

Pentahelix as a Development Strategy for Opak Apik Singkong Business in Aek Bamban from an Islamic Economic Perspective

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| Received: 29-07-2024

|| Revised: 28-08-2024

|| Accepted: 30-09-2024

| Published On: 30-10-2024

Abstract: Aek Bamban is an area with significant potential for agro-industrial business development, particularly the Opak Apik cassava business. However, key challenges include a lack of innovation in business management, limited market access, and weak synergy among local stakeholders. This study aims to analyze the implementation of the Pentahelix strategy as a solution for developing the Opak Apik cassava business from an Islamic economic perspective. The Pentahelix model involves five critical elements: government, academia, business, community, and media, working together to create a collaborative ecosystem that fosters business growth. This qualitative study employs the SOAR method, using the O-A approach, which focuses on aspirations and opportunities to drive sustainable and competitive business strategies. The O-A approach identifies existing opportunities and long-term aspirations to create sustainable and competitive businesses. From an Islamic economic perspective, principles such as *tauhid* (monotheism), *nubuwwah* (prophethood), *khilafah* (stewardship), *adl* (justice), and *ma'ad* (the afterlife) are integrated into every aspect of business development. The findings show that the Pentahelix collaboration and the O-A strategy can expand market access, enhance product innovation, and promote socio-economic balance based on Islamic values. This strategy not only fosters economic growth but also contributes to societal welfare through justice and sustainability.

Keywords: Pentahelix, SMEs, Cassava, Islamic Economics

Abstrak: Aek Bamban merupakan salah satu daerah yang memiliki potensi besar dalam pengembangan usaha berbasis agroindustri, salah satunya adalah usaha Opak Apik Singkong. Namun, permasalahan utama yang dihadapi adalah kurangnya inovasi dalam pengelolaan usaha, keterbatasan akses pasar, dan rendahnya sinergi antara pemangku kepentingan lokal. Penelitian ini bertujuan untuk menganalisis penerapan strategi Pentahelix sebagai solusi pengembangan usaha Opak Apik Singkong dari perspektif ekonomi Islam. Model Pentahelix melibatkan lima unsur penting: pemerintah, akademisi, bisnis, komunitas, dan media, untuk menciptakan ekosistem kolaboratif yang mendukung pertumbuhan usaha. Penelitian ini merupakan kualitatif dengan menggunakan metode SOAR melalui pendekatan O-A merupakan strategi yang berorientasi kepada aspirasi yang diharapkan untuk memanfaatkan peluang. Model Pentahelix melibatkan lima aktor utama: pemerintah, akademisi, bisnis, komunitas, dan media, yang berperan penting dalam mempercepat pertumbuhan usaha. Pendekatan O-A difokuskan pada identifikasi peluang-peluang yang ada serta aspirasi jangka panjang untuk menciptakan usaha yang berkelanjutan dan berdaya saing. Dalam perspektif ekonomi Islam, prinsip-prinsip seperti tauhid, nubuwwah, khilafah, adl, dan ma'ad diintegrasikan dalam setiap aspek pengembangan usaha. Hasil penelitian menunjukkan bahwa kolaborasi Pentahelix dan penerapan strategi O-A dapat memperluas akses pasar, meningkatkan inovasi produk, serta mendorong keseimbangan sosial-ekonomi yang berlandaskan nilai-nilai syariah. Strategi ini tidak hanya menciptakan pertumbuhan ekonomi, tetapi juga berkontribusi pada kesejahteraan masyarakat melalui keadilan dan keberlanjutan.

Kata kunci: Pentahelix, UMKM, Opak Singkong, Ekonomi Islam

How to cite this article:

Kurnia Sandi Panjaitan and others, Pentahelix as a Development Strategy for Opak Apik Singkong Business in Aek Bamban from an Islamic Economic Perspective, Jurnal Ilmiah Mizani: Wacana Hukum, Ekonomi Dan Keagamaan, 11.2 (2024), 421-434
Doi: <http://dx.doi.org/10.29300/mzn.v11i2.5162>



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Jurnal Ilmiah Mizani: Wacana Hukum, Ekonomi, dan Keagamaan

Published by Faculty of Sharia, State Islamic University of Fatmawati Sukarno Bengkulu

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Introduction

The agricultural sector in Aek Bamban, Asahan Regency, North Sumatra, presents significant opportunities for economic growth, particularly through cassava production. Cassava, known for its versatility, can be transformed into various products, including the locally popular Opak Apik cassava crackers.¹ This enterprise enhances the value of cassava and plays a crucial role in generating employment and increasing local income, aligning with Indonesia's broader economic goals for advancement by 2045.² The significance of Small and Medium Enterprises (SMEs) in this context cannot be overstated; they are vital in driving economic activities, fostering creativity,³ and preserving local traditions, thereby contributing to sustainable economic development.⁴ Income level is one of the criteria for determining the advancement of a region. If a region's income is relatively low, it can be said that its progress and welfare will also be low.⁵

SMEs, such as those involved in the Opak Apik business, are essential for income

distribution within communities and for absorbing a large portion of the labor force, which is critical for reducing unemployment rates.⁶ The government's role in supporting SME development is crucial, yet the responsibility also lies with the SMEs themselves to leverage available resources and collaborate with governmental bodies to create business opportunities.⁷ The income levels in regions like Aek Bamban serve as indicators of progress and welfare, emphasizing the need for effective strategies to enhance local economic conditions.⁸

From an Islamic economic perspective, business development should not only focus on material gains but also adhere to ethical and spiritual principles. The Pentahelix model, which incorporates academia, business, community, government, and mentors,⁹ provides a comprehensive framework for fostering collaboration among stakeholders to drive development.¹⁰ This model emphasizes the importance of multi-stakeholder engagement in achieving shared goals, particularly in promoting local cultural preservation alongside economic growth.¹¹ The Qur'an encourages

¹ Mairani Putri and others, 'Humberger Cassava, the Solution of Today's Food Choices in the Global Era, Utilizing Indonesia's Natural Resources', *Probilitas*, 2022, doi:10.54482/probilitas.v1i01.81.

