



## **Integrating SOAR Analysis and Maqasid al-Shariah in the Development of Cassava Chips Micro-Enterprises: Evidence from Sonomartani Village, North Labuhanbatu Regency**

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### **Abstract:**

This study aims to analyze the development strategy of a cassava chips home industry in Sonomartani Village, North Labuhan Batu Regency using the SOAR (Strengths, Opportunities, Aspirations, Results) approach integrated with the maqasid sharia perspective. The research method employed is descriptive qualitative, with data collection techniques including interviews, observations, and documentation. The results indicate that the business possesses strengths in the availability of raw materials, distinctive taste, and affordable prices, as well as opportunities in stable market demand and the growth of digital marketing. The resulting development strategies include optimizing digital marketing, product innovation, improving packaging quality, and expanding market reach. The most influential strategy is the optimization of digital marketing supported by the advantages of local products. From the maqasid sharia perspective, this business reflects the values of preserving religion (hifz al-din), life (hifz al-nafs), intellect (hifz al-'aql), lineage (hifz al-nasl), and wealth (hifz al-mal) through the use of halal materials, hygienic production processes, and contributions to community welfare. Therefore, business development is not only profit-oriented but also emphasizes public benefit and sustainability.

**Keywords:** Business Development; Cassava Chips; Home-Based Industry; Maqasid al-Shariah; SOAR.

## 1. Introduction

Micro, Small, and Medium Enterprises (MSMEs) in the food and beverage sector play an important role in meeting community needs while contributing to regional economic development. One of the businesses that has experienced rapid growth is the processed food industry, particularly cassava chips, which are widely favored by consumers due to their distinctive taste and affordable price (Roikhah, 2021). Despite having considerable potential for development, cassava chip businesses generally continue to face several challenges, including limited capital, conventional marketing methods, limited product innovation, and relatively simple packaging (Putra & Desiana, 2023). These conditions contribute to relatively low business competitiveness compared to large-scale industrial products.

The challenges faced by micro-scale food industries are not limited to business management aspects. From an Islamic economic perspective, the development of micro-enterprises should not focus solely on financial profit but should also prioritize the values of *maqasid al-shariah*, which encompass the protection of religion (*hifz al-din*), life (*hifz al-nafs*), intellect (*hifz al-'aql*), lineage (*hifz al-nasl*), and wealth (*hifz al-mal*) (Rahmatika, 2022). However, in Indonesia, many MSME operators have yet to optimally implement these values. This is reflected in the limited understanding among business owners regarding the assurance of the halal status of raw materials (*hifz al-din*), packaging that does not yet meet appropriate standards and may affect product safety (*hifz al-nafs*), and the absence of separate financial record-keeping systems, which may affect business capital and sustainability (Ramdhani, 2022; Daulay, 2023).

This phenomenon is also specifically observed among household-scale cassava chip industries in Sonomartani Village, North Labuhanbatu Regency. Based on observations and interviews with five cassava chip business owners in the village, several specific problems were identified, particularly the fact that business activities are still managed conventionally. Product marketing currently relies primarily on consignment through local shops or direct orders without utilizing digital marketing platforms (Chaffey, 2022). In addition, the packaging used remains simple, consisting of plain transparent plastic without adequate product information. From the perspective of *maqasid al-shariah*, this condition indicates that business management has not been fully planned to optimize the potential for increasing income (*hifz al-mal*) while maintaining product quality and attractiveness sustainably (*hifz al-nafs*), despite Sonomartani Village having an abundant supply of cassava from local farmers.

Previous studies have tended to focus on marketing, product innovation, and business development strategies for MSMEs, particularly in improving product competitiveness in the market (Roikhah, 2021; Putra & Desiana, 2023; Syofia & Ashaluddin, 2024). Meanwhile, studies on *maqasid al-shariah* have predominantly discussed the concept within the broader framework of Islamic economics and Islamic finance and have not been widely integrated specifically into strategies for developing micro-enterprises based on local food products (Rahman, 2020; Auda, 2008). Therefore, this study aims to analyze the development strategy of a cassava chip business located in Sonomartani Village, North Labuhanbatu Regency, using the SOAR (Strengths, Opportunities, Aspirations, and Results) analysis approach integrated with *maqasid al-shariah*. Through this approach, the study is expected to formulate a business development strategy that not only has the potential to enhance business competitiveness but also provides broader benefits to the community.

