

Analysis Of Local MSME Community Business Models Towards MSME Sustainability: An Nvivo Approach To Understand Business Perceptions And Practices

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Abstract

This study analyzes the business model of local MSME communities in supporting business sustainability in Medan City. The main focus is on the strategies implemented by MSME communities to enhance the competitiveness and sustainability of their members' businesses, as well as the challenges faced in adopting sustainable business models. This research employs a descriptive qualitative method with a case study approach. Data were collected through in-depth interviews, direct observations, and document analysis. Data analysis was conducted using NVivo 12 Plus software with the Miles and Huberman model, including data reduction, data presentation, and conclusion drawing. The findings indicate that MSME communities such as Bazar Orang Medan (BOM), Rumah Kawan Bunda (RKB), and About Women Community (AWC) play a significant role in supporting their members' business sustainability through digital marketing, business management training, and access to networks and resources. The business strategies implemented are based on the Triple Bottom Line (TBL) approach, covering economic, social, and environmental aspects. However, the environmental aspect has not been fully integrated into MSME business practices. The MSME community acts as a catalyst for business desires, and further synergy is needed between the government, society, and business actors to develop more sustainable business strategies.

INTRODUCTION

To improve individual welfare, it is imperative for the government and relevant stakeholders to provide appropriate assistance and facilities for Micro, Small and Medium Enterprises (MSMEs) (Karniawati et al., 2023). This includes aspects such as the provision of affordable financing, business training and education, empowerment through information technology, expansion of market access, and the implementation of laws that encourage regulations that are conducive to MSMEs. MSMEs can directly benefit society by creating employment opportunities, driving inclusive economic expansion, and encouraging innovation and skills development (Yuniar et al., 2022). Therefore, it is imperative to continue to encourage efforts aimed at improving the MSME sector, involving the government, financial institutions, and the general public, to achieve equitable and sustainable economic expansion. To ensure the long-term survival of MSMEs, it is essential to know the implementation of appropriate business models (Anggraini & Nasution, 2013).

Business models are used by companies throughout their operational initiations. In the realm of management, a business model serves as a tool or framework that explains the implementation of company management. (U, 2013) conducted a comprehensive analysis of nine different areas, including key partners, key activities, key resources, value propositions, customer relationships, channels, customer segments, costs, and revenue streams. According to (Adawiyah, 2014), this instrument has the ability to analyze, measure company performance, manage, communicate, and facilitate innovation. By establishing the right business model, organizations can achieve profitability that is in line with the goals that have been set.

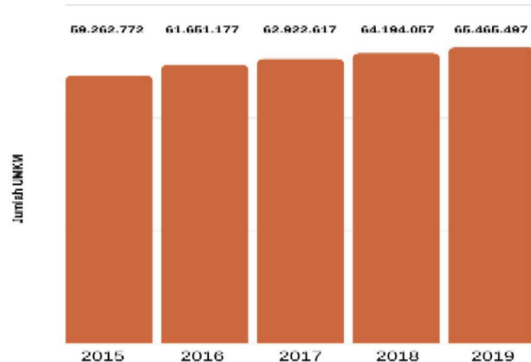


Figure 1. Indonesian MSME Growth Data

Based on the image above, the selection of MSMEs as the focus of this research is justified because of the large population of MSMEs in Indonesia. There is a consistent increasing trend in the number of micro, small, and medium enterprises (MSMEs) from 2015 to 2019. Therefore, it is very important to identify strategies to encourage sustainable business model thinking in micro, small, and medium enterprises (MSMEs) to reduce the negative impacts of corporate exploitation on the economy, society, and the environment.

Based on the analysis of opportunities, contributions, and current conditions of the role of Micro, Small, and Medium Enterprises (MSMEs) in the economy, it is very important to formulate a comprehensive development strategy that aims to empower the MSME community. This community acts as a catalyst for new economic growth in Indonesia, because it has the potential to contribute to improving community welfare, creating jobs, and increasing overall economic growth. A means of equitable development that can overcome income inequality between communities, regions, and rural and urban areas, so as to reduce the urbanization process. In addition, it functions as a market for MSME product input and output. Obtaining foreign currency, Increasing overall state revenue (Ukmindonesia.id, 2023) Therefore, it is proven that the Micro, Small, and Medium Enterprises (MSMEs) sector has made a significant contribution to the Gross Regional Domestic Product (GRDP), especially in Medan, in the last five years (Yulianingsih, 2021).

This study aims to analyze how the MSME community adopts sustainable business strategies. This study also intends to look at the challenges faced by MSMEs in Medan when trying to implement sustainable business models. Finding out what MSMEs can do today to become more sustainable is the driving force behind this study. The successful implementation of this strategy requires an understanding of sustainability not only as a communication issue, but rather as a challenge that encompasses all components of the value chain.

