

# Adaptive Strategies of Dodol Entrepreneurs Based on Sharia-Compliant Diversification (A Case Study of Dodol MSMEs in Pasar Bengkel, Serdang Bedagai)

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## ABSTRACTS

This study seeks to examine the adaptive strategies employed by dodol entrepreneurs through sharia-compliant diversification in Pasar Bengkel, Serdang Bedagai Regency. A descriptive qualitative design was adopted, utilizing a case study approach to obtain an in-depth understanding of the phenomenon. Data were gathered through interviews, observations, and documentation, and subsequently analyzed using a SWOT framework. The findings indicate that diversification grounded in sharia principles constitutes a strategic response to intensifying competition and evolving market dynamics. The primary strengths of the businesses are reflected in their product quality and adherence to halal standards, whereas their limitations are associated with restricted capital, limited innovation capacity, and suboptimal use of digital marketing. Opportunities emerge from the growing demand for halal products and the expansion of digital platforms, while threats are driven by increasing market competition and shifting consumer preferences. In conclusion, the integration of product diversification, reinforcement of sharia values, and optimization of digital marketing practices plays a crucial role in enhancing both the competitiveness and long-term sustainability of dodol MSMEs.

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## 1. INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a pivotal role in driving Indonesia's economic development (Tambunan, 2019). Amid increasingly intense competition within the traditional food industry, MSMEs are required to continuously innovate in order to sustain their operations and achieve growth (Porter, 1985). One of the well-known traditional culinary hubs in North Sumatra is Pasar Bengkel, located in Serdang Bedagai Regency, which is widely recognized for its distinctive dodol products. These products not only serve as regional souvenirs but also constitute a primary source of livelihood for many local entrepreneurs. Nevertheless, ongoing socio-economic changes have introduced new challenges for dodol producers. Shifting consumer preferences, rising raw material costs, competition from modern food products, and increasing demands for halal assurance and adherence to sharia principles have become critical issues that must be addressed. Within this context, MSME actors are compelled to adopt adaptive and relevant strategies, one of which involves product diversification grounded in sharia principles (Kotler & Keller, 2016).

Sharia-based diversification extends beyond ensuring the halal status of ingredients and production processes; it also encompasses business practices aligned with Islamic ethical values, such as transparency in transactions, equitable profit-sharing, and social responsibility toward the surrounding community. The incorporation of these principles can serve as a distinctive competitive advantage, particularly in light of the growing consumer awareness of halal and ethically produced goods (Wilson & Liu, 2010). Furthermore, strategic development within halal-oriented MSMEs is increasingly important given the substantial growth potential of the global

halal industry (Kaswinata et al., 2023; Rosadi & Nursyamsiah, 2024).

To gain a comprehensive understanding of how dodol entrepreneurs in Pasar Bengkel respond to these challenges, a strategic analysis using the SWOT (Strengths, Weaknesses, Opportunities, and Threats) framework is essential. This approach facilitates the identification of internal capabilities and limitations, as well as external opportunities and risks that influence business sustainability. The findings are expected to provide practical insights into effective adaptive strategies for dodol MSMEs, thereby strengthening their competitive position in an increasingly dynamic market environment (Rangkuti, 2016).

Indonesia is widely recognized for its rich diversity of culinary heritage, encompassing both regional specialties and traditional foods. Among these, dodol is one of the most prominent traditional confections. Dodol is classified as a semi-moist traditional food characterized by its sticky, soft texture and melt-in-the-mouth consistency. It is typically made from coconut milk, glutinous rice flour, and sugar, and requires a meticulous and time-intensive cooking process to achieve its distinctive quality. Due to its widespread popularity, dodol is commonly found in various markets and is produced across different regions, often with diverse flavors ranging from original to sweet variations (Rahmayuni et al., 2023). When processed and stored properly, dodol can maintain its quality for up to four months. This traditional delicacy is particularly favored as a regional souvenir, especially by urban visitors traveling to rural tourism destinations. Such demand has contributed to the increasing market potential of dodol, extending beyond local traditional markets to reach broader, including international, markets. Despite its popularity, the naming conventions and production methods of dodol vary across

regions, reflecting the unique cultural characteristics and local adaptations in each area (Perdanawati et al., 2023).

To comprehensively understand how dodol entrepreneurs in Pasar Bengkel adapt to these challenges, a strategic assessment using the SWOT (Strengths, Weaknesses, Opportunities, and Threats) framework is required. This analytical approach enables the identification of internal strengths and limitations, as well as external opportunities and threats that influence business sustainability. The results of such an analysis are expected to provide practical insights into effective adaptive strategies for dodol MSMEs, while also strengthening their position in an increasingly competitive market environment. Empirical evidence from previous studies indicates that the condition of dodol MSMEs in Bengkel Village has experienced a significant decline. Prior to the construction of the Trans-Sumatra Toll Road, the number of kiosks reached 86 units; however, this figure decreased to 55 units following the operation of the toll road.

To remain competitive, entrepreneurs have implemented several marketing strategies, including maintaining product quality, establishing outlets in rest areas, diversifying product flavors, and utilizing online promotional media (Sinaga, 2023). In addition, Elizabeth et al. (2025), Hikmah et al. (2024) and Maheshwari et al. (2020) highlights several progressive strategies that can be adopted, such as preserving product quality to sustain consumer interest, maintaining affordable pricing to retain existing customers while attracting new ones, strengthening relationships between business owners and workers, and fostering work motivation in predominantly manual production processes. Furthermore, (Ridho, 2021) demonstrates that the development of the

Medan–Tebing Tinggi section of the Trans-Sumatra Toll Road has had a negative impact on the income of dodol entrepreneurs in Bengkel Village, with an average income decline of approximately 66% when comparing conditions before and after the toll road construction. This decline is largely attributed to the reduced number of motorists passing through the traditional route and stopping to purchase dodol. Similarly, (Kasindi, 2020) finds significant differences in selling prices, sales volume, revenue, and overall income of dodol MSMEs before and after the toll road development. These findings collectively underscore the necessity for adaptive and strategic responses among dodol entrepreneurs to sustain their business performance amid structural changes in the market environment.

