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# MSME Empowerment Strategies through Islamic Cooperatives: A SWOT and QSPM Approach

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***Keywords:*** *Islamic cooperatives; Maqasid al-Shariah; MSME empowerment; QSPM; SWOT*

***Abstract***
*Purpose: This study analyzes MSME empowerment by Koperasi UMKM Syariah Sumut and identifies priority strategies consistent with Islamic economics and Maqasid al-Shariah. Methods: A descriptive qualitative case study used interviews, observation, documentation, and strategic questionnaires, supported by IFE/EFAS, SWOT/TOWS, the IE Matrix, and QSPM. Eleven informants participated. Results: The IFE score was 2.59 and EFE score 2.75. SWOT coordinates (.71; 1.13) placed the cooperative in Quadrant I, while the IE Matrix placed it in Cell V. QSPM prioritized sharia-based business mentoring (STAS 6.95), followed by digitalization (6.80), Islamic financial literacy (6.65), strategic partnerships (6.12), and halal-local product development (5.39). Implications: Financing is more empowering when integrated with continuous mentoring, institutional strengthening, digital monitoring, and Maqasid-oriented outcomes. A contextual 6P empowerment model is proposed.*

## INTRODUCTION

Micro, small, and medium enterprises (MSMEs) play a strategic role in employment creation, community-based economic activity, and local economic resilience. Strengthening MSME capacity therefore concerns not only business growth but also equitable access to resources, household income improvement, and the development of a more inclusive economic ecosystem. From an Islamic economic perspective, empowerment should also protect fairness in transactions, safeguard wealth, strengthen knowledge, and generate social benefit rather than focusing exclusively on financial returns (Jatmiko, Iqbal, & Ebrahim, 2024; Tok & Yesuf, 2022).

In North Sumatra, the broad base of micro and small enterprises is accompanied by recurring constraints in working capital, financial recordkeeping, production management, business licensing and halal certification, digital marketing, and access to wider markets. These constraints can limit business expansion and may increase dependence on informal financing whose costs and risks are not always fully understood. Studies on the adoption of Islamic microfinance have likewise shown that trust, ease of use, customer understanding, and the relevance of financial services to business needs influence MSMEs' financing decisions (Purwanto, Abdullah, Ghofur, Abdullah, & Elizabeth, 2022; Atal, Iranmanesh, Hashim, & Foroughi, 2022).

Islamic cooperatives are positioned to address part of this gap because they combine a membership-based institutional structure with sustained social relationships and the potential to integrate financial and nonfinancial services. Sharia-compliant contracts offer alternatives to interest-based lending, while training, mentoring, promotion, and community support can improve members' managerial capacity. Previous studies have reported that Islamic cooperatives and Islamic microfinance institutions contribute to MSME financing, business-capacity development, reduced dependence on informal moneylenders, and member welfare (Anwar, Ridlwan, & Laili, 2023; Harianto, Mulhimmah, & Azkar, 2023; Pusporini, Handayani, Aryani, & Resti, 2023).

Financing alone, however, does not automatically create business independence. Its effectiveness depends on members' ability to use funds productively, institutional governance, monitoring quality, Islamic financial literacy, and adaptability to technological change. Limited literacy may reduce members' understanding of contracts, cash flows, repayment obligations, and financing risks. At the same time, digital transformation can improve administrative efficiency, data accuracy, access to information, and market reach when it is supported by adequate user capabilities (Rahadjeng, Pratikto, Mukhlis, Restuningdiah, & Mala, 2023; Rohmania & Sholihah, 2023; Saifurrahman & Kassim, 2021).

Existing studies commonly examine financing, literacy, or mentoring as separate dimensions. Research on Islamic cooperatives in Indonesia has also tended to emphasize financing and financial inclusion, while fewer studies have integrated institutional capacity, digitalization, halal certification, marketing, partnerships, and risk management into a single process for determining strategic priorities (Khairunnisa & Nofrianto, 2023; Mubarrok & Rahmawati, 2023; Ninglasari & Muhammad, 2023). This creates a practical and analytical gap: cooperatives may operate multiple empowerment programs, yet still lack a structured framework for identifying which interventions should receive priority under limited organizational resources.

