

STRATEGIC DEVELOPMENT OF THE BRICK INDUSTRY BASED ON ISLAMIC ECONOMICS: A CASE STUDY IN BANGKO BAKTI VILLAGE

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ABSTRACT

This study aims to develop a strategic model for brick enterprise by integrating the SOAR framework with Islamic economic principles to enhance sustainability, ethical integrity, and long-term growth in small-scale industries. The research applies a qualitative descriptive method conducted in Bangko Bakti Village, Rokan Hilir Regency, Riau Province. Data were collected through in-depth interviews with the business owner, workers, and local stakeholders, complemented by field observations and secondary sources. Triangulation was used to ensure data reliability and validity, while the IFE–EFE matrices and SOAR analysis were applied sequentially to determine strategic positioning and formulate development strategies. Islamic values such as *adl* (justice), *ihsan* (excellence), *amanah* (trustworthiness), and *maslahah* (public welfare) were embedded in each analytical stage to guide ethical decision-making and ensure fairness in the business operations. The results show that the enterprise holds strong internal capabilities (IFE score 3.15) and favorable external opportunities (EFE score 3.00), positioning it in the “Grow and Build” quadrant of the IE matrix. Practical strategies derived from this integration include implementing digital marketing, improving production efficiency, ensuring quality control, and promoting fair wage distribution. The study demonstrates that incorporating Islamic ethics within the SOAR model can strengthen managerial accountability, social welfare, and stakeholder trust, offering a replicable approach for other SMEs seeking value-driven and sustainable growth.

Keywords: SOAR Analysis; Islamic Economics; Business Development; SMEs; Brick Industry.

ABSTRAK

Penelitian ini bertujuan untuk mengembangkan model strategis bagi usaha bata dengan mengintegrasikan kerangka SOAR dengan prinsip ekonomi Islam untuk meningkatkan keberlanjutan, integritas etika, dan pertumbuhan jangka panjang pada industri skala kecil. Penelitian ini menggunakan metode deskriptif kualitatif yang dilakukan di Desa Bangko Bakti, Kabupaten Rokan Hilir, Provinsi Riau. Data dikumpulkan melalui wawancara mendalam dengan pemilik usaha, pekerja, dan pemangku kepentingan lokal, dilengkapi dengan observasi lapangan dan sumber sekunder. Triangulasi digunakan untuk memastikan keandalan dan validitas data, sementara matriks IFE–EFE dan analisis SOAR diterapkan secara berurutan untuk menentukan posisi strategis dan merumuskan strategi

Improving Strategic Development of the Brick Industry based on Islamic Economics: a Case Study in Bangko Bakti Village

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pengembangan. Nilai-nilai Islam seperti adl (keadilan), ihsan (keunggulan), amanah (kepercayaan), dan masalahah (kesejahteraan umum) diintegrasikan pada setiap tahap analisis untuk membimbing pengambilan keputusan yang etis dan memastikan keadilan dalam operasional bisnis. Hasil penelitian menunjukkan bahwa usaha ini memiliki kemampuan internal yang kuat (nilai IFE 3,15) dan peluang eksternal yang menguntungkan (nilai EFE 3,00), menempatkannya pada kuadran “Grow and Build” pada matriks IE. Strategi praktis yang dihasilkan dari integrasi ini meliputi penerapan pemasaran digital, peningkatan efisiensi produksi, pengendalian kualitas, dan promosi distribusi upah yang adil. Penelitian ini menunjukkan bahwa mengintegrasikan etika Islam dalam model SOAR dapat memperkuat akuntabilitas manajerial, kesejahteraan sosial, dan kepercayaan pemangku kepentingan, serta menawarkan pendekatan yang dapat diterapkan oleh UMKM lain yang mencari pertumbuhan yang berkelanjutan dan berlandaskan nilai.