² Inuk Wahyuni Istiqomah and Angga Martha Mahendra, 'Pemberdayaan Masyarakat Melalui Penyuluhan Inovasi Pengolahan Singkong Dan Opak Sebagai Upaya Pengembangan Produk Unggulan Di Desa Bleberan Kecamatan Jatirejo Kabupaten Mojokerto', *Jurnal Pengabdian Masyarakat*, 2022, doi:10.32815/jpm.v3i1.259.

³ I Harahap, Z M Nawawi, and E Sugiarto, 'Industri Kreatif UMKM (Usaha Mikro Kecil Dan Menengah) Di Kota Medan Dalam Perspektif Ekonomi Islam', *Jurnal Ilmiah Ekonomi Islam*, 8.02 (2022).

⁴ Kusnandar Kusnandar, Nuning Setyowati, and Wiwit Rahayu, 'Strategic Orientations to Strengthen Policymaking: Study of Small-Scale Cassava-Based Agroindustry in Central Java, Indonesia', *Agraris Journal of Agribusiness and Rural Development Research*, 2023, doi:10.18196/agraris.v9i1.183.

⁵ Wan Ronaldo Nasution, Zuhri M Nawawi, and Nurul Inayah, 'Analisis Pemanfaatan Lidi Kelapa Sawit Dalam Meningkatkan Pendapatan Dan Kesejahteraan Masyarakat Perspektif Ekonomi Islam', *Ulul Abab: Jurnal Ilmiah Multidisiplin*, 1.8 (2022).

⁶ Ani Suryani and others, 'Risk Analysis on the Cassava Value Chain in Central Lampung Regency', *Agraris Journal of Agribusiness and Rural Development Research*, 2023, doi:10.18196/agraris.v9i2.333.

⁷ Thanika Chintanapunt and Rath Pichyangkura, 'Collaborative Cassava-Chip Supply Chain Mobile Application in Thailand', *International Journal of Interactive Mobile Technologies (Ijim)*, 2020, doi:10.3991/ijim.v14i01.11180.

⁸ Joshua N Cobb and others, 'Enhancing the Rate of Genetic Gain in Public-Sector Plant Breeding Programs: Lessons From the Breeder's Equation', *Theoretical and Applied Genetics*, 2019, doi:10.1007/s00122-019-03317-0.

⁹ Muhammad Syahbudi, *Ekonomi Kreatif Indonesia: Strategi Daya Saing UMKM Industri Kreatif Menuju Go Global*, CV Merdeka Kreasi Group, 2017.

¹⁰ Lara Penco, Teresina Torre, and Roberta Scarsi, 'Does Strategic Orientation Influence Strategy Formulation and Organisational Design in Italian Food Medium Sized Enterprises? The Role of the Family', *British Food Journal*, 2019, doi:10.1108/bfj-03-2019-0210.

¹¹ Zul Hamly Yahya Koto, Zaharuddin Zaharuddin, and Uun Novalia Harahap, 'Perencanaan Dan

cooperation in righteousness, which aligns with the collaborative ethos of the Pentahelix model.¹²

Despite the potential of the Opak Apik business, it faces several challenges, including limited knowledge and skills among human resources, inadequate infrastructure, and restricted market access.¹³ Addressing these challenges requires a strategic approach that involves all stakeholders, as the Pentahelix model suggests.¹⁴ By fostering collaboration among various sectors, the model can help overcome barriers to growth and enhance the sustainability of cassava-based enterprises¹⁵. Additionally, integrating the SOAR framework—focusing on Strengths, Opportunities, Aspirations, and Results—can further support the development of SMEs like Opak Apik by identifying business strengths and opportunities while aligning with Islamic values.¹⁶

The development of the Opak Apik cassava business in Aek Bamban can be

significantly enhanced through the application of the Pentahelix model and the SOAR framework. This approach not only addresses existing challenges but also promotes sustainable growth and community well-being, ultimately contributing to Indonesia's vision of becoming an advanced economy by 2045. The collaborative efforts of academia, business, community, government, and mentors are essential for realizing the full potential of cassava production and its associated enterprises.

Thus, this study aims to analyze how the *Pentahelix* model, combined with the SOAR strategy, can be applied to the development of the *Opak Apik* business in Aek Bamban, from an Islamic economic perspective. The collaboration among academia, business, community, government, and mentors provides a comprehensive strategy to overcome business challenges, foster sustainable growth, and enhance the well-being of the local community. Therefore, this research is titled: "Pentahelix as a Development Strategy for the Opak Apik Cassava Business in Aek Bamban from an Islamic Economic Perspective."

Method

This study employs a qualitative research methodology.¹⁷ Qualitative research is designed to describe and analyze phenomena, events, social activities, and perceptions, as well as the thoughts of individuals or groups.¹⁸ The qualitative approach is used to explore the dynamics of the *Opak Apik* business in improving the local economy and the role of stakeholders in developing SMEs. Data collection

Pengendalian Persediaan Bahan Baku Opak Dengan Pendekatan MRP (Material Requirement Planning)', *Jurnal Rekayasa Sistem Industri*, 2024, doi:10.33884/jrsi.v9i2.8786.