This study addresses that gap by combining institutional and Maqasid al-Shariah perspectives with strategic analysis. Institutional theory emphasizes the role of formal rules, norms, organizational structures, information systems, and monitoring mechanisms in reducing uncertainty and shaping economic behavior (North, 1990). In an Islamic cooperative, these institutional elements include financing procedures, governance arrangements, Sharia compliance, recordkeeping, risk control, and norms of trust and accountability. Maqasid al-Shariah extends the assessment of empowerment beyond organizational performance by considering the protection of faith (hifz al-din), life and well-being (hifz al-nafs), intellect and knowledge (hifz al-aql), family continuity (hifz al-nasl), and wealth (hifz al-mal) (Ascarya, Yumanita, & Cakranegara, 2021; Tok & Yesuf, 2022).

SWOT/TOWS and QSPM are used as complementary decision-support tools. SWOT/TOWS matches internal strengths and weaknesses with external opportunities and threats to generate SO, WO, ST, and WT alternatives. QSPM then compares the relative attractiveness of the strategic alternatives against the weighted internal and external factors (David & David, 2017; David, David, & David, 2017). In this study, these tools are not treated as inferential statistical procedures; rather, they structure and prioritize strategic judgments derived from the case-study evidence.

Koperasi UMKM Syariah Sumut was selected because it provides murabahah, mudharabah, musyarakah, qardh, and qardhul hasan financing; offers Islamic business development activities; facilitates licensing and halal certification; and supports offline and online market access. Annual membership increased from nine members in 2020 to 22 in 2024. This growth indicates community acceptance but also creates a need for more systematic, documented, and risk-aware empowerment processes.

The novelty of the study lies in integrating financing and nonfinancing functions within a single strategic empowerment framework, positioning continuous mentoring as a central transformation mechanism, using SWOT-QSPM to establish implementation priorities, and formulating a contextual Integrated Sharia-Based MSME Empowerment Model organized around the 6P concept. Accordingly, the study asks how the cooperative currently empowers MSMEs, what internal and external factors shape its empowerment capacity, which strategic alternatives should be prioritized, and how those priorities align with institutional theory and Maqasid al-Shariah. The objectives are to analyze existing empowerment practices, identify strategic factors, formulate SO, WO, ST, and WT alternatives, rank the alternatives through QSPM, and synthesize the findings into an operational empowerment model.

## METHODS

This study employed a descriptive qualitative approach with a case-study design to examine the empowerment process, beneficiary experiences, institutional capacity, and strategic factors affecting Koperasi UMKM Syariah Sumut. Structured quantitative scoring through the IFE, EFE, and QSPM matrices was used as decision-support analysis rather than as inferential statistical testing. The case-study design was selected because it enables in-depth examination of one organization in its real-life context (Creswell & Poth, 2018; Sugiyono, 2023).

The study was conducted at Koperasi UMKM Syariah Sumut, Jl. Karya Wisata, J City Metropolis 1 Complex No. 23, Medan Johor District, Medan City. Fieldwork began in November 2025 and continued through data collection and processing in 2026. Informants were selected purposively on the basis of their knowledge of, experience with, and involvement in the cooperative's empowerment programs. Eleven informants participated: three cooperative managers, three assisted MSME members, three officials from the North Sumatra Provincial Office of Cooperatives and MSMEs, one academic who was also a cooperative founder, and one cooperative adviser.

Data were collected through semi-structured interviews, observation of activities and services, documentation of the cooperative's profile and accountability reports, literature review, and strategic assessment questionnaires. Six respondents-three managers and three MSME members-assessed the internal and external strategic factors. Five expert respondents-three government representatives, one Islamic economics academic, and one cooperative adviser-assessed the QSPM alternatives. This arrangement was intended to ensure that internal conditions were evaluated by actors with direct organizational experience, while strategic priorities were assessed from policy, academic, and institutional perspectives.