Kata Kunci: Analisis SOAR; Ekonomi Islam; Pengembangan Bisnis; UKM; Industri Batu Bata

INTRODUCTION

The small and medium-sized enterprise (SME) sector plays a significant role in driving Indonesia’s economic growth, particularly in rural areas where industrial and agricultural activities form the backbone of community livelihoods. Among these, the traditional brick industry contributes to regional infrastructure development and provides employment for local residents. However, many of these enterprises face managerial, technological, and ethical challenges that hinder sustainable growth. The case of Pak Marwan’s brick enterprise in Bangko Bakti Village illustrates this dynamic, where a traditional business model must adapt to modern market competition while maintaining moral and religious integrity.

The economic contribution of rural industries such as brick manufacturing is substantial in promoting equitable development. Yet, their growth is often constrained by limited access to capital, inconsistent product quality, and inefficient production processes. These challenges require a strategic framework that not only identifies internal and external business factors but also incorporates ethical values that guide decision-making. Conventional strategy models such as SWOT have been widely applied but often lack a value-based orientation that integrates spiritual and moral dimensions.

The SOAR framework Strengths, Opportunities, Aspirations, and Results offers an alternative strategic approach that emphasizes positive potential and aspirational growth rather than focusing on weaknesses and threats. It is especially suitable for micro and small-scale enterprises that need motivation and a forward-looking vision. When combined with Islamic economic principles, the SOAR framework can promote both strategic and moral transformation by aligning business success with masalahah (social welfare) and adl (justice).

To understand the structure of the brick industry in Bangko Bakti Village, an initial survey was conducted among local brick entrepreneurs. The number of workers in each enterprise provides

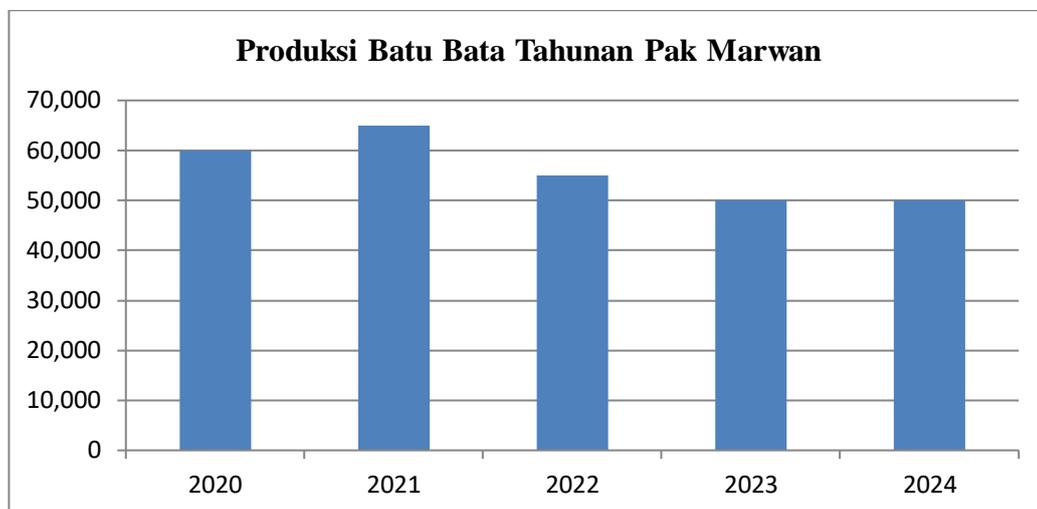
insight into the scale of operations and labor absorption in the rural industrial sector. The following table summarizes the comparative data of local brick businesses operating in the area.

Table 1. Comparison of Brick Enterprises and Number of Workers in Bangko Bakti Village

No	Business Owner	Number of Workers
1	Brick Industry of Pak Marwan	4 Workers
2	Brick Industry of Pak Kades	3 Workers
3	Brick Industry of Pak Erwin	3 Workers
4	Brick Industry of Pak Maruli	4 Workers
5	Brick Industry of Pak Dayat	5 Workers
6	Brick Industry of Pak Sinaga	5 Workers

Source: Data Processed, 2025.

Figure 1. Comparative Brick Production of Pak Marwan's Enterprise (2020–2023)



Source: Data Processed, 2025.

