integrate SOAR-based strategic analysis (Strengths, Opportunities, Aspirations, Results) with quantitative strategy prioritization through the Quantitative Strategic Planning Matrix (QSPM) are still relatively limited. Research that combines these two approaches with penguatan Islamic economic values and multi-stakeholder approaches (hexahelix) in the context of mushroom cultivation MSMEs are still rarely found in the literature.¹² The novelty of this research lies in the formulation of an optimal strategy for the digitalization of micro-scale agribusiness MSMEs that have developed institutionally through the integration of SOAR analysis and the Quantitative Strategic Planning Matrix (QSPM) based on Islamic economic values with a hexahelix approach. Unlike previous studies, which generally focused on digitalization in terms of marketing or partial technical assistance, this study positions digitalization as a comprehensive business strengthening strategy that encompasses marketing, business networking, and business sustainability. This approach allows for the determination of digitalization strategy priorities that are more objective, realistic, and contextual in accordance with the capacity of micro-scale

¹¹ MA. Syahbudi, Muhammad, S.E.I., *Ekonomi Kreatif: Sharia Marketing Practices with SOAR & QSPM Approach*, 1st ed. (Medan: CV. Merdeka Kreasi Group, 2022).

¹² SEI MA Muhammad Syahbudi, *Ekonomi Kreatif Indonesia: Strategi Daya Saing UMKM Industri Kreatif Menuju Go Global (Sebuah Riset Dengan Model Pentahelix)*, 1st ed. (Medan: Merdeka Kreasi Group, 2021).

agribusiness MSMEs. Thus, this study integrates *maqashid al-shariah* as a normative foundation, the Technology Acceptance Model (TAM) as an analysis of technology acceptance, the hexahelix approach as a collaborative ecosystem framework, and SOAR-QSPM as a method for formulating and prioritizing strategies. This integration is expected to produce a micro-scale agribusiness MSME digitalization model that is not only effective in terms of management, but also in line with the principles of Islamic economics and sustainability. Based on the above description, the purpose of this article is to formulate and determine the priority strategies for optimizing the digitalization of Saddam Medan Mushroom House MSMEs through SOAR and QSPM analysis based on Islamic economics with a hexahelix approach. This research is expected to contribute academically to the development of studies on the digitalization strategy of micro-scale agribusiness MSMEs, as well as to serve as a practical reference for business actors and stakeholders in designing adaptive, measurable, and sustainable digital strategies.

METHOD

This study uses a qualitative approach with a case study design at the Saddam Medan Mushroom House MSME. This approach was chosen to gain an in-depth understanding of the conditions and practices of digitization carried out by micro-scale agribusiness MSMEs. The research focuses on gathering information about the use of digital technology, the obstacles faced, and opportunities for strengthening digitalization from the perspective of business actors and related stakeholders. With a qualitative approach, this research is expected to produce relevant, applicable, and appropriate digital development strategies for MSMEs in micro agribusinesses. The research data consists of primary and secondary data. Primary data was obtained through questionnaires from six hexahelix actors, namely academics (A), MSME actors from Rumah Jamur Saddam Medan (B), the MSME community IWAPI Sumut (C), environmental activists (E), the government through the Medan City Cooperative Office (G), and MSME mentors (M), as representatives of multiple perspectives related to strengthening digitalization. The questionnaire instrument was developed based on the Technology Acceptance Model (TAM), which includes five main constructs, namely Perceived Usefulness (PU), Perceived Ease of Use (PEOU), Attitude Toward Using (ATU), Behavioral Intention to Use (BI), and Actual Use (AU) as the main indicators in measuring the level of acceptance and optimization. digitalization in MSMEs. In addition, in-depth interviews were conducted with MSME owners and direct observations were made of production, marketing, and digital technology use activities. Secondary data was collected through documentation, policy reports, and relevant scientific literature to strengthen the research analysis. Data analysis was conducted using a combination of SOAR (Strengths, Opportunities,

Aspirations, Results) and Quantitative Strategic Planning Matrix (QSPM). SOAR was used to identify internal and external strategic factors, while QSPM was used as a tool to determine the quantitative priorities of the digitization strategy based on the hexahelix respondents' assessments. The entire strategy formulation process refers to Islamic economic principles, such as justice, benefit, honesty, product halalness, and business sustainability, so that the resulting strategy is contextual, measurable, and sustainable for micro-scale agribusiness MSMEs.