¹² Sidi Bello Alkasim and others, 'The Mediating Effect of Cost Leadership on the Relationship Between Market Penetration, Market Development, and Firm Performance.', *Journal of Business & Retail Management Research*, 2018, doi:10.24052/jbrmr/v12i503/art-17.

¹³ Agung Dewantara and others, 'D'cuby (Cassava Leaf Jerky) Processes Green Plants Into Healthy and Nutritious Snacks', *Epicentrum*, 2022, doi:10.54482/epicentrum.v1i01.50.

¹⁴ Raja Putri Salsabila, Muhammad Syahbudi, and Muhammad Ikhsan, 'Penta Helix A Strategy of Development of Womenpreneurs Creative Creations in The City of Tanjungbalai in The Islamic Economic Prespective', *SENTRALISASI*, 13.1 (2024), doi:10.33506/sl.v13i1.2997.

¹⁵ Abed Nego Okthara Sebayang, 'Perawatan Diagnostik Dan Konservatif Hidropneumotorax Karena Tuberkulosis Pada Anak Laki-Laki Berusia 17 Tahun', *Scripta Score Scientific Medical Journal*, 2020, doi:10.32734/scripta.v2i1.3527.

¹⁶ Hernán Ceballos and others, 'Fifty Years of a Public Cassava Breeding Program: Evolution of Breeding Objectives, Methods, and Decision-Making Processes', *Theoretical and Applied Genetics*, 2021, doi:10.1007/s00122-021-03852-9.

¹⁷ James P. Takona, 'Research Design: Qualitative, Quantitative, and Mixed Methods Approaches / Sixth Edition', *Quality and Quantity*, 2024, doi:10.1007/s11135-023-01798-2.

¹⁸ Michael Trumbull and K Watson, 'Qualitative Research Method. Integrating Quantitative and Qualitative Methods in Research', in G. R Taylor, Ed., 2010.

techniques involve two types of data: primary and secondary. Primary data were obtained through field interviews and observations, while secondary data were gathered from relevant documents provided by the research subjects, both directly and indirectly.¹⁹

The study was conducted in Aek Bamban, Asahan Regency, where cassava is processed into *Opak Apik*, a local business that contributes significantly to the area's economy. The research adopts the SOAR (Strengths, Opportunities, Aspirations, and Results) approach, which is a strategic planning framework that focuses on identifying internal strengths and external opportunities to achieve long-term goals. The SOAR method is especially relevant for exploring how the business can leverage its existing potential for sustainable growth.

The subjects of this study are key stakeholders from the *Pentahelix* model, including academia (lecturers from FEBI UIN SU), government (the head of Aek Bamban village), business (the *Opak Apik* cassava entrepreneurs), media (digital platforms), and the community (community leaders).

The following table presents the SOAR matrix, which was used to analyze the internal and external factors influencing the development of the *Opak Apik* cassava business:

Table 1. SOAR Matrix Analysis for the Development of *Opak Apik* Cassava Business

Internal Eksternal	Strength List of Eksternal Strength	Opportunities List of Internal Opportunities
Aspirations List of internal aspirations	SA Strategy Create strategies that use strengths to achieve aspirationsi	OA Strategy Develop strategies oriented towards aspirations that capitalize on opportunities

¹⁹ Edward Barroga and others, 'Conducting and Writing Quantitative and Qualitative Research', *Journal of Korean Medical Science*, 38.37 (2023), doi:10.3346/jkms.2023.38.e291.

Result	SR Strategy	OR Strategy
List of measurable outcomes to be achieved	Create strategies based on strengths to achieve measurable results	Develop strategies focused on opportunities to achieve predetermined results

The analysis aims to create strategic initiatives that leverage the identified strengths to achieve aspirations (SA strategies) and exploit opportunities to fulfill aspirations (OA strategies). Furthermore, the strategies focus on using strengths to achieve measurable results (SR strategies) and utilizing opportunities to attain the desired outcomes (OR strategies).

Results and Discussion

The village of Aek Bamban, situated in the Aek Songsongan District, is characterized by its agricultural richness, particularly in crops such as cassava and sweet potatoes. The local production of opak apik cassava has emerged as a significant economic product, contributing to the community's economic development.²⁰ This aligns with the broader role of Micro, Small, and Medium Enterprises (MSMEs) in Indonesia, which are crucial for economic growth, labor absorption, and poverty alleviation.²¹ However, the opak apik cassava business faces several challenges, including limited market access, a need for product innovation, and insufficient collaboration among stakeholders,²² which are common issues faced by MSMEs in

²⁰ Moh Gifari Sono and others, 'The Effect of Sharia Financing Availability on Economic Growth of MSMEs in Sukabumi', *West Science Interdisciplinary Studies*, 2023, doi:10.58812/wsis.v1i11.385.

²¹ Nanang Ruslana and others, 'Performance of Small and Medium Enterprises in Indonesia Impacted by Financial Accessibility', *Jurnal Ekonomi Pembangunan Kajian Masalah Ekonomi Dan Pembangunan*, 2023, doi:10.23917/jep.v24i2.21703.

²² Loso Judijanto and others, 'A Holistic Review of MSME Entrepreneurship in Indonesia: The Role of Innovation, Sustainability, and the Impact of Digital Transformation', *International Journal of Business Law and Education*, 2023, doi:10.56442/ijble.v5i1.355.