## 2. Literature Review

### Strategic Management and SOAR Analysis in Home Industry Development

Strategic management is a series of systematically structured decisions and actions designed to formulate and implement strategies aimed at achieving organizational goals effectively and sustainably. In the context of micro-enterprises, the implementation of strategic management is particularly important because business owners are required to adapt to market dynamics and enhance business competitiveness (Putra & Desiana, 2023). Home industries, as part of the MSME sector, are characterized by limited capital, relatively simple technology adoption, and dependence on family labor. Nevertheless, the MSME sector makes a significant contribution to the national economy by creating employment opportunities and improving community welfare (Arif et al., 2023).

Efforts to improve business competitiveness and sustainability require appropriate development strategies. One approach that can be used in strategy formulation is SOAR (Strengths, Opportunities, Aspirations, and Results) analysis. The SOAR approach is a strategic analysis framework that focuses on an organization's strengths and opportunities while encouraging the formulation of aspirations and desired outcomes from a positive perspective (Stavros & Hinrichs, 2009). Unlike SWOT analysis, which emphasizes weaknesses and threats, the SOAR approach prioritizes potential and opportunities to promote sustainable business development (Lubis, 2024). In the context of a cassava chip home industry, this analysis is used to identify internal strengths, such as the availability of raw materials and product taste, as well as external opportunities, such as the development of digital marketing and stable market demand.

The development of MSMEs in the modern era also needs to be supported by the utilization of digital technology and marketing innovation. Business digitalization can assist micro-enterprise owners in improving effectiveness and expanding market access more broadly and efficiently (Imsar, 2022). Therefore, the utilization of social media and marketplaces is an important strategy for supporting the sustainability of community-based micro-enterprises.

### **Maqasid al-Shariah in Business Development Based on Islamic Economics**

From the perspective of Islamic economics, business activities are not solely oriented toward achieving financial profit but also aim to realize *maslahah* (public benefit) and improve community welfare. Islamic economic principles emphasize justice, social responsibility, and the prohibition of *riba*, *gharar*, and *maysir* in business activities (Rahmatika, 2022). The concept of *maqasid al-shariah* refers to the fundamental objectives of Islamic law, namely the protection of five essential aspects of human life: *hifz al-din* (protection of religion), *hifz al-nafs* (protection of life), *hifz al-aql* (protection of intellect), *hifz al-nasl* (protection of lineage), and *hifz al-mal* (protection of wealth) (Auda, 2008). In its development, this concept is not only understood as a normative foundation but also as a strategic framework applicable to various aspects of life, including modern economic activities. In the context of a cassava chip home industry, the implementation of *maqasid al-shariah* can be realized through the use of halal raw materials, hygienic production processes, transparent product information for consumers, and contributions to community welfare. Thus, business development requires not only an appropriate managerial approach but also a foundation based on the values of *maqasid al-shariah*. Therefore, this study integrates SOAR analysis with the principles of *maqasid al-shariah*, with the primary objective of formulating a development strategy for a cassava chip home industry that not only enhances competitiveness but also prioritizes sustainability and the broader realization of *maslahah*.

## **3. Method**

### **Research Design and Setting**

This study adopts a qualitative approach with a descriptive design, selected because the research seeks an in-depth understanding of the development strategies of cassava chips home-based industries and the extent to which these strategies reflect the values of *maqasid al-shariah*. Such an approach is appropriate when a phenomenon is examined within its natural setting and emphasis is placed on interpreting meanings, processes, and actual field conditions rather than on measuring variables numerically (Sugiyono, 2022).

The research was conducted in Sonomartani Village, North Labuhanbatu Regency, in December 2025. The site was selected purposively because the village possesses an abundant supply of locally cultivated cassava and a concentration of household-scale chips producers. Five business owners were selected as key informants through purposive sampling, based on the criteria that the business (a) was still actively producing at the time of data collection, (b) had operated continuously for at least 2 years, and (c) demonstrated potential for further development in production capacity and market reach. Data collection ended once the interviews yielded no new categories of information, indicating that saturation had been reached. The informant profiles are presented in Table 1.