METHODS

This study uses a qualitative descriptive method. This type of research focuses on gaining an in-depth understanding of a problem, as opposed to conducting extensive research on the subject (Ramdhan, 2021). Because qualitative methodology assumes that the nature of each problem will be unique, this research method often uses in-depth analysis techniques, namely examining each problem individually (Noor, 2011). The purpose of qualitative research is to generate meaningful categories and hypotheses for qualitative research. This research was conducted in the Micro, Small, and Medium Enterprises (MSMEs) community in Medan, namely the Rumah Kawan Bunda Community, the Medan Bazar People Community and the AWC (About Women Community) Community. Key administrators and individuals in the community were then interviewed for this

study. After that, the data analysis in this study was carried out using the (Huberman, 1992) data analysis model using Nvivo 12 Plus software.

RESULTS AND DISCUSSION

This sustainable business model has a role to achieve a sustainable future for MSMEs that respond to the economic, social and environmental environment. Innovation of business models for sustainability is defined as a positive and significant creation for the environment and / or society. This requires changes in the activities and all processes of the organization and its value network. We managed to conduct an in-depth interview process with several sources as follows:

Table 1. Research Sources

No	Name	Gender	Age	Form of Business
1.	Novi Sulis	Woman	25 to 35 years old	Mikro
2.	Isma do'ana	Woman	25 to 35 years old	Mikro
3.	Khairina Sari	Woman	25 to 35 years old	Mikro
4.	Albayina ertika	Woman	25 to 35 years old	Mikro
5.	Ziah	Woman	25 to 35 years old	Mikro
6.	Tami	Woman	25 to 35 years old	Mikro
7.	Kartiko Wati	Woman	25 to 35 years old	Mikro
8.	Nura	Woman	25 to 35 years old	Mikro
9.	Rany	Woman	25 to 35 years old	Mikro
10.	Zullya Hakim	Woman	47 to 57 years old	Mikro
11.	Ayu Andira	Woman	25 to 35 years old	Mikro
12.	Dina Fauziah nasution	Woman	25 to 35 years old	Mikro
13.	Dian	Woman	25 to 35 years old	Mikro
14.	Hilmi Ulia	Woman	25 to 35 years old	Mikro
15.	Ipung	Man	25 to 35 years old	Mikro
16.	Susi Nurmala Sari	Woman	25 to 35 years old	Mikro
17.	Nona maulina	Woman	25 to 35 years old	Mikro
18.	Emma Vita Idrina	Woman	25 to 35 years old	Mikro
19.	Rini Anggraini nst	Woman	25 to 35 years old	Mikro
20.	Suprianti	Woman	25 to 35 years old	Mikro
21.	Sri Ajijah Purba, M.K.M	Woman	25 to 35 years old	Mikro
22.	Mangun Angkat	Man	25 to 35 years old	Mikro
23.	Apriliani	Woman	25 to 35 years old	Mikro
24.	Aris Hendar, M.Pd	Man	25 to 35 years old	Mikro
25.	Egsa Marwin Tambiski	Woman	25 to 35 years old	Mikro
26.	M.Reza Pahlevi	Man	25 to 35 years old	Mikro
27.	M. Syaufi Syukri	Man	25 to 35 years old	Mikro
28.	Rizky Nanda Pratama	Man	25 to 35 years old	Mikro
29.	Tari Fona Rizkya, S.E.	Woman	25 to 35 years old	Mikro
30.	Mifta Nur Jannah Ritongan	Woman	25 to 35 years old	Mikro

Source: Data processed 2024

The results of the researcher's interview with 3 MSME communities showed that many MSMEs have used social media in developing their businesses, the form of social media on average used by MSMEs is mostly Facebook and the WhatsApp application, but besides that there are also some MSMEs that use other social media such as Instagram, and TikTok. MSMEs tend to promote their merchandise using the features on these social media through story posts, there are also some MSMEs that post their merchandise to the social media homepage. This also tends to be done by MSMEs repeatedly with the aim of attracting many consumers and strengthening customer trust.

The Role of Local Communities in the Sustainability of MSMEs in Medan City

1. Sustainable Business Model Practices in the BOM MSME Community (Medan People's Bazaar)

Medan People's Bazaar is an MSME community that is committed to driving the spirit of business sustainability that not only pursues profit but also provides a lot of assistance and training for all members so that their MSMEs move up a class. This spirit to advance and develop is transmitted to all members of this MSME community. since 2018. The Medan People's Bazaar Community routinely holds bazaar activities every week. For anyone interested in joining this community, they are required to pay an initial administration fee of IDR 1,000,000. This fee is only paid once as part of the registration and administration process. Generally, stands at the bazaar can be rented at a more affordable price. However, if the stand is provided by the government, the rental will be free. To enliven the event, organizers often use advertising strategies and invite social media celebrities or food bloggers to attract more visitors.