Indonesia.²³

The integration of Islamic economic principles into the development of MSMEs in predominantly Muslim areas like Aek Bamban is essential. The principles of tawhid, nubuwah, khilafah, 'adl, and ma'ad provide a framework for ethical business practices that can enhance the sustainability and success of local enterprises.²⁴ Tawhid emphasizes that all business activities should be seen as acts of servitude to Allah, which can motivate entrepreneurs to strive for success through ethical means.²⁵ The principle of nubuwah encourages honesty and trustworthiness in business dealings, which is vital for building consumer trust and fostering long-term relationships.²⁶

Moreover, the principle of 'adl, or justice, underscores the importance of fairness in business operations, including equitable treatment of workers and.²⁷ This principle is particularly relevant in addressing the challenges of wage disparities and profit distribution within MSMEs, ensuring that all parties benefit from the business's success.²⁸ The khilafah principle highlights the responsibility of business leaders to manage resources wisely and sustainably, which is crucial for the long-term viability of enterprises like the opak apik cassava business.²⁹ Finally, the ma'ad principle serves

as a reminder of the ultimate purpose of life, encouraging entrepreneurs to consider the broader impact of their business practices on both the community and the afterlife.³⁰ The village of Aek Bamban, situated in the Aek Songsongan District, is characterized by its agricultural richness, particularly in crops such as cassava and sweet potatoes. The local production of opak apik cassava has emerged as a significant economic product, contributing to the community's economic development.³¹ This aligns with the broader role of Micro, Small, and Medium Enterprises (MSMEs) in Indonesia, which are crucial for economic growth, labor absorption, and poverty alleviation.³² However, the opak apik cassava business faces several challenges, including limited market access, a need for product innovation, and insufficient collaboration among stakeholders,³³ which are common issues faced by MSMEs in Indonesia.³⁴

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Moreover, the principle of 'adl, or

²³ Reswita, Andi Irawan, and Ketut Sukiyono, 'The Role of Small and Medium Enterprises (Sme) on the Economy', *International Journal of Social Science*, 2021, doi:10.53625/ijss.v1i4.743.

²⁴ - Firdaus, None Sella Kurnia Sari, and Deva Dwi Anggara, 'Impact of Islamic Financing on Working Capital Management of Micro, Small, and Medium Enterprises in Tanjungpinang City, Indonesia', *La_riba*, 2022, doi:10.20885/jielariba.vol8.iss2.art5.

²⁵ Adedeji Saidi Adelekan, 'Islamic Financing Effects on Small Medium Enterprises Competitiveness', *Journal of Islamic Economic and Business Research*, 2021, doi:10.18196/jiebr.v1i1.11753.

²⁶ Adelekan.

²⁷ Firdaus, Sari, and Anggara.

²⁸ Nanang Ruslana and others, 'Performance of Small and Medium Enterprises in Indonesia Impacted by Financial Accessibility', *Jurnal Ekonomi Pembangunan Kajian Masalah Ekonomi Dan Pembangunan*, 2023, doi:10.23917/jep.v24i2.21703.

²⁹ Adelekan.

³⁰ Firdaus, Sari, and Anggara.

³¹ Sono and others.

³² Ruslana and others, 'Performance of Small and Medium Enterprises in Indonesia Impacted by Financial Accessibility'.

³³ Judijanto and others.

³⁴ Reswita, Irawan, and Sukiyono.

³⁵ Firdaus, Sari, and Anggara.

³⁶ Adelekan.

³⁷ Adelekan.

justice, underscores the importance of fairness in business operations, including equitable treatment of workers and.³⁸ This principle is particularly relevant in addressing the challenges of wage disparities and profit distribution within MSMEs, ensuring that all parties benefit from the business's success.³⁹ The khilafah principle highlights the responsibility of business leaders to manage resources wisely and sustainably, which is crucial for the long-term viability of enterprises like the opak apik cassava business.⁴⁰ Finally, the ma'ad principle serves as a reminder of the ultimate purpose of life, encouraging entrepreneurs to consider the broader impact of their business practices on both the community and the afterlife.⁴¹

Interviews conducted with local business leaders revealed that applying these Islamic economic principles can lead to a more holistic approach to business development. The Internal Factors Analysis System (IFAS) was utilized to analyze the strengths and weaknesses of the opak apik cassava business, providing insights into effective strategies for improvement. This method aligns with the need for MSMEs to adopt innovative practices and enhance their competitive advantage in a challenging market environment.⁴²

Every step in business development from an Islamic economic perspective will be analyzed based on the principles of tawhid, nubuawah, khilafah, 'adl, and ma'ad. Therefore, this interview is expected to provide a holistic insight into how small businesses can thrive through multi-stakeholder collaboration, aligned with the

values of Islamic economics to create mutual welfare and long-term sustainability. Based on the interviews conducted with the leader of the opak apik cassava business produced by the community in Aek Bamban village, the researcher tested this data using the Internal Factors Analysis System (IFAS) to determine effective steps to take.