RESULTS AND DISCUSSION

Research Findings

The digitization of Saddam Medan Mushroom House MSMEs was analyzed using an integrative approach that combines the Technology Acceptance Model (TAM), SOAR, and Quantitative Strategic Planning Matrix (QSPM) within the framework of Islamic economy-based business development using the hexahelix approach. TAM was used to identify the level of digital technology acceptance, which then became the basis for mapping strategic factors through SOAR and determining strategic priorities using QSPM. The integration of these approaches enables the analysis of digitization not only from a managerial perspective, but also from the perspective of maqashid al-shariah, particularly hifz al-mal and maslahah as the basis for strengthening collaborative and sustainable business continuity.

Table 1. Summary of Internal Construction Assessment of TAM Factor Analysis in Each SOAR Dimension

| Dimension | Indicator | A | B | C | E | G | M | Bobot | Rating | Weight × Rating |
|-----------------------|-----------|---|---|---|---|---|---|-------|--------|-----------------|
| Strenght | PU | 4 | 4 | 3 | 3 | 4 | 3 | 0,100 | 4 | 0,422 |
| | PEOU | 3 | 3 | 3 | 3 | 4 | 3 | 0,091 | 4 | 0,345 |
| | ATU | 3 | 4 | 3 | 4 | 4 | 3 | 0,100 | 4 | 0,422 |
| | BI | 3 | 3 | 3 | 4 | 4 | 3 | 0,096 | 4 | 0,383 |
| | AU | 4 | 4 | 3 | 4 | 4 | 3 | 0,105 | 4 | 0,463 |
| Total Strenght | | | | | | | | | | 2,035 |
| Opportunity | PU | 4 | 4 | 4 | 4 | 4 | 3 | 0,114 | 5 | 0,524 |
| | PEOU | 4 | 3 | 3 | 3 | 4 | 3 | 0,099 | 4 | 0,396 |
| | ATU | 4 | 3 | 3 | 4 | 4 | 3 | 0,104 | 4 | 0,437 |
| | BI | 3 | 4 | 3 | 4 | 4 | 3 | 0,104 | 4 | 0,437 |

| | | | | | | | | | |
|--------------------------|---|---|---|---|---|---|-------|---|--------------|
| AU | 4 | 3 | 3 | 4 | 4 | 3 | 0,104 | 4 | 0,437 |
| Total Opportunity | | | | | | | | | 2,230 |

Source: Primary data processed, (2025)

The results of the Internal Factor Analysis Summary (IFAS) show that the total score for the Strength dimension is (2.035), which reflects that the internal condition of MSME digitization is in the fairly strong category. Meanwhile, the total score for the Opportunity as high as (2,230), which is relatively higher than the strength dimension, indicating greater potential for internal opportunities to be developed in the MSME digitalization process.

Table 2. Summary of External Construction Assessment of TAM Factor Analysis in Each SOAR Dimension

| Dimension | Indicator | A | B | C | E | G | M | Bobot | Rating | Weight × Rating |
|-------------------------|-----------|---|---|---|---|---|---|-------|--------------|-----------------|
| Aspiration | PU | 4 | 3 | 3 | 3 | 4 | 3 | 0,099 | 4 | 0,396 |
| | PEOU | 4 | 4 | 2 | 3 | 4 | 3 | 0,099 | 4 | 0,396 |
| | ATU | 3 | 4 | 3 | 4 | 4 | 3 | 0,104 | 4 | 0,437 |
| | BI | 4 | 3 | 3 | 4 | 4 | 4 | 0,109 | 4 | 0,479 |
| | AU | 4 | 3 | 3 | 4 | 4 | 3 | 0,104 | 4 | 0,437 |
| Total Aspiration | | | | | | | | | 2,145 | |
| Result | PU | 3 | 3 | 3 | 3 | 4 | 3 | 0,094 | 4 | 0,357 |
| | PEOU | 3 | 3 | 1 | 3 | 4 | 3 | 0,084 | 3 | 0,286 |
| | ATU | 4 | 3 | 3 | 3 | 4 | 3 | 0,099 | 4 | 0,396 |
| | BI | 3 | 3 | 3 | 4 | 4 | 3 | 0,099 | 4 | 0,396 |
| | AU | 4 | 4 | 3 | 4 | 4 | 3 | 0,109 | 4 | 0,479 |
| Total Result | | | | | | | | | 1,915 | |