Qualitative data were reduced, categorized into themes, displayed, and interpreted to identify the main strategic issues. The resulting findings were organized into seven strengths and eight weaknesses for the IFE/IFAS matrix and six opportunities and six threats for the EFE/EFAS matrix. The total IFE and EFE scores were subsequently mapped on the Internal-External Matrix, while the difference between strength and weakness scores and between opportunity and threat scores was used to determine the SWOT coordinates. The strategies generated through SWOT/TOWS matching were consolidated into five principal alternatives and then ranked using QSPM.

Data credibility was strengthened through source and technique triangulation. Statements from cooperative managers were compared with MSME members' experiences, government and expert perspectives, field observations, and cooperative documents. Analytical consistency was also checked across stages: interview themes informed the identification of strategic factors; those factors informed the IFE and EFE matrices; factor matching produced the SWOT/TOWS alternatives; and the resulting alternatives were used in the QSPM assessment.

## RESULTS AND DISCUSSION

### Forms of MSME Empowerment

Koperasi UMKM Syariah Sumut implements empowerment through both financial and nonfinancial mechanisms. Sharia-compliant financing functions as an entry point, while training, business mentoring, financial literacy, digitalization, business licensing and halal certification, marketing, partnerships, and Islamic values are intended to strengthen members' business capabilities. The cooperative therefore operates not only as a financing institution but also as a learning platform and a connector between members and the wider business ecosystem.

Financing contracts are adjusted to members' business needs and are used for purposes such as raw materials, production equipment, working capital, and business development. Nonfinancial support includes muamalah education, the Sekolah Bisnis Syariah program, business consultation, licensing assistance, and the reinforcement of trustworthiness and honesty in business conduct. Market facilitation is provided through bazaars, exhibitions, Plaza Pesona Nusantara, external marketing partners, social media, marketplaces, and other cooperative digital channels.

**Table 1. Forms of MSME Empowerment by Koperasi UMKM Syariah Sumut**

| No. | Component | Main implementation | Empowerment meaning |
|---|---|---|---|
| 1 | Sharia-compliant financing | Murabahah, mudharabah, musyarakah, qardh, and qardhul hasan according to productive needs. | Provides an alternative source of capital through Sharia-compliant contracts. |
| 2 | Business training | Muamalah education, Sekolah Bisnis Syariah, management, and business administration. | Strengthens managerial capacity and business ethics. |
| 3 | Business mentoring | Consultation on production, recordkeeping, pricing, cash flow, fund use, and follow-up. | Converts access to finance into improved business capability. |
| 4 | Islamic financial literacy | Understanding contracts, margins, profit sharing, rights and obligations, recordkeeping, and repayment discipline. | Protects members and helps reduce financing risk. |
| 5 | Licensing and halal support | Assistance with NIB, PIRT, trademarks, halal certification, packaging, and product quality. | Strengthens credibility and readiness to enter halal markets. |
| 6 | Digitalization | Digital promotion is increasingly used; databases, monitoring, and internal administration remain under development. | Improves efficiency, transparency, and adaptability. |
| 7 | Marketing | Bazaars, exhibitions, Plaza Pesona Nusantara, marketing partners, social media, and marketplaces. | Expands consumer reach and sales channels. |
| 8 | Partnerships and Islamic values | Cooperation with government, universities, halal institutions, communities, and markets; reinforcement of amanah and ta'awun. | Expands resources while maintaining an orientation toward shared benefit (maslahah). |

*Source: Processed from interviews, observations, documentation, and the cooperative profile (2026).*

The findings in Table 1 show that the cooperative combines financial and nonfinancial support rather than treating financing as a stand-alone intervention. Nevertheless, implementation is not yet fully scheduled or documented. Member databases, financing histories, business-development records, and mentoring outcome indicators remain areas that require strengthening. Without stronger data and evaluation systems, an increasing number of activities may be difficult to translate into measurable changes in turnover, repayment capacity, recordkeeping quality, legal compliance, and market reach.