Tabel 2. SOAR Matriks

	N 1	N 2	N 3	N 4	N 5	T o t a l	W e i g h t	R a t i n g	W e i g h t X R a t i n g
Easy access to raw materials for opak apik production (khilafah)	4	4	3	4	4	19	0,12	3,8	0,47
Does not require a large capital to make opak apik (nubuawah)	3	4	4	4	4	19	0,12	3,8	0,47
Support from the government in the form of capital assistance, marketing, and training (khilafah)	4	4	4	4	3	19	0,12	3,8	0,47
Diverse and unique flavor variants (tawhid)	4	3	4	4	4	19	0,12	3,8	0,47
Total						76	0,50	1,89	

Internal Factors Analysis System (IFAS)

	N 1	N 2	N 3	N 4	N 5	T o t a l	W e i g h t	R a t i n g	W e i g h t X R a t i n g
High demand opportunities (nubuawah)	4	4	4	4	4	20	0,13	4	0,52
Opak products have export potential (khilafah)	4	4	3	4	4	18	0,12	3,6	0,42
Opak apik has the potential to become a local souvenir of Aek Bamban (ma'ad)	4	4	4	4	4	20	0,13	4	0,52
Potential for increasing partnerships with product distributors (tawhid)	4	4	4	3	4	19	0,12	3,8	0,47
Total						77	0,50	1,94	
Tota						153	1,00	3,83	

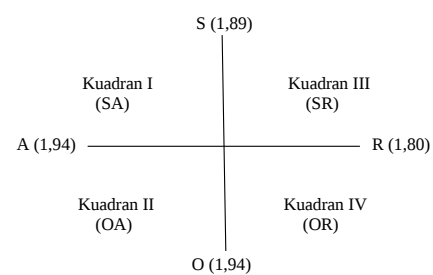
³⁸ Firdaus, Sari, and Anggara.³⁹ Ruslana and others, 'Performance of Small and Medium Enterprises in Indonesia Impacted by Financial Accessibility'.⁴⁰ Adelekan.⁴¹ Firdaus, Sari, and Anggara.⁴² Judijanto and others.

Based on the results of the internal analysis, a total score of 3.83 was obtained. Additionally, it can be seen that the strength and opportunity factors are dominated by strengths, with a score of 1.94. The analysis then continues with external factors. The desires and outcomes of developing the opak apik cassava business have external factors that can be identified using the External Factors Analysis System (EFAS) matrix in Table 3

Aspiration	N 1	N 2	N 3	N 4	N 5	T o t a l	W e i g h t	R a t i n g	W e i g h t X R a t i n g
Improve the economy of the Aek Bamban village community (khilafah)	3	4	4	4	3	18	0,12	3,6	0,43
Opportunities to receive assistance in capital, marketing, and business training for entrepreneurs (khilafah)	4	4	3	4	4	19	0,13	3,8	0,48
Increase MSMEs in Aek Bamban (khilafah)	4	4	4	3	4	19	0,13	3,8	0,48
Have solid and quality workers in entrepreneurship (adl)	4	4	4	4	4	20	0,13	4,0	0,54
Total						76	0,15	1,94	
Result	N 1	N 2	N 3	N 4	N 5	J u m l a h t	B o l o h t	R a t i n g	B o l o h t X R a t i n g
The economy of the community increases (khilafah)	4	4	4	4	4	20	0,13	4,0	0,54
Increased market target for opak apik (khilafah)	3	4	3	3	3	16	0,11	3,2	0,34
Increased market target for opak apik (khilafah)	3	4	4	3	4	18	0,12	3,6	0,43
The workers of opak apik are solid and of high quality in entrepreneurship (adl)	4	3	4	4	4	19	0,13	3,8	0,48
Total						73	0,14	1,80	
Total of all						149	0,14	3,74	

Tabel 3

Based on the external analysis data above, the dominant factor between aspirations and results is aspirations, with a score of 1.94. Therefore, to realize the development of the opak apik cassava business, a strategic plan must be devised to determine the appropriate solutions.



- Strengths + Aspiration
 $1.89 + 1.94 = 3.83$
- Opportunities + Aspiration
 $1.94 + 1.94 = 3.88$
- Strengths + Result
 $1.89 + 1.80 = 3.69$
- Opportunities + Result
 $1.94 + 1.80 = 3.74$

Based on these calculations, the strategy rankings from highest to lowest are as follows:

- **Opportunities + Aspiration** — Rank I
 $= 3.88$
- **Strengths + Aspiration** — Rank II
 $= 3.83$
- **Opportunities + Result** — Rank III
 $= 3.74$
- **Strengths + Result** — Rank IV
 $= 3.69$

These strategies can also be identified through the results of the following SOAR matrix:

Internal Eksternal	Strength	Opportunities
	- Ease of obtaining cassava as raw material for	- High demand potential for the product (nubuwah)

	opak due to the production location (khilafah)	- Opportunity for opak to be exported (khilafah)
	- Does not require a large capital to produce opak (nubuawah)	- Potential for opak to become a signature souvenir of Aek Bamban (ma'ad)
	- Support from the government in the form of financial aid, marketing, and training (khilafah)	- Opportunity to expand partnerships with product distributors (tauhid)
	- The availability of diverse and unique flavor variants (tauhid)	
Aspirations	SA Strategy	OA Strategy
- Improving the economy of Aek Bamban village (khilafah)	- The ease of obtaining cassava as raw material due to the production location, along with enhancing small businesses (UMKM) in Aek Bamban (S1, A3) (khilafah and khilafah)	- The high demand potential provides entrepreneurs with opportunities to receive financial aid, marketing support, and business training (O1, A2) (nubuawah and khilafah)
- Opportunity to receive financial aid, marketing support, and business training for entrepreneurs (khilafah)	- It does not require a large capital to produce opak, yet there is an opportunity to receive financial aid, marketing support, and business training for entrepreneurs (S2, A2) (nubuawah and khilafah)	- The potential for opak to be exported will boost the economy of Aek Bamban village (O2, A1) (khilafah)
- Enhancing the growth of small businesses (UMKM) in Aek Bamban (khilafah)	- Government support in the form of financial aid, marketing, and training will result in the improvement of the village economy in Aek Bamban (S3, A1) (khilafah)	- Opak apik has the potential to become a signature souvenir of Aek Bamban, requiring solid and skilled workers in entrepreneursh ip (O3, A4) (ma'ad and adl)
- Having solid and skilled workers in entrepreneurs hip (adl)	- The diversity of unique flavor variants necessitates that workers be solid and of	- The opportunity to expand partnerships with distributors will enhance small businesses (UMKM) in Aek Bamban (O4, A3) (tauhid and khilafah)