Source: Primary data processed, (2025)

Based on the results of the External Factor Analysis Summary (EFAS) in Table 2, external factors affecting MSME digitization show fairly supportive conditions. This is reflected in the aspiration dimension score of (2.145), which is higher than the result dimension score of (1.915), which is relatively lower than the aspiration dimension, indicating that the results of MSME digitization are not yet fully optimal. Overall, the IFAS and EFAS results show that the digitization of Saddam Medan Mushroom House MSMEs is supported by fairly

good internal strengths and relatively large external opportunities, although the results have not been optimal. This condition indicates that the digitalization development strategy should be more relevantly directed at utilizing external opportunities to realize the aspiration of improving business performance. Therefore, the results of this analysis form the basis for the preparation of the SOAR Matrix and the determination of priority strategies through QSPM analysis. The results of the weight and rating calculations show that the Opportunity and Aspiration dimensions have the highest values compared to the Strength and Result dimensions, as shown in Table 3.

Table 3. Summary of SOAR Dimension Scores

| Dimension | Total Weight × Rating | Strategy Results |
|-------------|-----------------------|--|
| Strength | 2,035 | Opportunity-Aspirasi |
| Opportunity | 2,230 | (Developing aspiration-oriented strategies to capitalize on opportunities) |
| Aspiration | 2,145 | |
| Result | 1,915 | |

Source: Primary data processed, (2025)

Based on the summary of SOAR dimension scores in Table 3, the Opportunity and Aspiration dimensions have the highest scores compared to the Strength and Result dimensions. The Opportunity dimension scored (2.230) while the Aspiration dimension scored as high as (2,145), which shows that the opportunities and aspirations for MSME digitalization are more dominant than internal strengths and achievements. This condition reflects the vast potential for business development if digitalization is directed appropriately and sustainably. The dominance of the Opportunity and Aspiration dimensions forms the basis for establishing the Opportunity–Aspiration (OA) strategy as a strategy for developing the digitalization of the Saddam Medan Mushroom House MSME. The OA strategy is aimed at optimally utilizing external opportunities to realize business development aspirations in line with Islamic economic principles, such as benefit, justice, and sustainability. Through this strategy, digitalization is expected to not only drive business performance improvement, but also strengthen the values of collaboration, business ethics, and benefits for all stakeholders in the MSME ecosystem.

Table 4. SOAR Matrix for Saddam Medan Mushroom House MSMEs

| | Strength | Opportunity |
|------------|--|---|
| Aspiration | Developing strategies that leverage strengths to achieve aspirations | Developing aspiration-oriented strategies to capitalize on opportunities |
| | (Not the main focus of this study) | <p>A1-01 Enhancing the competitiveness of Saddam Mushroom House MSMEs through digitalization by expanding market reach and strengthening marketing networks.</p> <p>A2-02 Strengthening an easy-to-use digital platform to expand synergies among stakeholders (hexahelix) in supporting the growth of the Saddam Medan Mushroom House MSME.</p> <p>A3-03 The application of Islamic economy-based digitalization as a strategy to increase innovation and synergy among stakeholders in the development of the Saddam Mushroom House MSME.</p> <p>A4-A5-04-05 The application of digitalization based on Islamic economic principles and environmental sustainability as a business culture to improve sustainability and partnerships in the hexahelix ecosystem.</p> |
| Result | Developing strength-based strategies to achieve measurable results | Developing opportunity-based strategies to achieve measurable results |

Source: SOAR analysis results, (2025)

The Opportunity-Aspiration (OA) strategy was developed by combining MSME development aspirations, such as increasing competitiveness, applying Islamic economic values, and business sustainability, with available digitalization opportunities, including market expansion, collaboration between hexahelix actors, innovation, and business partnerships. This strategy views digitalization not only as an operational support tool, but as a long-term effort carried out gradually and purposefully through the strengthening of digital platforms and cooperation networks, so that mushroom agribusiness MSMEs are expected to be able to increase product visibility and expand their market reach. market access, as well as building sustainable partnerships while adhering to ethical principles and values of justice in Islamic economics.