### Internal and External Strategic Factors

The IFE/IFAS matrix was constructed from seven strengths and eight weaknesses. Key strengths include active and varied sharia-compliant financing, alignment between contracts and business needs, training programs, halal-certification assistance, marketing facilities, digital promotion support, and external collaboration. The main weaknesses concern an underdeveloped risk-management system, limited internal service digitalization, constrained access to larger-scale funding, uneven managerial literacy among members, insufficiently systematic mentoring, and varying levels of technological adaptability.

The EFE/EFAS matrix contains six opportunities and six threats. Opportunities include strong demand for sharia-compliant financing, MSMEs' preference to avoid exploitative informal lending, government support, the expanding halal ecosystem, increased demand for digital marketing, and partnership opportunities. Threats include low Islamic financial literacy, competition from conventional financing and fintech services, the continued presence of informal moneylenders, economic instability, rapid technological change, competition with larger industrial products, and default risk.

**Table 2. Summary of IFE/IFAS and EFE/EFAS Results**

| Matrix | Factor group | No. of factors | Weighted score | Interpretation |
|---|---|---|---|---|
| IFE/IFAS | Strengths | 7 | 1.65 | Strengths provide a reasonably supportive basis for empowerment programs. |
| IFE/IFAS | Weaknesses | 8 | .94 | Improvement is needed in risk management, digitalization, data, and mentoring. |
| IFE/IFAS | Total internal | 15 | 2.59 | The internal position is moderate / reasonably strong. |
| EFE/EFAS | Opportunities | 6 | 1.94 | External opportunities are dominant and can be utilized. |
| EFE/EFAS | Threats | 6 | .81 | Threats require literacy, monitoring, and adaptive responses. |
| EFE/EFAS | Total external | 12 | 2.75 | The cooperative responds relatively well to the external environment. |

*Source: Processed from the study's IFE/IFAS and EFE/EFAS matrices (2026).*

The IFE score of 2.59 is slightly above the midpoint of 2.50. This indicates that the cooperative has a reasonably supportive internal base but has not yet developed fully mature internal systems. The weighted strength score of 1.65 exceeds the weakness score of .94. Financing programs, training, and the suitability of contracts constitute important internal assets, whereas financing risk, internal digitalization, data systems, and the consistency of mentoring remain critical areas for improvement.

The EFE score of 2.75 indicates a relatively favorable response to the external environment. The opportunity score of 1.94 is substantially higher than the threat score of .81. Government support, growing interest in sharia-compliant financing and halal products, and the need for digital marketing create room for program expansion. However, these opportunities are unlikely to be fully captured without improvements in literacy, technological capability, and financing-monitoring systems.

### Strategic Position of the Cooperative

The IFE score of 2.59 and EFE score of 2.75 place the cooperative in Cell V of the Internal-External Matrix. This position corresponds to a hold-and-maintain orientation: the cooperative should preserve effective programs while improving service quality and internal readiness. Cell V does not imply organizational stagnation; selective growth remains possible when expansion is matched to institutional capacity.

The SWOT coordinate on the horizontal axis is .71, derived from the difference between strengths and weaknesses, while the vertical coordinate is 1.13, derived from the difference between opportunities and threats. Both values are positive, placing the cooperative in Quadrant

I. This position supports an SO or progressive orientation in which internal strengths are used to capture external opportunities. Taken together, Cell V and Quadrant I indicate a strategy of selective growth based on internal strengthening.