These findings indicate that dodol entrepreneurs in Pasar Bengkel encounter considerable challenges in sustaining their business existence due to dynamic changes in the external environment. Accordingly, the formulation of appropriate adaptive strategies is essential, particularly through the adoption of sharia-oriented diversification. This approach not only prioritizes product and marketing innovation but also integrates Islamic ethical principles into business operations. By employing the SWOT (Strengths, Weaknesses, Opportunities, and Threats) framework, this study seeks to identify strategic factors that can support dodol entrepreneurs in overcoming these challenges while reinforcing their competitiveness in a rapidly evolving market context.

The novelty of this study resides in its integrative analytical perspective, which combines adaptive strategies of traditional MSMEs with sharia-based business diversification within the local food industry. Unlike previous studies that

largely emphasize conventional adaptive measures such as product innovation, marketing strategies, and cost efficiency or discuss Islamic economics in a predominantly normative and detached manner, this research examines the practical application of sharia values as a basis for strategic decision-making among micro-scale entrepreneurs. Furthermore, this study positions sharia-based diversification as a holistic adaptive strategy rather than merely an expansion of product variants or marketing channels. It encompasses the use of halal-certified raw materials, ethically responsible production processes, equitable transaction practices, and a business orientation toward sustainability and social welfare. This approach offers a fresh perspective by demonstrating that sharia principles do not limit MSME innovation; instead, they function as a strategic foundation that enables businesses to adapt to shifting consumer preferences, increasing market competition, and the broader pressures of modernization.

In addition, the novelty of this study is further reinforced by the selection of Pasar Bengkel, Serdang Bedagai, as the case study site, which represents a traditional dodol MSME ecosystem characterized by intense competition and a strong attachment to local cultural and religious values. This research goes beyond merely describing business conditions; it seeks to uncover the distinctive adaptation patterns of local dodol entrepreneurs who integrate economic rationality with a commitment to sharia principles in their diversification practices.

This study contributes to the advancement of MSME research by proposing a conceptual model of adaptive strategies for dodol entrepreneurs grounded in sharia-based diversification. Such a model may serve as a valuable reference for the development of other traditional food-based MSMEs. Accordingly, this research is

essential for examining the extent to which the implementation of sharia-oriented diversification strategies can support dodol MSME actors in sustaining their business existence while enhancing their competitiveness. Furthermore, this study is expected to contribute to the broader development of halal business concepts within the MSME sector, particularly in relation to the integration of local wisdom in Serdang Bedagai.

## **2. LITERATURE REVIEW**

### **2.1 MSME Adaptive Strategy**

Adaptation can be understood as the process through which individuals mobilize their capabilities to cope with and overcome the challenges they encounter. In a broader sense, adaptive strategy refers to the way individuals establish and manage relationships within their environment in order to sustain their livelihoods, guided by self-awareness in fulfilling their needs. Conceptually, adaptation encompasses two primary forms. The first is autoplasmic adaptation, which refers to self-adjustment originating from within the individual, while the second is alloplasmic adaptation, which involves modifying external conditions or the surrounding environment (Soekanto, 2009).

Based on this distinction, adaptation can be further categorized into passive and active forms. Passive adaptation implies that the environment predominantly shapes individual behavior, whereas active adaptation indicates that individuals play a role in influencing and transforming their environment (W. A, 1991). In essence, adaptation represents a process of adjustment between individuals and their environment. This adjustment may involve altering personal attitudes and behaviors to align with environmental conditions, or conversely, modifying the environment to better suit individual preferences and needs. Furthermore, the process of

adaptation generally involves two key dimensions, namely personal adjustment and social adjustment. These dimensions are influenced by various factors, including physical conditions, personality traits, educational background, environmental context, as well as religious and cultural values (M. Ali & Asrori, 2005).

Strategy is broadly defined as a framework that guides and regulates decision-making processes, thereby shaping the direction and fundamental character of an organization or firm (Alfred D. Chandler Jr., 1962). In a similar vein, Peter F. Drucker (2006) conceptualizes strategy as “*doing the right things*,” emphasizing effectiveness in achieving organizational objectives. This perspective aligns with the view of Carl von Clausewitz (1984), who describes strategy as the art of employing battles to secure victory in war, illustrating its role in achieving overarching goals through well-planned actions. From an operational standpoint, Skinner (1969) regards strategy as a philosophical approach concerned with the means of attaining organizational objectives, particularly within manufacturing contexts. Likewise, Hayes and Wheelwright (1984) define strategy as encompassing all organizational activities, including the allocation of resources aimed at achieving competitive advantage. Hill (2005) further emphasizes that strategy is closely associated with manufacturing and marketing activities, which collectively contribute to improving organizational productivity and competitiveness.

Taken together, these perspectives suggest that strategy serves as an essential instrument for enhancing both efficiency and competitive positioning. From an etymological standpoint, within the context of management, strategy can be interpreted as a set of key methods, approaches, and techniques systematically

designed to implement managerial functions in pursuit of organizational goals. Such structured and systematic efforts are commonly referred to as strategic planning within organizational settings.