The SOAR Matrix results are used as the basis for preparing the Quantitative Strategic Planning Matrix (QSPM). At this stage, the Opportunity and Aspiration factor weights are taken from the SOAR analysis results, then multiplied by the strategy attractiveness value (Total Attractiveness Score/TAS) to obtain the Total Attractiveness Measure (TAM) value for each OA strategy. The calculated TAS and TAM values are used to compare the attractiveness level of each strategy. The TAM value obtained is then used as the basis for determining the priority of the digitalization development strategy for Rumah Jamur Saddam Medan MSMEs. The strategy with the highest TAM value is considered the most relevant and feasible strategy to implement. Details of the QSPM calculation results, including the TAS and TAM values for each OA strategy, are presented in Table 5.

Table 5. QSPM Results for OA Strategy

| Strategy | Strategy Formulation | TAM-Aggregate | Priority |
|-------------|--|---------------|----------|
| A1-01 | Enhancing competitiveness through digitalization by expanding market reach and strengthening the marketing network of Saddam Mushroom House MSMEs | 3,6749 | 1 |
| A4-A5-04-05 | Implementing digitization based on Islamic economic principles and environmental sustainability as a business culture within the hexahelix ecosystem | 3,6213 | 2 |
| A2-02 | Strengthening user-friendly digital platforms to expand synergies across stakeholders in promoting the growth of MSMEs Rumah Jamur Saddam Medan | 3,6048 | 3 |
| A3-03 | The implementation of Islamic economy-based digitalization as a strategy to enhance innovation and synergy among stakeholders | 3,5883 | 4 |

Source: Results of QSPM analysis, (2025)

Based on the QSPM results, strategy A1-01 obtained the highest TAM-Aggregate score (3.6749), making it the top priority in business development. Strategies A4-A5-04-05 and A2-02 ranked second and third, reflecting the urgency of strengthening Islamic economic values, environmental sustainability, and stakeholder synergy in supporting MSME transformation. Meanwhile, strategy A3-03, despite ranking last, still showed a relatively high and relevant TAM value as a supporting strategy. Overall, the QSPM results confirm that the implementation of digitalization in the Saddam Medan Mushroom House MSME needs to focus on the top priority strategy while

integrating other alternative strategies within the hexahelix ecosystem framework. This configuration indicates that the Saddam Medan Mushroom House MSME has strong external opportunities and business development aspirations, but its performance is not yet fully optimal due to limited market expansion. Empirically, even though these MSMEs have their own brands and packaging for mushroom chips marketed at various MSME events, their marketing patterns are still dominated by regular customers and offline relational networks. Daily sales fluctuate in the range of IDR 500,000–IDR 1,000,000. shows that production capacity (± 30 kg per day) is relatively stable, but market growth has not developed systematically. This condition indicates that the main problem is not distribution control, but rather low digital visibility, limited online branding, and the lack of a sustainable digital platform-based marketing system.¹³ Therefore, the A1–O1 strategy is directed toward a transformation from personal relationship-based marketing to integrated digital system-based marketing. The concrete implementation of this strategy is carried out through the onboarding of fresh mushroom products and mushroom chips to the marketplace, optimization of promotions through social media, and strengthening of the brand identity digitally (visual branding, product descriptions, consumer testimonials, and educational content).

This expansion is reinforced by the integration of cashless payment systems through sharia mobile banking services and transparent digital payment channels, so that transactions are better documented and cash flow is more controlled.¹⁴ If capital support is needed to increase digital promotion capacity or packaging innovation, access to sharia-based financing through sharia fintech can be an alternative that maintains business financial stability without the pressure of fixed interest rates.¹⁵ Within the framework of halal e-commerce, the A1–O1 strategy also includes strengthening product legitimacy through digital halal certification and the inclusion of QR code-based halal labels to increase consumer confidence. Transparency regarding composition, production dates, and processing standards on digital platforms is an important tool in building brand credibility. In addition, the implementation of an application-based financial recording system allows for the separation of personal and business finances, increases accountability, and supports data-

¹³ Farida et al., “Edukasi Pemanfaatan Teknologi Pemasaran Digital Bagi UMKM,” *Jurnal Pengabdian Kepada Masyarakat Nusantara (JPkMN)* 6 (July 2025), <https://doi.org/10.55338/jpkmn.v6i3.6599>.