**Table 3. Synthesis of Strategic Position and Direction**

| Analytical basis | Result | Meaning | Strategic implication |
|---|---|---|---|
| IE Matrix | Cell V | Internal and external conditions are at a moderate level. | Maintain effective programs while improving system quality. |
| SWOT Quadrant | Quadrant I (X=.71; Y=1.13) | Strengths and opportunities are dominant. | Prioritize SO / progressive strategies. |
| Synthesis | Selective growth based on internal strengthening | The cooperative can expand gradually in line with its capacity. | Expand programs while strengthening risk control, data, human resources, and digitalization. |

*Source: Processed from the IE Matrix and SWOT coordinates (2026).*

## SWOT/TOWS Strategic Alternatives

The SWOT/TOWS matrix produced four groups of mutually reinforcing strategies. SO strategies provide the principal growth orientation, WO strategies use external opportunities to address internal weaknesses, ST strategies strengthen resilience against external threats, and WT strategies reduce vulnerability and control risk. The analysis indicates that growth-oriented strategies should not be separated from control mechanisms. Productive financing requires selection and monitoring procedures; digital marketing requires literacy and product readiness; and partnerships need clear roles, program targets, and measurable outcomes.

From an institutional perspective, the matching process indicates that the central weakness is not the absence of programs but the consistency of the systems supporting those programs. Services already exist, yet several areas still lack integrated databases, member-development records, mentoring indicators, and systematic evaluation. This finding helps explain why institutional strengthening accompanies, rather than follows, program expansion.

**Table 4. Summary of SWOT/TOWS Strategic Alternatives**

| Group | Main strategic alternatives |
|---|---|
| SO | Strengthen productive financing; develop integrated mentoring; strengthen licensing and halal products; integrate offline and digital marketing; expand partnerships. |
| WO | Develop internal service digitalization; improve managerial literacy and recordkeeping; broaden funding sources; strengthen digital marketing; establish scheduled and measurable mentoring. |
| ST | Strengthen contract education; assist members facing economic pressures; improve product competitiveness; reinforce trustworthiness and discipline; diversify markets. |
| WT | Establish risk-management SOPs; develop digital databases and monitoring; apply prudent financing; provide targeted support for members facing difficulties; improve technological adaptability. |

*Source: Processed from the study's SWOT/TOWS matrix (2026).*

## Strategy Priorities Based on QSPM

Five principal alternatives generated from the SWOT synthesis were assessed by five expert respondents. QSPM retained the internal and external factor weights and compared the relative attractiveness of each strategy. Sharia-based business mentoring received the highest STAS of 6.95, followed by digitalization of cooperative services and MSME marketing (6.80), improvement of members' Islamic financial literacy (6.65), strategic partnerships (6.12), and halal-local product development (5.39).

**Table 5. QSPM Scores and Strategic Priority Ranking**

| Rank | Code | Strategic alternative | Internal TAS | External TAS | STAS |
|---|---|---|---|---|---|
| 1 | S-1 | Strengthen sharia-based business mentoring | 3.50 | 3.45 | 6.95 |
| 2 | S-2 | Digitalize cooperative services and MSME product marketing | 3.44 | 3.36 | 6.80 |
| 3 | S-3 | Improve members' Islamic financial literacy | 3.43 | 3.22 | 6.65 |
| 4 | S-5 | Strengthen strategic partnerships with government, Islamic financial institutions, universities, and markets | 3.00 | 3.12 | 6.12 |
| 5 | S-4 | Develop halal and locally based MSME products | 2.44 | 2.95 | 5.39 |

*Source: Processed from the study's QSPM calculations (2026).*

The top-ranked position of sharia-based business mentoring indicates that the cooperative's immediate need is not simply to increase financing disbursement, but to improve the conversion of financing into business capability. Mentoring may cover needs diagnosis, the planned use of funds, financial recordkeeping, production costs, pricing, inventory, marketing, turnover evaluation, and business ethics. The findings also indicate that mentoring and digitalization are closely related priorities: the difference between the first and second strategies is only .15 STAS points.

Digitalization can support member databases, contract histories, repayment schedules, mentoring records, business-development tracking, and early-warning functions. On the market side, digital catalogs, social media, marketplaces, and ordering systems can extend the reach of members' products. Islamic financial literacy, the third-ranked strategy, supports members' understanding of contracts, productive fund use, the separation of business and household finances, and repayment planning. Strategic partnerships and halal-local product development remain important, but the ranking suggests that they will be more effective after core internal capabilities have been strengthened.