Throughout its historical development within both profit-oriented and non-profit organizations, the concept of strategy has continued to evolve. According to Webster’s New Dictionary, strategy is defined as “the science of planning and directing military operations.” However, the concept of strategy cannot be understood solely from a single perspective. Chandler (1962) explains that strategy functions as a tool for achieving organizational objectives, particularly in relation to long-term goals, follow-up programs, and the prioritization of resource allocation. In addition, strategy is also regarded as a means of creating competitive advantage within the business environment. Therefore, one of the primary concerns of strategy is determining whether a business should continue to exist and compete in the market. Furthermore, Learned et al. (1965) describe strategy as an instrument that guides organizational actions and decision-making processes in both the short term and the long term.

The typology of organizational strategy proposed by Raymond E. Miles and Charles C. Snow (1978) classifies adaptive strategies into four primary categories: prospector, defender, analyzer, and reactor. This framework is widely used to explain how business actors respond to environmental dynamics and determine their strategic direction in the face of market changes, competition, and evolving consumer preferences, particularly within the context of MSMEs.

First, the prospector strategy characterizes firms that are proactive, innovative, and highly responsive to emerging

opportunities. Businesses adopting this approach continuously seek to expand their products and markets through innovation. In the context of dodol MSMEs, this strategy may be reflected in the development of new flavor variants such as durian, pandan, or coffee and in efforts to tailor products to appeal to younger consumer segments. Second, the defender strategy emphasizes the maintenance of existing markets by prioritizing efficiency, stability, and consistency. Firms adopting this approach tend to minimize risk and focus on preserving product quality. In dodol MSMEs, this strategy is evident in maintaining traditional taste profiles, ensuring the quality of raw materials, and sustaining customer loyalty without introducing significant changes to products or marketing practices. Third, the analyzer strategy represents a hybrid approach that combines elements of both prospector and defender strategies. Businesses adopting this strategy maintain their core products while selectively introducing innovations to remain competitive. In the dodol industry, this may involve preserving traditional dodol as the main product while implementing gradual improvements, such as modern packaging, enhanced product presentation, or the utilization of digital platforms for marketing purposes. Finally, the reactor strategy describes firms that lack a consistent strategic orientation and tend to respond to environmental changes in a reactive manner. Decisions are often made only when external pressures arise, without systematic long-term planning. Within dodol MSMEs, this pattern is typically observed among entrepreneurs who implement changes only after experiencing declining sales or intensified competitive pressures.

The Miles and Snow typology extends beyond its role as a theoretical framework, serving also as an analytical tool for empirically examining the adaptive

strategies of dodol entrepreneurs, particularly in relation to business diversification and the implementation of sharia principles. Drawing on this typology, it can be understood that each business actor exhibits distinct adaptive tendencies shaped by internal conditions and external environmental pressures. Accordingly, the Miles and Snow model provides a foundational basis for analyzing the adaptive strategies of dodol entrepreneurs in this study, enabling a more structured understanding of how strategic choices are formulated in response to dynamic business environments.

## **2.2 Sharia-Based Diversification**

Diversification is generally understood as a strategic effort undertaken by firms to expand their business activities through the development of new products, markets, or business lines, whether related or unrelated to their core operations. The primary objectives of diversification include mitigating risk, broadening revenue streams, and strengthening a firm's competitive position. Within strategic management literature, diversification is recognized as one of the four growth strategies in the Ansoff Matrix, alongside market penetration, market development, and product development. This strategy is typically adopted when the core market approaches saturation or when profit growth begins to decelerate. According to Igor Ansoff (1957), diversification can be categorized into several forms. First, concentric diversification refers to the development of new products that remain closely related to existing offerings. Second, horizontal diversification involves the introduction of new products that are not directly related to current products but are targeted at the same customer segment. Third, conglomerate diversification denotes expansion into entirely different business areas that are unrelated to the firm's core business activities.

Sharia-based diversification refers to a business development strategy that involves expanding product variations, market segments, or business activities while remaining grounded in Islamic economic principles. Conceptually, diversification within the context of Islamic banking and business plays a significant role in enhancing performance and mitigating risk by diversifying income streams and business activities. From the perspective of Islamic economics, diversification is not solely directed toward economic growth and profit generation; it must also ensure compliance with core sharia principles, including halal assurance, fairness, and transparency in all economic activities (Darwis & Zulaeha, 2022; Khan et al., 2022). Furthermore, Islamic business practices strictly prohibit elements such as *riba* (usury), *gharar* (excessive uncertainty), and *maysir* (gambling), as these elements may create injustice and imbalance among stakeholders (Basyariah, 2022).

Accordingly, sharia-based diversification requires business actors to ensure that the expansion of products and business activities not only generates economic value but also aligns with the objectives of *maqashid al-shariah*, while avoiding any potential harm to consumers and other stakeholders (Akhtar et al., 2023). This underlying principle distinguishes sharia-based diversification from conventional approaches, which tend to emphasize profitability and market efficiency as their primary objectives (Shidiqqi, 2001).

Within the MSME sector, diversification is not merely pursued as a means of maximizing profit, but is more often adopted as a strategy to ensure business continuity. Many MSME actors introduce new products or services to cope with demand fluctuations and declining sales. From the perspective of Islamic economics,

all business activities must be conducted in accordance with principles of justice, honesty, balance, and collective welfare (Puspitasari et al., 2023). The ultimate objective of business is therefore not limited to profit generation, but also includes the creation of societal benefit (*maslahah*) and the avoidance of practices that may harm other parties (Simbolon & Afdawaiza, 2023).