¹⁴ Windi Mayani Dalimunthe et al., “Reslaj: Religion Education Social Laa Roiba Journal Efektivitas Fintech Melalui Digital Payment Terhadap Perkembangan UMKM Di Indonesia,” *Religion Education Social Laa Roiba Journal* 5, no. 6 (2023): 3296–3306, <https://doi.org/10.47476/reslaj.v5i6.1059>.

¹⁵ Alwi Akbar, Imsar, and Ramadani Silalahi, “Analisis Penerapan Fintech pada UMKM di Kota Medan dalam Perspektif Maqashid Syariah,” *Jurnal Manajemen Terapan Dan Keuangan (Mankeu)* 13, no. 03 (2024).

based performance evaluation.¹⁶ From the perspective of maqashid al-shariah, this transformation reflects three main dimensions. First, *hifz al-mal* is realized through the optimization of existing brand assets, diversification of marketing channels, and stabilization of cash flow based on digital payment systems. Secondly, *tahqiq al-'adl* is reflected in the transparency of product information and clarity of transactions on digital platforms, resulting in more open producer-consumer relationships based on clear agreements.

Thirdly, *maslahah* is realized through market expansion that has the potential to increase revenue, open up opportunities for collaboration in the hexahelix ecosystem, and strengthen local economic contributions. Integration with the Technology Acceptance Model (TAM) further strengthens the rationality of this strategy. High scores on the Perceived Usefulness and Behavioral Intention dimensions indicate that business actors view digitalization as a useful instrument for expanding markets and increasing brand competitiveness. Thus, the A1-O1 strategy is not only quantitatively superior based on QSPM, but also empirically, operationally, and normatively consistent within the framework of Islamic economics. Strategically, the implementation of digitalization cannot be interpreted as merely the use of technology, but rather as a process of comprehensive business model transformation (business model transformation). This change shifts the pattern of relations between producers and consumers from interactions based on personal proximity to a system based on data, platform mechanisms, and digital trust.¹⁷ Consequently, adequate managerial readiness is required, especially in maintaining consistency in content production, speed of response to customers, and product quality control so that the business's reputation in the digital space is maintained.

At the micro business level, consistency is often a major challenge, so the internal commitment of business actors plays a central role in determining the success of this strategy. In addition to marketing functions, digitization also has implications for business governance. The use of online platforms and financial recording applications encourages the formation of a more professional, documented, and measurable management system. This is crucial because digital-based growth generally increases transaction intensity and operational complexity. Without systematic arrangements, market expansion has the potential to cause obstacles such as quality control issues, distribution delays, or stock mismatches. Therefore, the implementation of standard operating

¹⁶ Kamilah et al., "Integrasi Akuntansi Manajemen, Digitalisasi Qris Dan Prinsip Syariah Pengukuran Kinerja UMKM Menuju Ekonomi Berkelanjutan Di Kecamatan Kabanjahe," *Gemilang: Jurnal Manajemen Dan Akuntansi* 6 (January 2026), <https://doi.org/10.56910/gemilang.v6i1.3430>.

¹⁷ Riska Risty Wardhani et al., "Pemberdayaan Usaha Mikro Kecil Dan Menengah (UMKM) Melalui Digitalisasi Untuk Pertumbuhan Ekonomi," *Hasil Karya 'Aisyiyah Untuk Indonesia* 3, no. 2 (April 20, 2024): 115–22, <https://doi.org/10.31101/hayina.3299>.