	high quality in entrepreneursh ip (S4, A4) (tauhid and adl)	
Result	SR Strategy	OR Strategy
- The economy of the community improves (khilafah)	- The ease of obtaining cassava as raw material due to the production location boosts the growth of small businesses (UMKM) in Aek Bamban (S1, R3) (khilafah)	- The high demand potential leads to an improvement in the community's economy (O1, R1) (nubuawah and khilafah)
- The market target for opak expands (khilafah)	- It does not require a large capital to produce opak, and it demands that opak apik workers be solid and skilled in entrepreneursh ip (S2, R4) (nubuawah and adl)	- The opportunity for opak to be exported arises as the market target for opak increases (O2, R2) (khilafah)
- Small businesses (UMKM) in Aek Bamban grow (khilafah)	- Government support in the form of financial aid, marketing, and training leads to the improvement of the community's economy (S3, R1) (khilafah)	- Opak has the potential to become a signature souvenir of Aek Bamban, which is one solution to boost small businesses (UMKM) in Aek Bamban (O3, R3) (ma'ad and khilafah)
- Opak apik workers are solid and skilled in entrepreneurs hip (adl)	- The availability of diverse and unique flavor variants increases the market target for opak (S4, R2) (tauhid and khilafah)	- There is an opportunity to expand partnerships with product distributors, which will ensure that opak apik workers are solid and skilled in entrepreneursh ip (O4, R4) (tauhid and adl)

Pentahelix and Islamic Economic Principles Government

The concept of Pentahelix, which integrates five key stakeholders—government, academia, business practitioners, community, and media—can be effectively aligned with Islamic economic principles to foster sustainable development and equitable resource management. This synthesis explores how each stakeholder

can embody Islamic values such as Khilafah (stewardship), Adl (justice), Nubuwwah (ethics and morality), and Tauhid (oneness of God) in the context of developing opak singkong, a traditional Indonesian cassava snack.

Government Role: Khilafah and Adl

The government plays a pivotal role in implementing policies that reflect the Islamic principle of Khilafah, which emphasizes stewardship over resources. This stewardship can manifest through the provision of subsidies, training programs, and infrastructure development aimed at enhancing the production of opak singkong.⁴³ Such initiatives not only support local businesses but also ensure that resources are managed sustainably, aligning with the ethical imperatives of Islamic economics.⁴⁴ Furthermore, the principle of Adl necessitates that government policies are equitable, providing equal access to resources and opportunities for all business actors, particularly Micro, Small, and Medium Enterprises (UMKM) involved in opak singkong production.⁴⁵ This includes the fair distribution of aid and the formulation of non-discriminatory policies that promote inclusivity.⁴⁶

⁴³ Zainal Abidin, 'Islamic Economics Development in Indonesia: Reflection on Contemporary Thoughts of Muslim Intellectuals', *Shirkah Journal of Economics and Business*, 2020, doi:10.22515/shirkah.v5i3.345.

⁴⁴ Dimas Kenn Syahrir and others, 'Leveraging Islamic Economic to Alleviate Poverty in Indonesia: A Promising Pathway', *International Journal of Entrepreneurship and Business Management*, 2023, doi:10.54099/ijebm.v2i2.797.

⁴⁵ Havis Aravik, Achmad Irwan Hamzani, and Nur Khasanah, 'The Role of the State in the Islamic Economic System: A Review of Abbas Mirakhor's Thought', *Islamic Banking Jurnal Pemikiran Dan Pengembangan Perbankan Syariah*, 2021, doi:10.36908/isbank.v7i1.271.

⁴⁶ Adel Benhamed and Mohamed Sadok Gassouma, 'Preventing Oil Shock Inflation: Sustainable Development Mechanisms vs. Islamic Mechanisms', *Sustainability*, 2023, doi:10.3390/su15129837.

Academia's Contribution: Khilafah and Nubuwwah

Academics contribute significantly to the Islamic economic landscape by engaging in research and technological development that enhances production efficiency and quality of opak singkong. Their role in education and training for entrepreneurs is crucial, as it aligns with the Khilafah principle of stewardship,⁴⁷ ensuring that knowledge is disseminated responsibly.⁴⁸ Moreover, adherence to the Nubuwwah principle mandates that research must be conducted ethically, ensuring that outcomes are not only effective but also just and aligned with Islamic values.⁴⁹ This ethical framework is vital in guiding research towards socially beneficial ends, thereby fostering a responsible entrepreneurial ecosystem.⁵⁰

Business Practitioners: Khilafah and Nubuwwah

Business practitioners embody the principles of Khilafah by managing their enterprises with a focus on sustainable practices and effective resource utilization.⁵¹ This stewardship is essential for the long-term viability of businesses producing opak

⁴⁷ Hartomi Maulana and Mochammad Kharits Taufani, 'Quadruple Helix Governance as an Effort in Maintaining Food Security Through Islamic Philanthropy', *Jurnal Ecodemica Jurnal Ekonomi Manajemen Dan Bisnis*, 2023, doi:10.31294/eco.v7i2.15292.