In line with these principles, diversification activities must consider halal compliance, ethical standards, and tangible benefits for society. Within the sharia framework, diversification strategies extend beyond profit-oriented goals by emphasizing values such as permissibility, fairness, transparency, and shared welfare among stakeholders. Sharia-based diversification requires that all forms of product and business development utilize halal and *thayyib* raw materials, implement production processes that do not harm consumers, and apply transparent transaction mechanisms free from *riba* (usury), *gharar* (uncertainty), and *maysir* (gambling) (Daulay et al., 2023).

Moreover, the consistent application of halal principles can enhance product integrity and food quality, thereby strengthening consumer trust in halal businesses (M. H. Ali et al., 2022; Ridho, 2021). These characteristics clearly distinguish sharia-based diversification from conventional approaches, which tend to focus primarily on market expansion and profit maximization. In addition, SWOT-based analyses in halal enterprises indicate that adherence to halal principles can serve as a strategic strength in building consumer confidence (Riya & Dzikrullah, 2021). Thus, sharia-based diversification should be understood not only as an economic strategy but also as an ethical and spiritual approach to conducting business. Furthermore, the

implementation of halal supply chain management contributes to business sustainability and enhances the competitiveness of halal MSMEs in the context of an increasingly modern and dynamic market environment (Khan et al., 2022).

In the context of MSMEs, sharia-based diversification can be implemented through the development of product variations that consistently maintain quality and halal integrity, the introduction of packaging innovations that do not mislead consumers, and the adjustment of marketing strategies that emphasize honesty and accountability. The application of sharia principles within diversification practices also plays a significant role in fostering consumer trust, strengthening customer loyalty, and creating sustainable competitive advantages. Accordingly, sharia-based diversification can be positioned as an adaptive strategy for MSMEs in responding to changes in the business environment

### **3.2 Place and Time of Research**

This study was conducted at a dodol MSME located in Pasar Bengkel, Serdang Bedagai Regency, North Sumatra, Indonesia. The research site was selected because Pasar Bengkel is recognized as one of the regional souvenir centers that accommodates numerous dodol-based MSMEs. Data collection for this study was carried out on February 2, 2026.

### **3.3 Respondent**

The key informant in this study was a dodol business owner who is actively engaged in the production and marketing of dodol products. The informant was selected using purposive sampling, based on business experience and direct involvement in both production processes and business development activities.

### **3.4 Types of Data**

Data were collected through in-depth interviews with dodol entrepreneurs as the primary informants, direct observations of

and increasing market competition. Islamic economic principles function as a strategic decision-making framework that guides business actors to pursue innovation while maintaining ethical and social values. This conceptual foundation serves as the theoretical basis for analyzing the adaptive strategies of dodol entrepreneurs through sharia-based diversification in the results and discussion section of this study

## **3. METHODS**

### **3.1 Research Method**

This study adopts a descriptive qualitative approach with a case study design to explore in depth the adaptive strategies of dodol entrepreneurs through sharia-based diversification in Pasar Bengkel, Serdang Bedagai Regency. This approach is selected to enable a comprehensive understanding of how traditional MSMEs adapt to changes in the business environment, particularly in relation to the application of Islamic economic principles.

production activities, product diversification practices, and business transactions, as well as documentation in the form of business records, photographs of production processes, and other supporting materials. To ensure data validity, this study employed methodological triangulation by cross-verifying findings obtained from interviews, observations, and documentation.

### **3.5 Data Analysis**

Data analysis was conducted using the SWOT (Strengths, Weaknesses, Opportunities, and Threats) framework as a strategic tool to identify and evaluate factors influencing the adaptive capacity of dodol entrepreneurs. The initial stage of analysis focused on internal factors, encompassing both strengths and weaknesses of the business. Strengths include product quality, distinctive taste characteristics, the application of sharia

principles in the selection of raw materials and production processes, as well as established consumer trust. In contrast, weaknesses are associated with limitations in capital, human resources, product innovation, and market access.

The subsequent stage involved the identification of external factors, namely opportunities and threats arising from the business environment. Opportunities include the growing consumer awareness of halal products, the market potential for regional specialty souvenirs, and the expansion of digital marketing platforms. Meanwhile, threats consist of intense competition among similar businesses,

#### **4.1 Characteristics of Dodol Products and Sharia-Based Diversification Practices**

Micro, Small, and Medium Enterprises (MSMEs) play a vital role in supporting the socio-economic development of communities in Indonesia. MSMEs are typically defined as businesses operated by individuals, households, or small-scale enterprises. One of the MSME products that has gained significant popularity among consumers is dodol (Sinaga, 2023). Dodol is a traditional Indonesian confection characterized by its sweet taste, chewy texture, and rich consistency, making it widely favored across different segments of society. Findings from this study indicate that product diversification strategies in sharia-based dodol enterprises have evolved beyond merely responding to market demands. Instead, they represent a transformation of traditional business models into value-driven business approaches. The diversification practices observed include the development of new flavor variants, differentiation in product size and packaging, segmentation of target consumers, and the integration of sharia principles throughout the entire value

shifting consumer preferences, fluctuations in raw material prices, and pressures associated with business modernization. The identified internal and external factors were then analyzed descriptively and organized into a SWOT matrix to formulate alternative adaptive strategies for dodol entrepreneurs based on sharia-oriented diversification. These strategies were categorized into SO, WO, ST, and WT strategies, taking into account the actual conditions of MSMEs as well as their alignment with Islamic economic principles.

#### **4. RESULTS AND DISCUSSION**

chain from the selection of raw materials and production processes to distribution and sales transactions (Ansoff, 1957).