### Integrated Sharia-Based MSME Empowerment Model

The synthesis of the findings produced an Integrated Sharia-Based MSME Empowerment Model. The model positions the cooperative in three interrelated roles: a provider of sharia-compliant financing, an institution for learning and continuous business mentoring, and a connector linking members with government agencies, Islamic financial institutions, universities, halal institutions, technology providers, communities, and markets.

The model is operationalized through six stages, referred to as the 6P concept. P1 maps members' needs and baseline conditions; P2 determines productive sharia-compliant financing according to the appropriate contract and repayment capacity; P3 provides continuous business mentoring; P4 strengthens capacity and digitalization; P5 expands partnerships and market access; and P6 conducts monitoring and evaluation. The sequence emphasizes that financing is not an end in itself but one component of a transformation process toward business independence and broader welfare.

**Table 6. Alignment of Strategic Priorities with Maqasid al-Shariah**

| Maqasid dimension | Implementation in empowerment | Expected outcome |
|---|---|---|
| Hifz al-din | Sharia-compliant contracts, halal business guidance, amanah, honesty, and avoidance of riba. | Stronger Sharia compliance and business ethics. |
| Hifz al-nafs | Access to productive financing, improved income, and protection from exploitative practices. | Safer and more adequate livelihoods for members. |
| Hifz al-aql | Training, mentoring, financial literacy, and technological capability. | Improved knowledge and decision-making capacity. |

| Maqasid dimension | Implementation in empowerment | Expected outcome |
|---|---|---|
| Hifz al-mal | Productive fund use, recordkeeping, monitoring, prudence, and risk management. | Member assets are better protected and developed. |
| Hifz al-nasl | Business continuity and improved household welfare. | Greater household economic resilience across generations. |

*Source: Developed from the research findings and the Maqasid al-Shariah framework (2026).*

A Maqasid-oriented performance framework therefore requires the cooperative to assess more than financing volume and repayment rates. Relevant indicators include improvements in financial recordkeeping, turnover, product quality, business licensing, technology use, market reach, repayment discipline, household resilience, and reduced dependence on informal moneylenders. Economic performance and maslahah are consequently treated as interconnected outcomes rather than separate objectives.

**Table 7. Operational 6P Concept of the Integrated Sharia-Based MSME Empowerment Model**

| Stage | Component | Key activities |
|---|---|---|
| P1 | Needs mapping | Record business type, capital, turnover, management capability, technology, licensing, market access, and risk. |
| P2 | Productive sharia-compliant financing | Determine the appropriate contract, purpose, financing amount, repayment capacity, and fund-use plan. |
| P3 | Business mentoring | Support recordkeeping, production, pricing, cash flow, marketing, use of funds, and business ethics. |
| P4 | Capacity building and digitalization | Develop financial literacy, administrative applications, databases, social media, catalogs, and marketplace use. |
| P5 | Partnership and market expansion | Coordinate with government, Islamic financial institutions, universities, halal institutions, communities, and markets. |
| P6 | Monitoring and evaluation | Monitor repayments, turnover, fund use, constraints, follow-up actions, risk, and program outcomes. |