To join the Medan People's Bazaar Community, there are several requirements that must be met. First, prospective members are required to have a running business. The business must also be different from the businesses that are already registered in this community, so that there is no duplication of business. In addition, each tenant must be consistent in selling the products that have been determined since the beginning of registration. Commitment to product consistency is highly emphasized to maintain the quality and diversity of the bazaar. As part of adapting to technological developments, each tenant is also required to have digital payment facilities via QRIS. This aims to facilitate transactions and increase the efficiency of services to visitors.

In general, this community is engaged in the culinary field. Where each member often receives training and guidance from the relevant Department. In addition, this business is also a legal entity, so it has strong legitimacy in running its operations. Government regulations strongly support the development of this culinary business, with various policies that make it easier for business actors to develop. As part of this support, each member of this business is usually facilitated to register their products to obtain halal certification and register Intellectual Property Rights (HAKI). This step aims to protect and increase the competitiveness of culinary products in the national and international markets.

The Medan Bazar Orang Community implements a Business to Consumer (B2C) business model in its operations. This model was chosen because this community focuses on selling products and services directly to end consumers. By using the B2C approach, the community can more effectively reach the market and meet consumer needs directly. The advantage of the B2C business model is that the community can build more personal relationships with customers, which allows for increased consumer satisfaction and loyalty. In addition, this model provides flexibility in developing marketing strategies and allows for quick responses to changes in market demand.

Thus, this community can more easily adjust products and services according to consumer preferences, thereby increasing competitiveness in the market.

According to community members, the government's role is quite good for the MSME community, such as providing business training, providing information related to events that will be held by the government that present local MSMEs, providing socialization and easy information related to business opportunities. However, this is still considered lacking because the intensity is still low. Analysis with the Triple Bottom Line (TBL) Approach:

- a. Profit Dimension (Economic Benefits)
 - 1) Utilizing marketing strategies through social media such as Facebook, WhatsApp, Instagram, and TikTok to expand market reach.
 - 2) Regularly holding bazaars as a B2C strategy, providing direct opportunities for MSMEs to meet consumers.
 - 3) Affordable administration and stand rental fees provide members with the advantage of marketing their products without burdening their finances.
- b. People Dimension (Social Sustainability)
 - 1) Provide regular training to members with government support, thereby increasing entrepreneurial capacity.
 - 2) Emphasize collaboration between members to maintain product diversity and consistency.
 - 3) Commitment to developing MSMEs through formal regulations such as halal certification and HAKI.
- c. Planet Dimensions (Environmental Sustainability)

There is no explicit focus on environmental sustainability, and the adaptation of digital technologies such as QRIS reduces the need for paper-based transactions.

2. Sustainable Business Model Practices in the Rumah Kawan Bunda MSME Community

UMKM Rumah Kawan Bunda is one of the women's communities in North Sumatra that was established on December 20, 2018 and has been legally and officially registered as an association based on a notary deed. Asri Wahyuni, SE as the Founder of Rumah Kawan Bunda (RKB) stated that the community has been established until now, Alhamdulillah, it already has 202 members who will grow and expand their wings throughout Indonesia. RKB members are not only from Medan, there are also from Rantauprapat, Pematangsiantar, Kisaran, Tebing Tinggi, Lubuk Pakam, Tanjung Morawa and Aceh.

The founder of Rumah Kawan Bunda (RKB) explained that, as a Community Council, they try their best to never collect fees from members whenever there is an event. Instead, they always try to give the best gifts to members. In an effort to support the programs held, the RKB community also collaborates with various sponsors. One of the advantages of this community is its inclusive attitude towards children, where the presence of children is never considered a problem when there is training or other events. "For us, the presence of children is not an obstacle to learning, because the vision of Rumah Kawan Bunda highly values the role of a housewife in the family, even though she also plays a role as an entrepreneur," she explained.

The Head of Rumah Kawan Bunda Community, Hilmiyyaturrahmah, SE, revealed that this community routinely holds monthly meetings aimed at improving the business knowledge of its members. Various activities have been carried out by this community, including charity activities, fun learning for mothers and children, public speaking workshops, Google Bisnis Womenwill and

Gapura Digital training, as well as various other activities that support the businesses of RKB members.

The business model used by the RKB community is to support each other between community members, where each community member will help promote merchandise on their respective social media accounts. This allows for good cooperation and will expand market reach, because this community is not only in the city but also from outside the city. In addition, the RKB community also strongly supports sustainable business models, although it has not fully implemented them, due to a lack of understanding of sustainable business models.