Table 1. Profile of Cassava Chips Home-Based Industry Owners in Sonomartani Village

| No. | Code | Name of Business           | Location within Sonomartani Village |
|-----|------|----------------------------|-------------------------------------|
| 1.  | I-1  | Keripik Singkong Mbak Dwi  | Trans Baru Hamlet                   |
| 2.  | I-2  | Keripik Singkong Dua Putri | Jambur 9 Hamlet                     |
| 3.  | I-3  | Keripik Ubi Yakusa         | Rejosari Hamlet IV                  |
| 4.  | I-4  | Keripik Ubi Khas Trans     | Trans Lama Hamlet                   |
| 5.  | I-5  | Keripik Ubi Pedas Manis    | Nagali Hamlet XI                    |

Source: Processed primary data (2025)

### **Data Sources and Collection**

The data are non-numerical and were drawn from primary and secondary sources. Primary data were obtained through in-depth interviews and field observation involving the five informants, while secondary data were derived from documentation and relevant literature (Hardani et al., 2020). Semi-structured interviews were conducted face to face at each production site in Indonesian, lasting approximately [insert duration] minutes, and were audio-recorded with the informants' consent, transcribed verbatim, and translated for reporting purposes. The interview guide covered raw material availability and production processes, marketing and the use of digital technology, business constraints, and development aspirations. Non-participant observation examined operational practices, including raw material handling, production hygiene, packaging, and the manifestation of *maqasid al-shariah* values in daily business activity. Documentation of production activities, packaging, and available business records was used to corroborate the interview and observation data (Firmansyah, 2022).

### **Data Analysis**

The data were analysed using the interactive model of Miles et al. (2014), comprising data condensation, data display, and the drawing and verification of conclusions. Transcripts, field notes, and documentation were coded according to the research focus, displayed as narrative descriptions and matrices, and interpreted through continuous verification. The resulting codes were classified into the four components of the SOAR framework (Stavros & Hinrichs, 2009): internal conditions supporting the business as Strengths, favourable external conditions as Opportunities, the owners' future intentions as Aspirations, and the targeted outcomes as Results. These components were cross-tabulated into a SOAR matrix to generate the SO, AO, SR, and AR strategies. SOAR was selected because, unlike models that foreground weaknesses and threats, it identifies positive potential constructively and orients strategy formulation toward sustainable development (Albar et al., 2024). Each strategy was then interpreted against the five essential objectives of *maqasid al-shariah* — *hifz al-din*, *hifz al-nafs*, *hifz al-'aql*, *hifz al-nasl*, and *hifz al-mal* — to assess its contribution to *maslahah* (Auda, 2008).

### Trustworthiness and Ethical Considerations

Credibility was established through source triangulation, comparing accounts across the five owners, and methodological triangulation, cross-checking interview data against observation and documentation; summarised findings were subsequently returned to the informants for confirmation. Prior to data collection, the purpose of the research was explained and consent to participate and to be recorded was obtained. Participation was voluntary, personal names have been replaced with informant codes, and the data are used solely for academic purposes.

## Findings and discussion

### Overview of Business Conditions

Observations and interviews conducted in December 2025 with five business owners indicate that the cassava chips home-based industries in Sonomartani Village operate as independently managed micro-enterprises relying on cassava sourced from local farmers. Production is carried out using simple techniques and manual equipment, while marketing is conducted directly to nearby consumers and on an order basis. These enterprises constitute an important source of family income and contribute to household economies within the village. The owners nevertheless face a common set of constraints, namely limited capital, minimal innovation in flavour variation, simple packaging, and restricted use of digital technology. Taken together, these conditions confine market reach to the immediate locality and leave competitiveness underdeveloped relative to industrially produced snack products. For analytical purposes, the interview data were categorised according to three indicators: the availability of raw materials and production processes; marketing and digitalisation; and the implementation of *maqasid al-shariah* values. Each is presented in turn below, with informants identified by code in accordance with the anonymity procedure described in the Method section.

#### Availability of Raw Materials and Production Processes

The ready availability of local cassava and the distinctive taste of the products emerged as the principal strengths shared by all five enterprises. As one owner explained:

“Cassava raw materials are very easy to obtain in Sonomartani Village. We get them directly from farmers around here, so the supply is steady and the price is affordable.” (I-1)

This account was corroborated by a second informant, who linked supply stability directly to price stability:

“The supply of cassava from nearby farmers is always available and the price is affordable, so our production costs remain stable and the price of the chips is affordable for consumers.” (I-2)

The remaining informants confirmed the same pattern. Proximity to primary producers shortens the supply chain and insulates production costs from the price fluctuations that typically affect processors located outside cassava-growing areas. This condition therefore represents a locational advantage that is not easily replicable by competitors, and it forms the material basis for the affordable pricing that the owners identify as a competitive asset. Production itself, however, remains labour-intensive and dependent on manual equipment, which places an upper limit on output and constrains the enterprises' capacity to respond to any substantial increase in demand.