Within the framework of Islamic economics, business practices are not solely guided by the principles of *halal* and *thayyib*, but also by values such as trustworthiness (*amanah*), fair pricing, transactional transparency, and business sustainability. This perspective positions diversification not merely as a marketing strategy, but as a transformation toward ethical entrepreneurship. Conceptually, sharia-based diversified dodol enterprises may be categorized within a growth-oriented strategic quadrant when they are able to leverage religious values alongside the expanding halal market opportunities. Nevertheless, long-term success is largely contingent upon managerial transformation and the adoption of digitalization practices. The integration of product innovation, Islamic economic principles, and modern marketing strategies serves as a fundamental basis for achieving sustainable competitive advantage (Shobri et al., 2023).

Based on observations and interviews, dodol products produced by MSME actors in Pasar Bengkel exhibit characteristics as

traditional food items made from natural ingredients such as coconut milk, sugar, and glutinous rice flour, without the addition of synthetic preservatives. These attributes result in a distinctive taste, chewy texture, and relatively durable shelf life, making dodol a popular regional souvenir. Such characteristics constitute a key product identity that differentiates it from modern food products. In response to increasing competition and changing consumer preferences, business actors have begun to implement sharia-based product diversification strategies. These efforts include the introduction of various flavor variants such as durian, pandan, chocolate, coffee, and palm sugar as well as adjustments in product size and packaging formats. This diversification is intended not only to attract new customers but also to maintain the loyalty of existing consumers by preventing product fatigue (Tanjung et al., 2023).

The implementation of sharia principles in product diversification is reflected in the use of halal-certified raw materials, hygienic production processes, and transparent disclosure of product information to consumers. Business actors ensure that each product innovation remains consistent with sharia values, both in terms of ingredient composition and marketing practices. Accordingly, diversification is not merely perceived as a marketing strategy, but rather as an adaptive business approach grounded in ethical values and trust. Despite these efforts, the findings indicate that product innovation remains relatively limited and lacks systematic, long-term planning. Diversification practices are generally driven by experiential knowledge and immediate market responses, rather than by structured strategic planning. This condition suggests that sharia-based diversification still holds significant potential to be further optimized as a means of enhancing business

competitiveness. These findings subsequently serve as the basis for identifying the internal strengths and weaknesses of the business within the SWOT analysis framework.

#### **4.2 SWOT Analysis of Sharia-Based Diversified Dodol Enterprises**

Based on in-depth interviews conducted with the owner of Anugrah Dodol Enterprise, located in Pasar Bengkel, Serdang Bedagai Regency, North Sumatra, it was found that the business operates as a family-based micro-enterprise that has been established since 1995 and continues to operate at the time of this study. With more than three decades of continuous operation, the enterprise demonstrates a notable level of business resilience. This sustainability is not solely driven by economic factors, but is also influenced by social, cultural, and religious dimensions (Mrs. Nur, personal interview, February 2, 2026).

##### **4.2.1 Strength**

The strengths of Anugrah Dodol Enterprise can be categorized into three primary dimensions: historical experience, product quality, and religious legitimacy.

##### **a. Historical and Experiential Dimension**

The business, which has been operating since 1995, reflects a substantial accumulation of production experience and in-depth market understanding. This long-standing experience contributes to the development of *knowledge capital*, which is inherently difficult for new entrants to replicate.

##### **b. Product Quality Dimension**

Product excellence is demonstrated through the use of natural ingredients without synthetic preservatives, along with a relatively long shelf life. These characteristics foster a perception of the product as healthier and

safer for consumption, thereby enhancing its market appeal.

**c. Halal Legitimacy Dimension**

The possession of halal certification for approximately 15 years has strengthened consumer trust and expanded market reach, particularly among Muslim consumers. In this context, halal status functions as a *credence attribute* that reinforces customer confidence and loyalty.

Drawing on the Resource-Based View theory proposed by Jay B. Barney (1991), resources that are valuable, rare, and difficult to imitate can generate sustainable competitive advantage. In the case of Anugrah Dodol Enterprise, the combination of accumulated experience, halal reputation, and consistent product quality represents intangible assets that form the foundation of its competitive strength.

**4.2.2. Weakness**

The weaknesses of Anugrah Dodol Enterprise can be examined from the perspectives of market structure, capital capacity, technological adaptation, and innovation sustainability.

**a. Product Competition Intensity**

Intensifying market competition represents a primary weakness that directly affects sales stability. The dodol industry can be categorized as a low entry barrier sector, where new entrants can easily participate due to relatively low initial capital requirements and simple production technology. As a result, product differentiation tends to remain limited unless supported by continuous innovation, increasing the risk of market saturation.

**b. Capital Constraints and Scalability Limitations**

Although not explicitly identified as the main issue, the need for additional capital, as indicated by the informant, suggests constraints in expansion capacity. Limited financial resources may restrict the acquisition of modern equipment, the scaling of production capacity, and the implementation of more aggressive marketing strategies. In the long term, such limitations can create a *scalability barrier*, where the business struggles to increase production volume despite rising market demand. This condition may lead to a growth paradox, in which expanding opportunities cannot be fully leveraged due to insufficient operational capacity. Furthermore, constrained capital reserves may increase vulnerability to fluctuations in raw material prices and seasonal demand declines. It may also result in a heavier workload for employees, particularly due to the continued reliance on manual production processes.