Table 1. indicates that the brick enterprises in Bangko Bakti are small-scale operations, employing between three to five workers each. This demonstrates the importance of SMEs as local job creators and contributors to rural livelihoods. Despite the small workforce, these businesses are vital to the local economy, as they provide both direct employment and indirect income opportunities through supply chains and distribution activities.

The comparative production data, as illustrated in Figure 1, shows that Pak Marwan's brick enterprise maintains consistent production levels and demonstrates steady growth over the past five years. Although production experienced a temporary decline during the pandemic, it recovered rapidly due to improved management practices and workforce stability. This resilience reflects the broader challenges and opportunities faced by small and medium enterprises (SMEs) in Indonesia, which serve as a critical backbone of employment and rural economic development. However, many SMEs continue to struggle with strategic planning, ethical governance, and long-term sustainability. These challenges highlight the urgency of developing an integrated, value-based management model that not only enhances competitiveness but also ensures ethical and sustainable growth.

Previous research has emphasized the relevance of the SOAR framework in strengthening SME competitiveness through innovation and strength-based strategies (Sugiarti et al., 2023). Nevertheless, a significant research gap remains in the limited incorporation of ethical and religious values particularly Islamic economic ethics within this framework. While studies such as Harahap et al. (2024) and Fathurrahman and Munir (2024) underscore the importance of integrating religious and ethical perspectives in business strategy, they have not yet provided a systematic approach to embedding these principles into strategic management models like SOAR. This gap indicates a need for a more comprehensive framework that unites moral, spiritual, and managerial dimensions to address the ethical and strategic challenges faced by SMEs.

In the context of the brick industry, sustainability depends on the effective optimization of resources, the maintenance of production efficiency, and the enforcement of fairness in employment and trade practices. The integration of the SOAR framework with Islamic economic principles offers a promising approach to achieving these objectives. It allows entrepreneurs like Pak Marwan to evaluate internal strengths, identify future opportunities, and align their business aspirations with the ethical principles of *ihsan* (excellence in work and intention) and *maqasid al-shariah* (the higher objectives of Islamic law). Such alignment ensures that business practices not only generate profit but also uphold social justice and environmental responsibility.

The novelty of this study lies in its comparative and integrative approach, which bridges modern strategic planning with Islamic economic thought. Unlike previous studies that focus primarily on competitiveness or production efficiency, this research proposes a holistic model that embeds moral accountability within economic rationality. Theoretically, it contributes to the

field of Islamic management and entrepreneurship by offering a structured framework for integrating ethical principles into strategic decision-making. Practically, it provides a replicable model for rural SMEs that seek sustainable and ethically guided development.

Furthermore, the integration of Islamic principles into strategic management supports social cohesion and equitable prosperity by promoting fair profit distribution, transparent transactions, and responsible resource utilization. These values are consistent with the objectives of maqasid al-shariah and enable businesses to evolve beyond short-term profit motives toward long-term community welfare. Therefore, this study aims to explore and design a strategic development model for Pak Marwan's brick enterprise that combines the SOAR framework with Islamic economic ethics. Through this integration, the research seeks to enhance both business sustainability and ethical integrity while offering new theoretical and practical insights for advancing Islamic management and SME development in Indonesia.

RESEARCH METHOD

This study employs a qualitative descriptive research design aimed at understanding the internal and external strategic conditions of Pak Marwan's brick enterprise through an integrative SOAR–Islamic economic perspective. The qualitative approach allows for in-depth exploration of entrepreneurial behavior, ethical decision-making, and managerial adaptation within the context of small-scale rural industries. The research was conducted in Bangko Bakti Village, Rokan Hilir Regency, Riau Province, an area recognized for its traditional brick production activities. This location was selected because it represents a typical rural industrial setting where family-based SMEs operate under resource and capital limitations but possess high social and ethical cohesion. The study focused specifically on Pak Marwan's brick enterprise as the primary case, supported by comparative data from other five local brick entrepreneurs.