### Marketing and Digitalisation Constraints

In contrast to the strength observed in raw material supply, marketing constitutes the most pronounced constraint across all five enterprises. Sales continue to be conducted through conventional channels, and the owners reported limited capacity to engage with digital platforms:

"We still sell our products by consigning them to local shops, and consumers usually place orders directly. We do not really understand how to manage online sales." (I-3)

A further informant connected this limitation to the condition of the packaging, indicating that the two constraints reinforce one another:

"The packaging of our chips is still very simple. We only use plain transparent plastic tied with a candle without a brand. We would also like to market the products online, but we do not know how." (I-4)

Interviews with the remaining owners revealed the same pattern. Two observations follow. First, the barrier to digital marketing is one of technological literacy rather than of access, since all informants reported owning mobile telephones with internet connectivity; the constraint is therefore addressable through training rather than through capital investment. Second, packaging deficiency compounds the marketing constraint, because unbranded transparent plastic without product information cannot satisfy the visual and informational requirements of online marketplaces. Digital marketing and packaging improvement consequently cannot be pursued as independent strategies but must be sequenced together.

### Implementation of Maqasid al-Shariah Values

All informants reported prioritising the halal status of raw materials and the hygiene of production processes as a means of maintaining consumer trust, thereby reflecting *hifz al-din* and *hifz al-nafs*. As one owner stated:

"The ingredients we use are guaranteed to be halal, and the production process is clean. We run this business not only to seek profit but also to support our family's economy." (I-5)

Table 2. Summary of Interview Findings

| Indicator                        | Summary of Interview Findings (Five Informants)                                                                                                                                        |
|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Raw materials and production     | All informants reported that cassava is readily obtainable from local farmers at affordable and relatively stable prices; production relies on manual equipment and simple techniques. |
| Marketing and digitalisation     | Sales remain conventional, conducted through consignment to local shops and direct orders; none of the informants had used social media or online marketplaces.                        |
| Innovation and packaging         | Products are packaged in plain transparent plastic without branding or product information, and flavour variation remains limited.                                                     |
| Implementation of shariah values | All informants ensure that raw materials are halal and that production processes are hygienic, and regard the business as a means of supporting household welfare.                     |

Source: Processed primary data (2025)

### SOAR Analysis

The coded data were classified into the four components of the SOAR framework in order to establish the basis for strategy formulation. Strengths and Opportunities were derived from the internal and external conditions identified through interviews and observation, while Aspirations and Results were derived from the owners' stated intentions and from the outcomes they expect those intentions to produce. Consistent with the logic of the framework, Results are expressed as the measurable form of the corresponding Aspirations rather than as a separate set of objectives. The classification is presented in Table 3.

Table 3. Classification of SOAR Components

| SOAR Component | Identified Elements                                                                                                                                                                                      |
|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strengths      | (a) Ready availability of raw materials sourced directly from local farmers; (b) distinctive product taste favoured by consumers; (c) affordable selling prices accessible to the surrounding community. |
| Opportunities  | (a) Relatively stable market demand for snack products; (b) growth of digital marketing channels; (c) government programmes supporting MSME development.                                                 |

| SOAR Component | Identified Elements                                                                                                                                                                                                 |
|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Aspirations    | (a) Expanding flavour variation; (b) improving packaging design and quality; (c) extending market reach beyond the village; (d) creating employment opportunities for local residents.                              |
| Results        | (a) Measurable increase in production and sales volume; (b) market coverage extended to sub-district and district level; (c) increased household income; (d) absorption of local labour into production activities. |

Source: Processed primary data (2025)

Cross-tabulating these components yields four strategic formulations, presented in Table 4. The matrix pairs internal strengths and owner aspirations against external opportunities and expected results, producing strategies that are grounded in existing capabilities rather than in resources the enterprises do not currently possess.