*Source: Developed from the synthesis of the SWOT and QSPM findings (2026).*

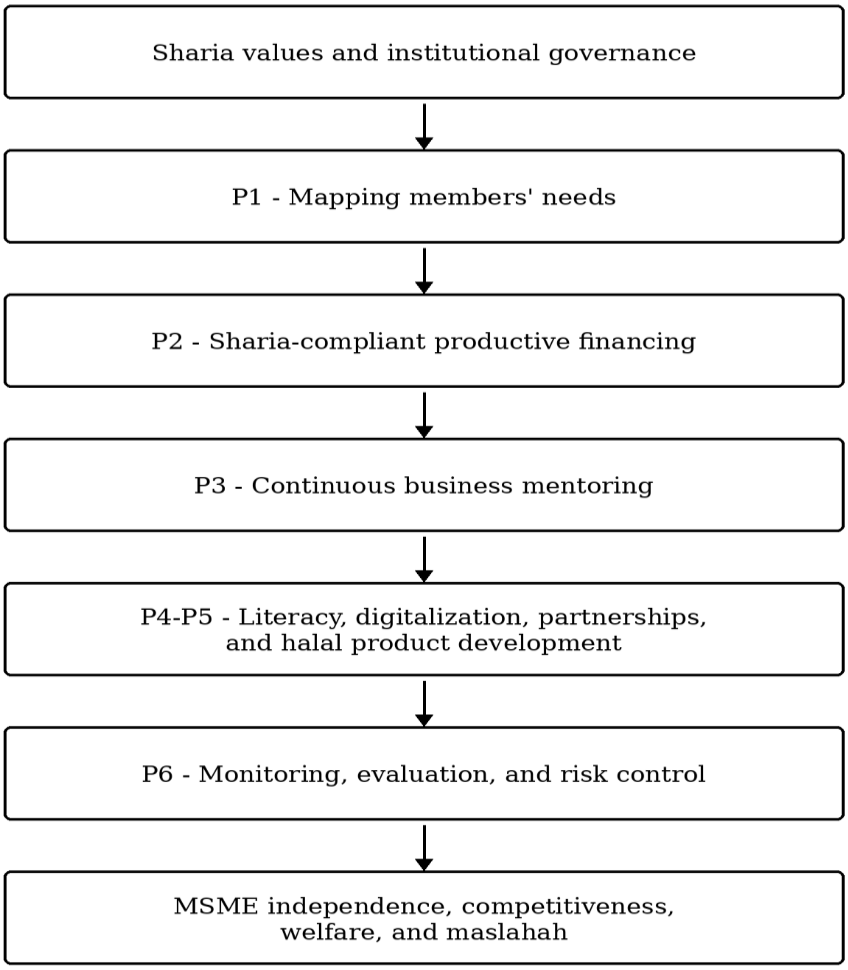


**Figure 1. Flow of the Integrated Sharia-Based MSME Empowerment Model**
*Source: Developed from the synthesis of the research findings (2026).*

## DISCUSSION

The findings support an integrated view of MSME empowerment in which access to finance is necessary but insufficient. The highest QSPM score was obtained by continuous sharia-based business mentoring rather than by a strategy centered only on financing expansion or product development. This result is consistent with the broader argument that Islamic microfinance becomes more empowering when financial services are accompanied by capacity-building and sustained institutional support (Anwar et al., 2023; Pusporini et al., 2023). In the present case, the strategic priority reflects an institutional bottleneck: programs are already available, but their developmental impact depends on whether the cooperative can systematically diagnose member needs, monitor business progress, and provide timely follow-up.

Institutional theory helps explain this pattern. North (1990) emphasizes that institutions reduce uncertainty through predictable rules and repeated patterns of interaction. Applied to the cooperative, financing procedures, governance structures, monitoring routines, data systems, and norms of trust shape the quality of relationships between the organization and its members. The case findings suggest that weak documentation, incomplete digitalization, and limited risk-management routines can constrain the value of otherwise useful empowerment programs. This interpretation is also consistent with research showing that governance quality, stakeholder accountability, and Sharia governance mechanisms influence the effectiveness and credibility of Islamic financial institutions (Akbar & Siti-Nabiha, 2022; Alam et al., 2022).

The close ranking of mentoring, digitalization, and Islamic financial literacy further indicates that these strategies function as complementary mechanisms rather than isolated interventions. Mentoring converts financing into applied business capability; literacy improves members' ability to understand contracts and make financial decisions; and digitalization creates the informational infrastructure needed to document and monitor development. Prior studies have similarly highlighted the relevance of financial literacy and technology for MSME performance and Islamic financial behavior (Rahadjeng et al., 2023; Rohmania & Sholihah, 2023; Saifurrahman & Kassim, 2021). In this case, the QSPM ranking suggests that digital tools are most valuable when they strengthen an existing mentoring process rather than when they are treated solely as a marketing channel.