**c. Early-Stage Technological Adaptation**

The adoption of e-commerce platforms represents a positive development; however, it remains at an early stage of digital integration. The limited optimization of digital presence such as product photography, descriptions, customer review strategies, and consistent visual branding indicates that digitalization has not yet been positioned as a core business strategy. This limitation reduces online visibility and restricts the ability to fully capture digital

market opportunities. In the context of the digital economy, simply being present on online marketplaces without strategic optimization is analogous to operating a physical store without clear signage. This condition is consistent with findings by Yusrizal et al. (2026), which highlight that one of the main challenges faced by food-based MSMEs is suboptimal social media management and inconsistent digital marketing strategies. Similarly, Bruce et al. (2022) emphasize that effective utilization of social media can significantly enhance MSME sustainability and competitiveness.

**d. Innovation Continuity Gap**

Although there are plans for product innovation, particularly in terms of flavor and packaging, there is no evidence of a structured and sustainable innovation system. Innovation efforts tend to be sporadic, which may generate temporary increases in consumer interest but are insufficient to establish long-term differentiation. This weakness reflects the absence of medium- to long-term product planning, such as innovation roadmaps, consumer preference analysis, and regular market trend evaluations. Without sustained innovation, the business risks experiencing creative stagnation where products remain viable but fail to evolve in response to changing market expectations. In an increasingly dynamic traditional food industry, such stagnation may result in competitive decline, not due to declining product quality, but because market

expectations evolve more rapidly than the firm's capacity for innovation.

**4.2.3. Opportunity**

Business opportunities can be identified through market expansion via online platforms such as Shopee. Digitalization provides broader market access without geographical limitations. In addition, planned innovations such as the introduction of new flavor variants, packaging diversification, and promotional pricing strategies indicate potential to enhance product attractiveness, particularly among younger consumer segments. Additional opportunities also arise from the increasing trend of consuming local and halal products. Dodol products that are halal-certified and free from synthetic additives have strong potential to be positioned as healthy and safe regional souvenirs. If properly optimized, these opportunities can expand market segmentation to include both domestic tourists and national online consumers (Panggabean et al., 2023).

**a. Digital Market Expansion**

The utilization of e-commerce platforms creates significant opportunities for broader market penetration compared to traditional offline sales. Digital marketplaces enable local products to reach consumers across regions and even nationally at relatively low costs (Yanti et al., 2023). When optimized through visual branding strategies, professional product photography, and positive customer reviews, the potential for increased sales turnover can grow substantially.

**b. Flavor Diversification and Packaging Innovation**

Plans to introduce new flavor variants and packaging designs present strong opportunities for product differentiation (Khoiri et

al., 2026). Such diversification not only attracts new consumers but also helps prevent market saturation. Variations in packaging design can also position dodol as a more “giftable” product, thereby transforming it from a mere food item into a cultural souvenir that represents local identity.

**c. Halal and Natural Food Trends**

Rising consumer awareness regarding halal, healthy, and natural products further strengthens market opportunities. Dodol products that are free from synthetic additives are highly aligned with the growing demand for clean-label foods. This trend opens opportunities for collaboration with the tourism sector, local MSMEs, and government programs aimed at strengthening the creative economy based on traditional culinary products.

**4.2.4. Treats**

The most significant threat facing Anugrah Dodol Enterprise is the high level of competition within the traditional food industry. The increasing number of dodol producers offering innovative flavors and modern packaging designs may shift consumer preferences if the business does not continuously update its offerings. In addition, fluctuations in raw material prices pose an indirect threat that can significantly affect production costs.

**a. Dynamics of Consumer Preferences**

Modern consumers tend to favor products with attractive packaging, strong brand narratives, and intensive digital marketing exposure. If the business fails to consistently improve its visual identity and

marketing communication strategies, its products risk being perceived as outdated or less relevant in the market.

**b. Aggressive Competitor Innovation**

Competitors with greater financial capacity may introduce new flavors more rapidly, leverage influencer marketing strategies, and operate at a larger production scale. This condition has the potential to reduce market share if Anugrah Dodol Enterprise does not strengthen its differentiation based on product quality and halal value propositions.

**c. Raw Material Price Fluctuations**

Although raw materials are generally accessible, market price volatility remains a latent threat. Increases in the prices of sugar, coconut milk, or other key ingredients may compress profit margins if not accompanied by appropriate adjustments in selling prices.

Based on the previously described strengths, weaknesses, opportunities, and threats, a core classification is required to ensure a more structured and comprehensible analysis. This stage is essential to highlight the most dominant factors that can serve as the basis for formulating business development strategies. The classification is presented in the following table.

**Table 1. SWOT Analysis Results of Anugrah Dodol Enterprise**

<b>Strengths (S)</b>	<b>Weaknesses (W)</b>
1. Consistent taste and texture 2. Product shelf life of up to ±1	1. Weak visual and narrative branding identity 2. Intense price-based competition

month without synthetic additives 3. Safe and consumable raw materials 4. Long-established halal certification 5. Direct supervision of production by the business owner	3. High dependency on the owner for production supervision 4. Digital marketing is still at an early stage 5. Limited capital for product development
<b>Opportunities (O)</b>	<b>Threats (T)</b>
1. Utilization of marketplaces and social media for promotion 2. Relatively low production costs 3. Expanding digital market reach 4. Opportunities for innovation in flavor, shape, and product size 5. Strong consumer interest in traditional foods	1. Risk of products being perceived as outdated 2. High competition in digital marketing 3. Increase in raw material prices 4. Changing consumer preferences toward visual appeal and branding trends 5. Demand for modern packaging standards

Source: Primary data processed by the author, 2026

### 4.3 Sharia-Based Diversified Dodol Business Development Strategy

The sharia-based diversification strategy for dodol business development represents an effort to expand product and market variations while remaining grounded in the principles of halal, *thayyib* (wholesome), honesty, and business blessing (*barakah*) (Imsar & Harahap, 2023). In this context, diversification is not merely understood as the addition of new flavors or packaging variations, but also encompasses innovation in values, production processes, and marketing practices that are aligned with Islamic

business ethics. This strategy aims to enhance business competitiveness while preserving the identity of traditional products that hold both religious and cultural significance.