Data Sources and Collection Techniques

The study utilized both primary and secondary data. Primary data were gathered through structured interviews with the business owner (Pak Marwan), workers, and local stakeholders, including the village government and community leaders. Observational data were collected through field visits to production sites, focusing on management practices, labor division, and resource utilization. Secondary data were obtained from related literature, local government reports, and Islamic economic research journals. All data were validated through triangulation involving cross-verification between interviews, observations, and documentation.

Analytical Framework

The analytical model combined SOAR (Strengths, Opportunities, Aspirations, and Results) analysis with IFE–EFE (Internal and External Factor Evaluation) matrices to identify strategic positions. The SOAR framework guided the identification of internal potentials (strengths), external prospects (opportunities), future ambitions (aspirations), and performance indicators (results). Meanwhile, the IFE–EFE matrix was used to quantify these strategic components numerically to determine the enterprise’s strategic position within the IE Matrix.

Integration of Islamic Economic Principles

Islamic values were integrated throughout the analysis as guiding principles for interpreting strategic behavior and decision-making. These values include:

- *Adl* (justice): ensuring fair wages, honest transactions, and balance in profit-sharing;
- *Ihsan* (excellence): encouraging continuous improvement in quality and service;
- *Amanah* (trustworthiness): upholding ethical integrity in agreements; and
- *Maslahah* (public welfare): ensuring that business operations contribute to social prosperity.

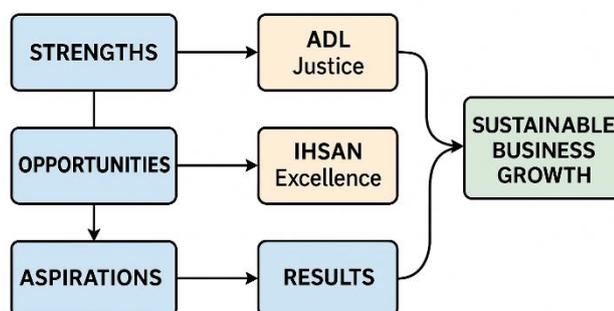
These principles were not treated as theoretical add-ons but as evaluative criteria within each quadrant of the SOAR framework, producing a morally accountable strategic plan.

Data Analysis Procedure

The analysis proceeded through several stages:

- Identification of internal and external factors influencing the enterprise using observation and interview data.
- Construction of the IFE and EFE matrices to assign weighted scores (ranging from 1.0–4.0) to each factor, determining the firm’s internal and external strength levels.
- Mapping the strategic position on the Internal–External (IE) Matrix, leading to the classification of the business as “Grow and Build”.
- Formulation of strategic initiatives through the SOAR model, emphasizing strength-based and value-driven development.
- Interpretation through Islamic economics, aligning all strategic recommendations with principles of justice, balance, and ethical productivity.

Figure 2. Integrative SOAR–Islamic Economic Analytical Framework



Integrative SOAR–Islamic Economic Framework
for Sustainable Business Growth

Source: Data Processed, 2025

RESULT AND DISCUSSION

RESULT

The results of this study were obtained from the analysis of internal and external strategic factors of Pak Marwan’s brick enterprise using the SOAR and IFE–EFE models. Based on the field data and weighting analysis, the enterprise shows considerable internal strength and potential external opportunities that support sustainable business development. The assessment was carried out through the Internal Factor Analysis Summary (IFAS) and the External Factor Analysis Summary (EFAS), which together formed the foundation for the IE (Internal–External) matrix positioning.