procedures that are simple and adaptable to the capacity of micro businesses is a fundamental requirement in supporting digital expansion.¹⁸ Within the framework of Islamic economics, this transformation process is in line with the value of *itqan*, which is professionalism and sincerity in carrying out business mandates. Digitalization is not only aimed at increasing profitability, but also as a means of improving service quality and expanding benefits for consumers. The principle of *amanah* requires consistency between the information published online and the condition of the product received, while the value of *ihsan* encourages businesses to provide added value through product benefit education, hygienic production processes, and commitment to halal standards.¹⁹ Furthermore, increased visibility through digital systems opens up opportunities to strengthen the position of businesses in the agribusiness value chain. Wider market access enables the establishment of partnerships with resellers, healthy food communities, and educational institutions. This condition is in line with the hexahelix ecosystem approach, which emphasizes the importance of cross-actor collaboration in promoting the sustainability of MSMEs. In this context, digital technology serves as a medium of connectivity that brings together various stakeholders, not merely as a promotional tool. From a sustainability perspective, a digital-based expansion strategy enables market diversification without requiring aggressive increases in production capacity in the early stages.

The main focus is on optimizing the added value of available resources, so that growth emphasizes demand stability and margin improvement.²⁰ This approach is in line with the principle of prudence in economics. Islam emphasizes careful planning and avoids excessive risky expansion. When implemented consistently, this strategy not only contributes to improved sales performance, but also strengthens the institutional foundation of the business. Digitalization based on Islamic values encourages growth that is not merely quantitative, but also qualitative, transparent, and oriented towards long-term benefits.²¹ Thus, the implementation of this strategy has the potential to become a model for the development of digital-based agribusiness MSMEs that is adaptive while remaining grounded in the principles of *maqashid al-shariah*.

¹⁸ Edi Nurachmad et al., "Adoption of Digital-Based Management Information Systems and Its Impact on MSME Performance in Indonesia," n.d., <https://doi.org/10.37641/jimkes.v12i1.4004>.

¹⁹ Angga Syahputra et al., "Signifikansi Peranan UMKM Dalam Pembangunan Ekonomi Di Kota Medan Dalam Perspektif Syariah," *Islamic Banking and Finance* 6, no. 2 (2023): 718–28.

²⁰ M. Masrukhan and Riska Khajiyah Isnaini, "Optimalisasi Teknologi Dan Strategi Pemasaran Digital Dalam Meningkatkan Daya Saing UMKM Bakpia Wong Yogyakarta," *Jurnal Nuansa : Publikasi Ilmu Manajemen Dan Ekonomi Syariah* 3,no.1(February 14, 2025): 282–300, <https://doi.org/10.61132/nuansa.v3i1.1630>.

²¹ Edo Parpadma Nagri, "Peran Digitalisasi Ekonomi Dalam Perspektif Islam," *Journal of Practice Learning and Educational Development* 1, no. 4 (2021): 149–52, <https://doi.org/10.58737/jpled.v1i4.25>.

CONCLUSION

This study concludes that optimizing digitization in developed micro-scale agribusiness MSMEs, such as the Saddam Medan Mushroom House MSME, is most effective when focused on strengthening digital-based marketing and business networks, rather than expanding production capacity.²² The integration of the Technology Acceptance Model (TAM), SOAR, and Quantitative Strategic Planning Matrix (QSPM) shows that the priority strategy lies in utilizing digital opportunities to expand market reach and strengthen business connectivity. These findings confirm that the success of digitalization is determined more by market orientation, stability of consumer access, and the ability to build sustainable business relationships than by mere output increases. From an Islamic economic perspective, targeted digitization contributes to the realization of maqashid al-shariah, particularly hifz al-mal through income stabilization and increased added value, as well as tahqiq al-'adl through information transparency and transaction clarity. Thus, digitization not only represents technological innovation, but also becomes an instrument for strengthening sustainable economic welfare. The implications of this study emphasize the importance of developing digital literacy, optimizing marketplace platforms, and multiparty synergy within the hexahelix framework, supported by local government policies and Islamic financial institutions so that the digital transformation of MSMEs is inclusive and in line with Islamic economic principles.

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²² Muhammad Ilyas et al., "Digital Entrepreneurial Acceptance: An Examination of Technology Acceptance Model and Do-It-Yourself Behavior," *Journal of Innovation and Entrepreneurship* 12, no. 1 (December 1, 2023), <https://doi.org/10.1186/s13731-023-00268-1>.

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