Sharia-based diversification fundamentally consists of two main dimensions, namely the innovation dimension and the value-compliance dimension. The innovation dimension emphasizes product development, market segmentation expansion, packaging improvement, and the utilization of modern marketing technologies. Meanwhile, the value-compliance dimension focuses on the implementation of honesty, transparency, fairness in transactions, and the assurance of sustainable halal quality. By integrating these two dimensions, the dodol business is not only oriented toward survival in a competitive market environment but also toward building long-term trust and a reputation of integrity.

In sharia-based diversified dodol enterprises, business strategies are not solely oriented toward economic growth but also emphasize halal principles, honesty, natural quality, and business sustainability. The following classification illustrates the strategic development steps that can be systematically implemented:

**Table 2. Development Strategy of Anugrah Dodol Enterprise Based on Sharia Diversification within SWOT Analysis**

<b>SO (Strength–Opportunity)</b>	<b>WO (Weakness–Opportunity)</b>
1. Product diversification based on natural ingredients while maintaining product quality amid market competition. 2. Strengthening traditional halal branding as a key	1. Strengthening capital through sharia-based partnership schemes. 2. Improving digital literacy to maximize e-commerce opportunities

<p>identity to reinforce business reputation and consumer trust.</p> <p>3. Optimizing available marketplaces and social media platforms for digital-based product promotion.</p> <p>4. Designing packaging that incorporates narratives of traditional culinary heritage.</p>	<p>and adapt to market trends.</p> <p>3. Implementing scheduled product innovation planning for continuous development.</p> <p>4. Developing halal and hygiene SOPs to ensure quality and innovation are not solely dependent on the owner but also embedded in employees' practices.</p>
<b>ST (Strength–Threat)</b>	<b>WT (Weakness–Threat)</b>
<p>1. Emphasizing product durability without synthetic additives as a key differentiating factor from competitors.</p> <p>2. Implementing customer retention programs such as loyalty schemes and purchase bonuses.</p> <p>3. Enhancing transparency in halal certification and production processes.</p> <p>4. Improving production cost efficiency to maintain competitiveness.</p>	<p>1. Adjusting production volume according to demand to avoid overstock conditions.</p> <p>2. Focusing on best-selling product variants to stabilize capital while still promoting product variations.</p> <p>3. Improving employee skills in production hygiene, customer service, and basic financial recording.</p> <p>4. Applying</p>

	<p>consignment strategies in local shops to reduce marketing costs.</p>
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Source: Primary data processed by the author, 2026

In practice, sharia-based diversification is not limited to adding new flavors or product variations, but encompasses a comprehensive transformation of the business ecosystem. This transformation includes the selection of safe and halal raw materials, hygienic production processes that do not harm any party, honest marketing practices without information manipulation, and fair and humane human resource management (Lestari et al., 2023). In other words, diversification is not only horizontal in nature (product variation), but also vertical (improvement of process quality and value). This approach enables dodol enterprises to achieve competitiveness that is not solely based on price, but rather on value and trust. Moreover, this strategy is highly relevant to the evolving behavior of modern consumers, who increasingly pay attention to health aspects, ingredient authenticity, and halal certification. Consumers no longer purchase food solely based on taste, but also consider the story behind the product, its production process, and the moral values embedded by the business actors. Therefore, dodol enterprises that integrate product diversification with sharia principles have strong potential to occupy a strategic position as traditional culinary products that are modern in character yet remain rooted in ethical and cultural values (Rifqi et al., 2023). Sharia-based diversification can also be understood as a form of business sustainability strategy. By maintaining

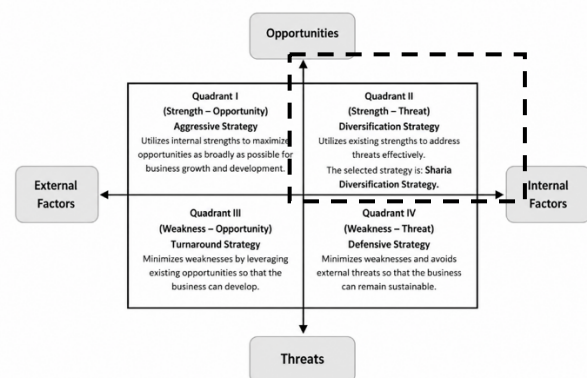
product quality, establishing good customer relationships, and expanding marketing networks ethically, businesses are oriented not only toward short-term profit but also long-term stability. The principle of *barakah* in Islamic economics emphasizes that business success is not merely measured by profit magnitude, but also by the benefits generated for business owners, consumers, and the surrounding environment (Imsar & Harahap, 2023). Thus, the development strategy of sharia-based diversified dodol enterprises can be understood as a comprehensive approach that integrates product innovation, strengthening halal brand identity, market expansion, and consistent implementation of Islamic business ethics. This strategy aims to create a business that is not only economically competitive but also possesses moral, social, and spiritual legitimacy. Through this approach, dodol enterprises have the potential to evolve into high-value local culinary products that are modern and competitive, while still preserving their authenticity, tradition, and sharia principles as their core identity (Oktaviani & Putri, 2025).