**Table 4. SOAR Strategy Matrix**

| SO (Strengths–Opportunities)                                                                                                                                                                                         | AO (Aspirations–Opportunities)                                                                                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Leveraging the distinctive product taste and affordable pricing by optimising digital marketing through WhatsApp, Instagram, and online marketplaces in order to extend market reach and strengthen competitiveness. | Developing product innovation through wider flavour variation and improved packaging design and quality, while capitalising on prevailing market trends and digital technology to enhance consumer appeal. |
| SR (Strengths–Results)                                                                                                                                                                                               | AR (Aspirations–Results)                                                                                                                                                                                   |
| Maintaining consistent product quality and affordable pricing in order to increase sales volume and strengthen customer loyalty.                                                                                     | Increasing production capacity and expanding distribution in order to raise business income and generate employment opportunities for the local community.                                                 |

Source: Processed primary data (2025)

### Business Development Strategies

The SO strategy directs the enterprises' established strengths — distinctive taste and affordable pricing — toward the opportunity presented by digital marketing channels such as WhatsApp, Instagram, and online marketplaces. This strategy warrants priority for two reasons grounded in the findings. First, marketing was the constraint reported by every informant without exception, whereas capital and equipment limitations were raised less consistently. Second, unlike capacity expansion, digital marketing requires negligible capital outlay and can be implemented using devices the owners already possess. The finding that digitalisation improves marketing effectiveness and extends the market reach of MSMEs is consistent with Arif et al. (2023) and Imsar (2023). The present case qualifies that conclusion, however: those studies examine enterprises that had already achieved a baseline of technological literacy, whereas the informants in Sonomartani Village identified their own lack of operational knowledge as the binding constraint. Digitalisation therefore functions here as a training requirement before it can function as a marketing channel.

The AO strategy directs the owners' aspirations toward product innovation, through wider flavour variation and improved packaging design and quality, in order to capitalise on prevailing market trends. The findings indicate that packaging improvement carries a dual function in this context: it raises the perceived added value of the product, as Roikhah (2021) observes in relation to snack food competitiveness, and it simultaneously constitutes a precondition for entry into digital marketplaces, which require branded and informative packaging. Sugianto (2022) similarly identifies marketing innovation and the strengthening of business strategy as determinants of community-based MSME development. Packaging improvement should accordingly be understood not as an aesthetic refinement but as an enabling condition for the SO strategy.

The SR strategy emphasises the maintenance of consistent product quality and affordable pricing in order to increase sales volume and strengthen customer loyalty. The findings indicate that consumers within the existing market are drawn to consistency of taste and reasonable pricing, both of which derive from the stable local supply of raw materials identified earlier. Consistency of quality is therefore not merely a production standard but the mechanism through which the enterprises' locational advantage is converted into consumer trust and repeat purchase.



The AR strategy is directed toward increasing production capacity and expanding distribution in order to raise business income and generate employment for surrounding residents. The findings indicate that the enterprises retain potential for development, although current capacity is constrained by reliance on manual equipment and family labour. Expansion should accordingly proceed incrementally and in sequence with the preceding strategies, since increasing output before market reach has been extended would risk unsold inventory in a product category with limited shelf life.

### **Business Development from the Perspective of Maqasid al-Shariah**

From the perspective of Islamic economics, business development is oriented not solely toward financial profit but also toward the realisation of *maslahah* for society. Examined against the five essential objectives of Islamic law (Auda, 2008), the practices observed in these enterprises may be characterised as follows. *Hifz al-din* (protection of religion) is reflected in the use of halal raw materials and in production processes that do not contravene Islamic principles. As noted above, however, this assurance is presently self-declared rather than certified, which limits its verifiability for consumers beyond the immediate community and constitutes a barrier to entry into formal retail and online channels. Consequently, *Hifz al-nafs* (protection of life) is reflected in hygienic production practices and in efforts to maintain product quality, both of which protect consumer health. The condition of the packaging qualifies this achievement: unbranded plastic without sealing or expiry information affords limited protection against contamination and spoilage during distribution, so that food safety is maintained at the point of production but not reliably preserved thereafter.

*Hifz al-'aql* (protection of intellect) is realised through the absence of prohibited or intoxicating substances in the product formulation. Beyond the product itself, this objective also bears on the development strategy: the digital literacy training required by the SO strategy represents an investment in the owners' capacity for knowledge and reasoned decision-making, which is the developmental dimension of *hifz al-'aql* in economic activity. *Hifz al-nasl* (protection of lineage) is evident in the role of these enterprises in providing a livelihood that sustains families and supports the education of children, and in the transmission of production skills within the household through the involvement of family labour. The creation of work opportunities for neighbouring residents extends this benefit beyond the individual household to the wider community.