Table 2. Internal Factor Analysis Summary (IFAS)

Internal Factors	Weight	Rating	Weighted Score
Skilled labor with experience in brick production	0.20	4	0.80
Consistent quality and durability of products	0.15	4	0.60
Limited production technology	0.10	2	0.20
Efficient local raw material utilization	0.20	3	0.60
Strong community and customer relations	0.15	3	0.45
Lack of digital marketing strategy	0.10	2	0.20
Stable local market demand	0.10	3	0.30
Total	1.00		3.15

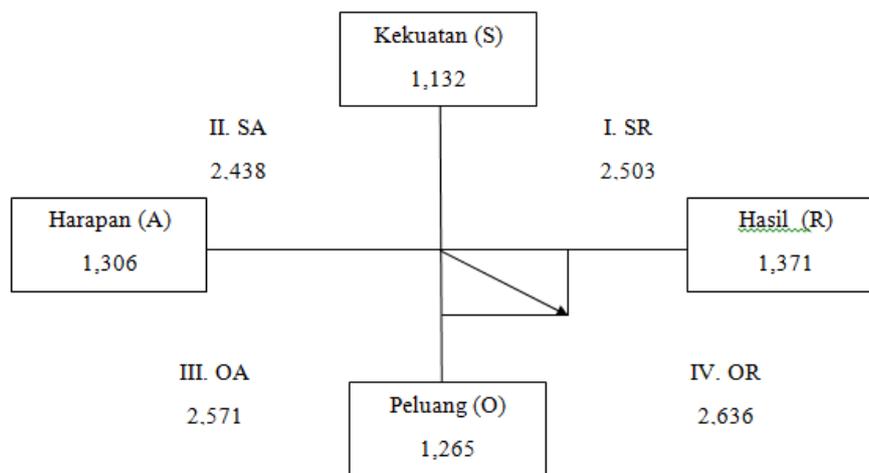
Source: Data Processed, 2025

Table 3. External Factor Analysis Summary (EFAS)

External Factors	Weight	Rating	Weighted Score
Growing housing and infrastructure projects	0.20	4	0.80
Supportive local government policies	0.15	3	0.45
Increasing demand for affordable building materials	0.15	3	0.45
Potential collaboration with construction suppliers	0.15	3	0.45
Rising competition from mechanized producers	0.10	2	0.20
Economic fluctuations affecting raw materials	0.10	2	0.20
Environmental regulations and production waste control	0.15	3	0.45
Total	1.00		3.00

Source: Data Processed, 2025.

Figure 3. IFAS and EFAS Diagram



Source: Data Processed, 2025.

Table 4. Internal–External (IE) Matrix Position of Pak Marwan’s Brick Enterprise

IFE Score	EFE Score	Strategic Quadrant	Strategic Implication
3.15	3.00	I (High–High)	Grow and Build Strategy

Source: Data Processed, 2025.

Table 5. SOAR Matrix

Division of Factors	Strengths	Opportunities
Aspirations	SA Strategy Formulate strategies that harness the organization’s inherent strengths such as skilled labor, consistent brick quality, and strong customer trust to realize its envisioned aspirations for improved production and expanded market presence	OA Strategy Develop strategies that leverage existing opportunities such as rising construction demand, government UMKM support, potential cooperation with building material stores, and digital marketing channels to enable the fulfillment of the organization’s aspirations
Results	SR Strategy Design strategies that utilize the organization’s strengths to achieve outcomes that are not only optimal such as higher production efficiency, product consistency, and improved worker welfare but also sustainable	OR Strategy Craft strategies that capitalize on available opportunities such as collaboration with contractors, expansion into new districts, and growth in online promotion to strengthen and accelerate the desired results of the organization

Source: Data Processed, 2025.

Based on the results above, the total weighted score of IFE = 3.15 and EFE = 3.00 indicates that the enterprise is positioned in Quadrant I (Grow and Build) of the IE matrix. This position suggests that the business has strong internal capabilities and favorable external conditions to pursue aggressive growth strategies. Strategies formulated under this condition include product innovation, digital market expansion, workforce skill enhancement, and production efficiency improvements all aligned with Islamic business ethics emphasizing justice (adl) and trustworthiness (amanah).

The results of this study also present the output of the SOAR analysis, which was developed based on field data and the findings from the IFAS–EFAS assessment. Instead of being presented in bullet points, the analysis is described narratively to provide a more coherent flow and avoid an overly concise impression. Based on interviews and observations, the main strengths of Pak Marwan’s brick enterprise lie in the skills of its workers, who are experienced in traditional brick-making techniques. The consistent quality of the bricks, which are known for their durability among local customers, serves as an internal foundation that enables the enterprise to remain competitive. The strong social relationships between the business owner and the surrounding community also function as social capital that supports smooth production activities. In addition,

the availability of raw materials from the local environment helps reduce operational costs, allowing the business to operate more efficiently..