⁴⁸ Nila Atikah and others, 'Islamic Economic Transformation in the Digital Era: A Review of the Role of Fintech', *Jurnal Impresi Indonesia*, 2023, doi:10.58344/jii.v2i12.4654.

⁴⁹ Yenni Samri Julianti Nasution, Marliyah, Rahmi Syahriza Isnaini Harahap, *Hadis_hadis_Ekonomi* (Prenadamedia Group, 2021).

⁵⁰ Hisyam Ahyani and Elah Nurhasanah, 'Peran Strategi Politik Islam Terhadap Perekonomian Di Indonesia', *Mutawasith Jurnal Hukum Islam*, 2020, doi:10.47971/mjhi.v3i1.185.

⁵¹ Syamsu Rijal, 'Mapping the Landscape of Sharia Economics: A Bibliometric Analysis', *West Science Interdisciplinary Studies*, 2023, doi:10.58812/wsis.v1i6.107.

singkong.⁵² Additionally, the Nubuwwah principle calls for honesty and integrity in business operations, ensuring that high-quality standards are maintained in product offerings. Entrepreneurs are expected to uphold these ethical standards, which not only enhance their reputation but also contribute to the overall trust in the market.⁵³

Community Engagement: Adl and Khilafah

The community's role in the Pentahelix framework is crucial, as it must benefit from the development of opak singkong businesses.⁵⁴ The principle of Adl emphasizes the need for fair job opportunities and economic prospects for community members, ensuring that local populations are not marginalized in the economic development process.⁵⁵ Furthermore, the community's engagement in local economic activities reflects the Khilafah principle, as it encourages collective responsibility and wise utilization of locally produced goods.⁵⁶

Media's Responsibility: Nubuwwah and

Tauhid

The media serves as a vital conduit for disseminating accurate and honest information, embodying the Nubuwwah principle through its commitment to integrity and transparency.⁵⁷ By providing reliable information about opak singkong production and its benefits, the media can foster a well-informed public that supports local businesses.⁵⁸ Additionally, the principle of Tauhid can be reflected in the media's efforts to align its messaging with Islamic values, promoting narratives that support societal welfare and ethical business practices.⁵⁹

the integration of Islamic economic principles within the Pentahelix framework provides a robust approach to fostering sustainable development in the context of opak singkong production. Each stakeholder has a unique role that aligns with key Islamic values, ensuring that economic activities are conducted ethically, equitably, and sustainably.

Important Actions for the Opak Singkong Business from the Perspective of Islamic Economics

From the perspective of Islamic economics, operators of the opak singkong business must adhere to several essential actions that align with Sharia principles to ensure that their ventures are not only financially successful but also gain the blessings and pleasure of Allah. The

⁵² Aam and Aisyah As-Salafiyah, 'A Review on Islamic Social Finance', *Islamic Social Finance*, 2021, doi:10.58968/isf.v1i1.66.

⁵³ Siti Aisyah and others, 'Rethinking the Paradigm of Islamic Banking: Integrated of Commercial and Social Oriented', *Al-Iktisab Journal of Islamic Economic Law*, 2022, doi:10.21111/al-iktisab.v6i2.8844.

⁵⁴ Mohammed Ayoub Ledhem and Mohammed Mékidiche, 'Economic Growth and Financial Performance of Islamic Banks: A CAMELS Approach', *Islamic Economic Studies*, 2020, doi:10.1108/ies-05-2020-0016.

⁵⁵ Imam Hidayat and Susiana Nur Fita Sari, 'PENGARUH KEPEMILIKAN MANAJERIAL, UKURAN PERUSAHAAN, DAN KEBIJAKAN DIVIDEN TERHADAP KEBIJAKAN HUTANG', *COMPETITIVE Jurnal Akuntansi Dan Keuangan*, 5.1 (2021), doi:10.31000/competitive.v5i1.4030.

⁵⁶ Mohammed Ayoub Ledhem and Mohammed Mékidiche, 'Islamic Securities (Shukūk) and Economic Growth: New Empirical Investigation From Southeast Asia Using Non-Parametric Analysis of McMc Panel Quantile Regression', *Islamic Economic Studies*, 2021, doi:10.1108/ies-06-2021-0020.

⁵⁷ Fidzri Nur Febriani and None Muhammad Rusliator Maika, 'Islamic Media Bibliometric Analysis Based on Scientific Publications in ASEAN Countries', *Jurnal Kajian Informasi & Perpustakaan*, 2023, doi:10.24198/jkip.v11i1.36604.

⁵⁸ Suud Sarim Karimullah, 'Exploration of Maqasid Al-Shariah Concepts in the Development of Islamic Economic Policies', 2023, doi:10.32332/muamalah.v2i2.7747.

⁵⁹ Daud Mustafa, H A Abdulsalam, and Jibrail Bin Yusuf, 'Islamic Economics and the Relevance of <i>Al-Qawā'id Al-Fiqhiyyah</i>', *Sage Open*, 2016, doi:10.1177/2158244016671374.

following actions should be taken to promote honesty and justice in transactions to develop the opak singkong business while achieving the Islamic principles necessary for sustainable and ethical growth.

Honesty in Weighing and Measuring Products

Business operators must be truthful in measuring and weighing their products. There must be no reduction in weight or fraudulent measurements, as mandated by Allah in Surah Al-Mutaffifin (83:1-3).