The strategic results also show why partnership and halal-local product development rank below the first three alternatives even though both remain important. Partnerships can address constraints in funding, mentoring expertise, technology, licensing, and market access, while halal product development can strengthen differentiation and consumer trust. However, these external opportunities require sufficient internal absorptive capacity. Without adequate records, managerial skills, product standardization, and monitoring, the cooperative may be unable to translate partnerships or halal-market opportunities into sustainable member outcomes. This interpretation is consistent with evidence on the importance of halal-market awareness and alternative Islamic financing for micro-entrepreneurs (Hanifasari et al., 2024; Ishak & Mohammad Nasir, 2024).

From a Maqasid al-Shariah perspective, the prioritized strategies can be interpreted as a pathway toward multidimensional benefit rather than as direct evidence that all Maqasid outcomes have already been achieved. Clear contracts, halal business practices, trustworthiness, and the avoidance of riba align with hifz al-din; productive financing and improved income security can support hifz al-nafs; training, literacy, and technological capability align with hifz al-aql; productive fund use, recordkeeping, monitoring, and risk control support hifz al-mal; and sustained household businesses can contribute to hifz al-nasl. This interpretation broadens the cooperative's performance framework from financing volume and repayment alone toward the quality, resilience, and social benefit of members' businesses.

The proposed 6P model consolidates these relationships into a practical sequence. Its contextual theoretical contribution is the proposition that sharia-compliant financing is more likely to support MSME independence when it is preceded by needs mapping, converted into capability through continuous mentoring, reinforced by literacy and digital systems, expanded through partnerships and markets, and subjected to monitoring and risk control. The model is not presented as a universal theory because it is derived from a single case. Rather, it provides an empirically grounded framework that can be tested in other Islamic cooperatives and microfinance settings.

Practically, the findings imply a shift from activity-based programming toward member-development management. The cooperative should define baseline conditions, development targets, mentoring schedules, records of progress, and outcome indicators for each supported member. The relevant indicators may include financial recordkeeping, turnover, product quality, licensing and halal status, technology use, market reach, repayment discipline, household economic resilience, and reduced dependence on informal moneylenders. Government agencies, universities, Islamic financial institutions, halal bodies, communities, and market platforms can then be linked to clearly defined partnership objectives, roles, timeframes, and evaluation mechanisms.

## CONCLUSION

Koperasi UMKM Syariah Sumut empowers MSMEs through an integrated combination of sharia-compliant financing, business training, mentoring, Islamic financial literacy, licensing and halal-certification support, digitalization, marketing, partnerships, and Islamic values. The IFE score of 2.59 indicates a moderately supportive internal condition, although risk management, internal digitalization, recordkeeping, and mentoring systems require strengthening. The EFE score of 2.75 shows that external opportunities outweigh threats. The IE Matrix places the cooperative in Cell V, while the SWOT coordinates of .71 and 1.13 place it in Quadrant I, together supporting selective growth based on internal strengthening.

QSPM identifies sharia-based business mentoring as the first strategic priority (STAS 6.95), followed by digitalization of services and marketing (6.80), Islamic financial literacy (6.65), strategic partnerships (6.12), and halal-local product development (5.39). These priorities indicate that financing becomes an empowerment mechanism when it is accompanied by capability transformation and institutional support. The resulting 6P model comprises needs mapping, productive financing, continuous mentoring, capacity building and digitalization, partnership and market expansion, and monitoring and evaluation.

The study recommends that the cooperative formalize financing and mentoring procedures, develop an integrated member and business database, define outcome indicators, and connect mentoring with risk monitoring. Partnerships with government agencies, universities, Islamic financial institutions, halal organizations, communities, and market platforms should be organized around clear targets, roles, timelines, and evaluation. The study is limited to one cooperative and uses strategic weights based on selected respondents; therefore, the findings should be generalized cautiously. Future research should test the 6P model across multiple Islamic cooperatives, compare regions and business sectors, and assess changes in turnover, recordkeeping quality, nonperforming financing, business licensing, and member welfare longitudinally.

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