#### 4.4 Positioning of Sharia-Based Diversification Strategy Based on SWOT Analysis

Following the analysis of internal and external factors using the SWOT approach in Anugrah Dodol Enterprise, as previously discussed, the next step is to determine the strategic position of the business within the SWOT quadrant framework. In this study, the SWOT analysis identifies strengths such as natural product quality, the use of non-synthetic preservatives, and consistent implementation of halal principles in the production process. On the other hand, the enterprise's weaknesses lie in limited continuous innovation, capital constraints, and the relatively early stage of digital marketing utilization. Meanwhile, opportunities arise from increasing consumer awareness of

halal products, the development of digital media, and the potential of regional culinary souvenir markets. The threats faced include intense competition among similar businesses, shifting consumer preferences, and growing demand for more modern product presentation.

The determination of the SWOT quadrant position aims to integrate all these factors into a systematic strategic framework. Through this mapping process, the business condition can be classified into four main quadrants, namely Quadrant I (Strength–Opportunity), Quadrant II (Strength–Threat), Quadrant III (Weakness–Opportunity), and Quadrant IV (Weakness–Threat). Each quadrant has distinct characteristics and strategic implications; therefore, positioning serves as an essential foundation for formulating appropriate, adaptive, and sustainable business development strategies.



Source: Primary data processed by the author, 2026

**Figure 1. SWOT Quadrant Diagram of Sharia-Based Diversification Strategy of the Dodol Anugrah Business**

Based on the results of the internal and external factor mapping, Dodol Anugrah Business is positioned in Quadrant II (Strength–Threat) of the SWOT analysis. This position indicates that the business possesses relatively strong internal capabilities; however, it simultaneously faces considerable external threats. These strengths are reflected in consistent

product quality, the use of natural and safe ingredients, and the presence of halal certification, all of which enhance consumer trust. Nevertheless, the business is confronted with increasing competition, more aggressive product innovation from competitors, and shifting consumer preferences toward products with more modern packaging and stronger digital marketing strategies.

In a Quadrant II condition, the most appropriate strategic approach is diversification, which refers to a strategy that leverages internal strengths to respond to or mitigate external threats. Within the context of this study, such a strategy is implemented through sharia-based diversification, which not only emphasizes product development but also strengthens Islamic ethical business values across all operational activities. Sharia-based diversification in the dodol business can be applied in several forms. First, product diversification is carried out by introducing new flavor variants such as durian, pandan, chocolate, and coffee, while maintaining product quality and halal compliance. Second, packaging innovation is implemented by adopting more modern and attractive designs without eliminating the traditional identity of the product. Third, market diversification is achieved through the utilization of digital platforms such as marketplaces and social media to expand consumer reach. Fourth, value diversification is realized through the application of honesty, transparency, and guaranteed halal integrity in every stage of production and marketing processes.

This sharia-based diversification approach aligns with research findings indicating that the strengthening of halal values and product quality constitutes one of the key strengths of dodol business actors. In this context, sharia principles function not only

as a religious standard but also as a differentiation strategy that can enhance consumer trust and loyalty. Moreover, the integration of product innovation with digital technology utilization plays an essential role in responding to increasingly dynamic changes in consumer behavior. Accordingly, the positioning of the business in Quadrant II suggests that strategic success depends not only on the ability to maintain product quality, but also on the capacity to innovate and adapt to shifts in the business environment. In this regard, sharia-based diversification serves as a strategy that not only strengthens competitiveness but also ensures business sustainability through the implementation of ethical values and trust-based practices. This strategy enables the Dodol Anugrah Business to survive amid intense competition while simultaneously evolving into a traditional culinary enterprise that is modern, competitive, and grounded in sharia principles.

## 5. CONCLUSION

Based on the SWOT analysis of the Dodol Anugrah Business, it can be concluded that the enterprise still has strong potential for development despite increasingly intense market competition. The analysis highlights that internal conditions show several strengths, such as easy access to raw materials, a simple production process with low operational costs, relatively long product shelf life without synthetic preservatives, and halal certification that strengthens consumer trust and brand image. However, the business also faces weaknesses, including limited production capacity, dependence on local markets, and declining sales performance due to intense competition and limited market expansion.

From the external perspective, significant opportunities arise from digital

transformation, which enables broader marketing through online platforms and changing consumer behavior toward online shopping. Product innovation in terms of flavor and packaging also provides opportunities to attract new consumer segments and strengthen competitiveness. Nevertheless, the business faces threats such as intense price competition, shifting consumer preferences that require continuous innovation, and economic fluctuations affecting purchasing power. Overall, the success of the business depends on its ability to leverage internal strengths, respond to external challenges, and continuously develop innovation and digital marketing strategies. In this context, sharia-based diversification plays an important role not only as a defensive strategy but also as a foundation for building a more competitive and sustainable business model.

Based on these findings, several managerial and policy implications can be drawn. For business actors, strengthening sharia-based diversification strategies should focus on product innovation, enhancement of digital marketing capabilities, and the development of more competitive packaging designs while maintaining halal principles. From a policy perspective, government support is needed through MSME digital training programs, facilitation of halal certification, assistance in digital transformation, and access to sharia-based financing schemes to improve business competitiveness.

This study also has several limitations. It focuses on a single MSME in Pasar Bengkel, meaning that the findings are context-specific and cannot be fully generalized to other MSMEs with different characteristics. In addition, the qualitative approach does not allow for statistical testing of relationships between variables, as the analysis is oriented toward in-depth understanding of the phenomenon. These

limitations open opportunities for future research to expand the scope by involving multiple MSMEs in different regions to obtain more comprehensive findings. Furthermore, quantitative or mixed-method approaches are recommended to empirically test the effect of sharia-based diversification strategies on business performance, resulting in more generalizable and measurable outcomes.

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