The term "woe" in the first verse represents a very serious warning from Allah for those who commit fraud. The term "Al-Mutaffifin" refers to those who are dishonest in weighing and measuring, who deliberately reduce the rights of others when giving but demand their rights fully or even more when receiving (Hamka, 1984).

The tafsir of this verse reminds us to always act fairly and honestly, avoid fraud, and strive to build a better and fairer society. Surah Al-Mutaffifin verses 1-3 strongly warns those who are dishonest in measurement and weighing. These verses are highly relevant for business operators, including those involved in the opak singkong trade, as they emphasize the importance of honesty and integrity in business.⁶⁰

Allah SWT commands us to always be honest in our lives. Furthermore, the Prophet Muhammad SAW strongly encourages his followers to be truthful. In one hadith, he stated: "A Muslim is not permitted to sell a defective item unless he discloses its defect" (HR. Al-Quzwani). This hadith forbids business operators from committing fraud in economic activities, highlighting the importance of understanding the ethical business

standards established within Islamic economics.

Operators of the opak singkong business must conduct their operations with complete honesty and integrity. They must ensure that the products sold correspond to the agreed-upon weight or quantity, maintain high product quality without deceiving consumers, and set fair and reasonable prices without excessively profiting at the expense of others. All transactions must be conducted transparently and equitably.

1. Balancing Individual and Societal Interests

Beyond honesty and fairness, maintaining a balance between individual interests and societal welfare is also emphasized in Islamic economics. In Islam, responsibility toward the environment and society is a critical aspect that every Muslim, including business operators, must consider. One relevant verse on this matter is from Surah Al-Qashash (28:77).

This verse teaches the importance of seeking happiness in the Hereafter through good deeds while still benefiting from the worldly blessings that Allah has provided. It underscores the necessity of balance in life, where one should not neglect their worldly responsibilities while also not forgetting the ultimate goals of life in the Hereafter.

This verse urges humanity to pursue happiness in the Hereafter while not neglecting worldly life, including environmental stewardship and goodwill toward others. For opak singkong business operators, this means maintaining a balance between pursuing profit and preserving the environment while also considering the welfare of the community. The synergy between worldly and spiritual balance can be integrated into a strategy for developing Sharia-based economic ventures.

⁶⁰ Tarigan, Tafsir Ayat-Ayat Ekonomi: Tela'ah atas Simpul-Simpul Ekonomi dan Bisnis dalam Al-Qur'an, (Medan: Febi UINSU Press, 2017).

2. Positive Environmental and Societal Impact

The interpretation of this verse indicates that Allah commands humanity not only to seek worldly profit but also to avoid actions that could harm the environment and cause damage to the earth. Operators of the opak singkong business must consider the impact of their business activities on the environment, such as the wise management of production waste, and ensure that their endeavors provide positive benefits to the surrounding community, such as creating jobs or supporting social activities. Thus, environmental and societal stewardship is not only a moral responsibility but also a part of religious teachings that will bring blessings to their businesses.

Conclusion

Based on the calculations from the SOAR matrix, the internal and external factors were identified. The internal factors showed Strengths at 1.89 and Opportunities at 1.94. Meanwhile, the external factors indicated Aspirations at 1.94 and Results at 1.80. Therefore, the researchers found that the O-A Strategy is highly effective as a rationale for developing the opak apik business in Aek Bamban. The O-A strategy is oriented toward aspirations aimed at utilizing opportunities. Based on the obtained strategy, it can be concluded that:

1. There is a significant demand opportunity, allowing business operators to access capital assistance, marketing support, and business training.
2. The opak apik product has the potential for export, which can enhance the economy of the Aek Bamban village.
3. Opak apik has the potential to become a distinctive souvenir of Aek Bamban, leading to a solid and skilled workforce

in entrepreneurship.

4. There is potential for expanding cooperative relationships with product distributors, thereby boosting MSMEs in Aek Bamban.

The pentahelix model involves five main elements: academia, business, community, government, and media, collaborating to create synergy in local business development. The SOAR (Strengths, Opportunities, Aspirations, Results) approach is used to identify strengths, opportunities, aspirations, and desired outcomes in this business development. Additionally, the O-A (Opportunities-Advantages) strategy is employed to leverage existing opportunities and advantages possessed by the opak apik businesses in Aek Bamban, Asahan Regency.

From an Islamic perspective, this business development focuses not only on economic profit but also on blessings and social welfare in accordance with Sharia principles (tauhid, nubuawah, khilafah, adl, and ma'ad). The research findings indicate that collaboration among the pentahelix elements can enhance the competitiveness of the opak apik business and create positive impacts for the surrounding community. The implemented O-A strategy can maximize local potential and create significant added value. Thus, the pentahelix approach and Islamic perspective can serve as effective strategies in developing businesses based on local wisdom.

The authors recommend that the development of the opak apik singkong business in Aek Bamban, Asahan Regency, should involve continuous government support and attention to the needs of opak apik singkong business operators in advancing their enterprises.

Credit Authorship Contribution

Kurnia Sandi Panjaitan:

Conceptualization, Methodology, Investigation, Writing - Original Draft, and Supervision. Zuhrinal M Nawawi: Methodology, Data Collection, and Writing - Review & Editing. Marliyah: Formal Analysis, Resources, and Writing - Review & Editing.

Declaration of Competing Interest

The authors declare no competing interests related to this study. No financial or personal conflicts of interest are present.

Acknowledgements

The authors thank Universitas Islam Negeri Sumatra Utara, Indonesia, for their support and resources throughout this research for their support and resources throughout this research.

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