From the perspective of opportunities, this enterprise operates within a growing external environment. The increasing development of housing and infrastructure projects in the Rokan Hilir region creates new avenues for higher demand for bricks. Government support for MSMEs, including training programs, partnership initiatives, and access to market information, further strengthens the prospects for business development. Additionally, opportunities for collaboration with local contractors or building material stores expand the enterprise's marketing potential. On the other hand, advancements in communication technology provide the business with the chance to optimize digital marketing in order to reach a wider consumer base.

The aspirations of the business owner, as revealed through interviews, indicate an orientation that focuses not only on increasing income but also on contributing to social well-being. The owner aims to gradually expand production capacity without compromising product quality, broaden marketing networks to other regions, and develop a more efficient and modern production process. In addition, there is a strong commitment to ensuring that the enterprise continues to provide benefits for both workers and the surrounding community, aligning with the principle of *maslahah* in Islamic economics.

The outcomes or targets expected from the development of this enterprise include an increase in daily production volume, higher sales through digital marketing, the establishment of long-term partnerships with building material stores or contractors, and improved worker welfare through a more stable and fair wage system. These outcomes serve as realistic benchmarks that illustrate the business's direction for future growth. The integration of the SOAR framework in this study provides a comprehensive picture of how existing strengths and opportunities can be aligned with the owner's aspirations and translated into tangible results that support the sustainability of the enterprise.

DISCUSSION

The findings demonstrate that Pak Marwan's brick enterprise holds significant potential for sustainable growth through strategic utilization of internal strengths and external opportunities. The strong labor base and quality consistency of products have become the main drivers of business competitiveness. These characteristics reflect the Islamic value of *ihsan*,

emphasizing excellence in production and service as an expression of moral responsibility and dedication to work (*amal saleh*).

The analysis also shows that favorable external factors such as the growth of housing projects and supportive local government policies serve as a foundation for expansion. This alignment between opportunity and ethical entrepreneurship supports the realization of *maslahah*, or social welfare, ensuring that business growth benefits both the owner and the surrounding community. Through fair pricing and transparent business practices, the enterprise contributes to equitable economic distribution in Bangko Bakti Village.

Another important aspect highlighted in the discussion is the adaptability of traditional brick industries to modern challenges. Despite limited access to technology, the enterprise demonstrates resilience through experience, craftsmanship, and local collaboration. These factors embody the principle of *amanah* (trustworthiness) in maintaining product reliability and fulfilling customer expectations essential components of sustainability in Islamic business.

The results of the IFE and EFE analyses reveal that ethical values not only influence behavior but also strengthen strategic outcomes. The “Grow and Build” position underlines the enterprise’s readiness for proactive innovation. From an Islamic perspective, innovation is considered a form of *ijtihad* a continuous effort to seek improvement while adhering to moral guidelines. By embracing digital promotion and modern production techniques, the enterprise practices responsible adaptation aligned with *maqasid al-shariah* objectives.

The SOAR Matrix provides a strategic mapping of Pak Marwan’s brick enterprise by integrating internal strengths and external opportunities with the business’s aspirations and desired results. The strategies formulated through the SA and OA dimensions emphasize how organizational strengths and environmental opportunities can be aligned to achieve long-term goals such as production expansion, improved product distribution, and sustainable business growth. Meanwhile, the SR and OR strategies focus on translating these strengths and opportunities into concrete outcomes, including enhanced product quality, stronger market presence, and better employee welfare. This SOAR analysis reflects not only strategic alignment but also the incorporation of Islamic economic principles such as *amanah*, *adl*, and *maslahah* in guiding sustainable business practices.