*Hifz al-mal* (protection of wealth) is reflected in the income generated for owners and for those they employ. This objective is only partially realised, however, since the absence of separate financial records leaves business capital vulnerable to depletion through household consumption. The introduction of simple bookkeeping would therefore constitute not merely a managerial improvement but a direct means of fulfilling *hifz al-mal*. Taken as a whole, the implementation of *maqasid al-shariah* in these enterprises indicates that business activity is oriented toward the *maslahah* of society as well as toward economic gain, as evidenced by adherence to halal requirements, attention to consumer health and safety, and the improvement of welfare through employment creation. This is consistent with prior studies finding that *shariah*-based micro-enterprises contribute to community welfare on a sustainable basis (Rokan, 2021; Harahap, 2021; Nasution, 2022). The present findings extend that literature by showing that the fulfilment of these objectives is uneven across the five dimensions: those objectives realised through the owners' personal conduct are substantially met, whereas those requiring institutional instruments — certification, standardised packaging, financial record-keeping — remain only partially fulfilled.

### **The Integration of SOAR and Maqasid al-Shariah**

Reading the two analyses together indicates that the strategies generated by the SOAR framework and the objectives of *maqasid al-shariah* are mutually reinforcing rather than parallel. Each strategy advances at least one essential objective: the SO strategy develops *hifz al-'aql* through the digital literacy it requires; the AO strategy advances *hifz al-nafs* by improving the protective function of packaging and *hifz al-din* by creating the conditions for halal labelling; and the SR and AR strategies serve *hifz al-mal* and *hifz al-nasl* through income growth and local employment. Conversely, *maqasid al-shariah* supplies an evaluative criterion that SOAR alone does not provide, since a strengths-based framework identifies what an enterprise is capable of achieving but not which achievements are worth pursuing. The integration of the two therefore yields a development strategy that is at once grounded in existing capability and directed toward *maslahah*, which supports the proposition that

maqasid al-shariah functions not only as a normative concept but as an operative framework for sustainable micro-enterprise development.

#### 4. Conclusion

This study set out to formulate a development strategy for cassava chips home-based industries in Sonomartani Village, North Labuhanbatu Regency, by integrating SOAR analysis with the perspective of *maqasid al-shariah*. The findings indicate that these enterprises possess substantial developmental potential, grounded in internal strengths — direct access to locally cultivated raw materials, a distinctive product taste, and affordable pricing — and supported by external opportunities in the form of stable demand for snack products and the expansion of digital marketing channels.

The SOAR analysis generated four interrelated strategies: SO, directed toward optimising digital marketing; AO, toward product innovation and improved packaging; SR, toward maintaining quality and pricing consistency to strengthen customer loyalty; and AR, toward expanding production capacity and distribution. Of these, the SO strategy warrants priority, since marketing was the constraint reported by every informant and its remediation requires negligible capital outlay. The findings further indicate that these strategies are sequentially dependent rather than parallel: digital literacy training and packaging improvement are preconditions for market expansion, and capacity expansion is warranted only once market reach has been extended.

From the perspective of *maqasid al-shariah*, the enterprises demonstrate a clear orientation toward *maslahah*, evidenced by adherence to halal requirements, hygienic production, and the generation of household income and local employment. This fulfilment is nonetheless uneven. Objectives realised through the owners' personal conduct are substantially met, whereas those requiring institutional instruments — halal certification, standardised packaging, and separated financial record-keeping — remain only partially fulfilled. Strengthening these instruments therefore constitutes both a managerial priority and a direct means of advancing *hifz al-din*, *hifz al-nafs*, and *hifz al-mal*.

The study contributes to the literature by demonstrating that SOAR and *maqasid al-shariah* function complementarily: SOAR identifies what an enterprise is capable of achieving, while *maqasid al-shariah* supplies the criterion for determining which achievements are worth pursuing. Practically, the findings suggest that assistance programmes for village-level food enterprises should prioritise digital literacy training and packaging standardisation over capital injection. This study is limited to five enterprises within a single village, and its findings are therefore analytically rather than statistically generalisable. Future research might examine a larger number of enterprises across multiple villages, employ a longitudinal design to assess strategy implementation over time, or extend the analysis to other locally based food industries in order to test the transferability of the integrated framework proposed here.

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