The integration of the SOAR framework enhances the enterprise’s capability to translate aspirations into measurable results. It encourages the identification of opportunities not merely as profit generators but as avenues to serve social and environmental responsibilities. This

approach transforms the traditional mindset of survival-oriented business into one of value oriented entrepreneurship balancing material and spiritual dimensions in daily operations.

The results of the SOAR analysis complement the IFAS–EFAS findings by providing a more positive, solution-oriented, and future-focused perspective. This integration is essential because the SOAR method not only maps the business’s strategic position but also assists the owner in formulating development steps based on existing strengths and opportunities. First, the enterprise’s strengths such as its experienced workforce and consistent product quality serve as crucial assets within a traditional industry like brickmaking. This consistency reflects the practice of *ihsan*, which emphasizes performing work to the highest standard as a form of moral and spiritual responsibility. These strengths form the foundation for potential market expansion and increased production capacity. Second, the presence of opportunities arising from the growth of the construction sector and government support further strengthens the enterprise’s potential for development. When these opportunities are combined with digital marketing strategies, the business can expand its consumer reach without incurring significant additional costs. This integration of opportunities aligns with the principle of *maslahah*, in which business growth is expected to generate positive benefits for both workers and the surrounding community.

Third, the owner’s aspirations to increase production capacity and generate social benefits demonstrate a long-term orientation that is not only economic in nature but also ethical. This reflects the spiritual dimension of business practices as encouraged within Islamic economics. Fourth, the expected outcomes serve as clear and measurable indicators of success. The establishment of performance benchmarks such as increased production levels and improved worker welfare represents a concrete manifestation of the principle of *adl* (justice) in business management.

The discussion also highlights that the ethical commitment embedded in Islamic economics mitigates the negative impacts of competition and market uncertainty. By emphasizing *adl* (justice), the enterprise ensures that business transactions remain transparent, avoiding exploitation or unfair advantage. This ethical discipline builds trust among customers, suppliers, and employees, which becomes a long-term strategic asset more valuable than temporary gains.

Empirical evidence from this study supports findings from Lubis et al. (2025) and Harahap et al. (2024), who argued that SMEs guided by Islamic business principles achieve better stakeholder trust and long-term stability. The combination of SOAR and Islamic values thus represents a dual framework one analytical and one normative that can be replicated in other rural

industries. It provides not only strategic direction but also a moral compass for entrepreneurship in Muslim communities.

Finally, this integrative approach contributes to the broader goals of Islamic economic development by linking individual enterprise success to community welfare. Through job creation, fair wage distribution, and ethical production practices, Pak Marwan's brick enterprise exemplifies how small-scale businesses can embody the essence of *rahmatan lil alamin* bringing benefit and harmony to society through ethical economic activity. This demonstrates that business growth rooted in Islamic principles is not only achievable but also sustainable in the long term.

CONCLUSION

The conclusion of this study underscores the significance of integrating the SOAR framework with Islamic economic principles as a strategic foundation for sustainable SME development. The findings from Pak Marwan's brick enterprise reveal that aligning internal strengths and external opportunities within a "Grow and Build" strategy can foster competitive advantage while upholding ethical integrity through the values of *adl* (justice), *ihsan* (excellence), and *amanah* (trustworthiness). However, the study also acknowledges certain limitations, particularly the absence of detailed operational metrics that demonstrate how these integrated strategies function in broader industrial contexts. While the ethical emphasis enriches managerial decision-making, the translation of Islamic values into concrete business actions remains underexplored. Moreover, the practical scalability of this integrative model across diverse SME sectors requires further empirical validation. The findings suggest that the adoption of Islamic ethical standards within modern strategic frameworks may face challenges related to market competition, technological adaptation, and managerial capacity. Therefore, future research should extend beyond single-case analysis to include comparative studies across various industries, providing quantitative evidence of implementation outcomes. By doing so, subsequent studies can deepen the understanding of how Islamic ethical principles can be systematically embedded into strategic planning, ensuring that moral accountability and economic growth advance hand in hand within the evolving landscape of Islamic entrepreneurship.

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