The role of the government is quite good for the RKB community. The government provides information and support for the progress of MSMEs, although not yet optimal, but it is quite helpful for MSMEs for activities that are business development in nature, not yet for soft skill development. Analysis with Triple Bottom Line (TBL) Approach:

a. Profit Dimension (Economic Benefits)

- 1) Members support each other's promotions through their respective social media, thus expanding the market network without large costs.
- 2) Not collecting fees for events, but looking for sponsors so as to reduce the burden on members.
- 3) Cooperation between members in providing raw materials reduces the burden of production costs.

b. People Dimension (Social Sustainability)

- 1) Provide training to housewives, with an inclusive approach that does not limit the presence of children in the event.
- 2) Prioritize the development of soft skills and collaboration between members to increase business capacity.

c. Planet Dimensions (Environmental Sustainability)

Has not shown significant implementation in the environmental dimension, but the potential for collaboration between members can be directed towards the adoption of environmentally friendly materials.

3. Sustainable Business Model Practices in the Community About Women Community (AWC)

AWC Community, founded in 2016, is a community dedicated specifically to women who want to learn, advance, and grow in the world of entrepreneurship. This community provides a space for women to hone their skills and knowledge in the business field, as well as provide the support needed to achieve success.

When first joining, members are required to pay a registration fee of Rp100,000. However, after that, there are no additional fees charged to members, so they can enjoy all the programs and facilities provided without additional financial burden. AWC offers a variety of comprehensive programs, ranging from intensive training and mentoring for MSMEs to monthly training that focuses on various aspects of business. In addition, this community also helps market its members' products by providing free bazaar stand facilities.

The AWC community has an inclusive approach, where there are no specific requirements related to the type of business to join. This allows various types of businesses to participate and benefit from the programs offered. This community is not only inspiring, but also provides great opportunities for its members to improve their skills in management, production, and technology.

AWC also provides assistance in the process of registering for halal certification, Intellectual Property Rights (HAKI), and Company Registration Number (NIP).

In terms of marketing, the community has developed a business model that utilizes various channels, including online sales, bazaars, and even following the latest trends such as live sales on TikTok, although its use is still rare. AWC often collaborates with the government and State-Owned Enterprises (BUMN) to support their programs, as well as ensuring that community members have access to wider opportunities.

The business capital used by members of this community generally comes from personal capital, with most businesses having been running for more than two years. This community highly prioritizes the quality of the products produced. However, each member is still more focused on developing their own products and has not fully paid attention to the dynamics of the wider market. With all the support and programs offered, AWC continues to be a source of inspiration and growth for women entrepreneurs in Indonesia.

Some community members stated that the cost is one of the obstacles in business development is capital, but since joining the community, this problem has begun to be resolved because some community members sell raw materials, thus reducing the supply of raw materials a little. Because fellow community members allow for more flexibility in terms of payment. Furthermore, it was explained that the role of the government has not been maximized in business development, the government only helps in basic aspects, not in developing MSMEs towards the national, let alone international. Analysis with Triple Bottom Line (TBL) Approach:

a. Profit Dimension (Economic Benefits)

- 1) The use of personal capital is the main source, but access to raw materials through the community makes business operations easier.
- 2) The use of online marketing trends such as TikTok Live shows adaptation to the modern market, although not yet optimal.

b. People Dimension (Social Sustainability)

- 1) Focus on women empowerment, providing space for business training covering management, technology, and production.
- 2) Prioritize cooperation with government and state-owned enterprises to support member development.

c. Planet Dimensions (Environmental Sustainability)

Focus on improving the quality of members' products, but have not yet fully incorporated environmental sustainability elements into their business practices.

Interpretation Results Based on Nvivo

The results of the analysis of interview data that has been conducted with the MSME community in Medan City, the words that use the Word Cloud program most often appear, namely Sustainability, Business, Development and other words that appear in the image below which shows the word cloud used in the research source.



Figure 2. Word Cloud

Based on the results of content analysis using the word frequency feature, it shows that the words that researchers often use in their writings are business, which is mentioned 286 times and followed by the word "Sustainability" which is mentioned 255 times. The image above is a summary used in this study material.

Table 2. Coding Results

Word	Length	Count	Percent
Business	13	286	0,43
Sustainability	8	255	0,38
Development	8	230	0,35
Support	12	217	0,33
External	9	213	0,32
Evaluation	12	213	0,32
Connection	9	210	0,32
Indicators	9	208	0,31
Information	10	201	0,30
Instagram	10	189	0,29
Internal	9	184	0,28
Sustainability	9	150	0,23
Policy	11	135	0,20
Needs	13	134	0,20
Group	8	124	0,19
Skills	8	111	0,17
Finance	9	109	0,16
Entrepreneurship	10	106	0,16
Community	9	100	0,15
Quality	9	98	0,15
Direct	9	87	0,13
Management	9	80	0,12
Management	10	70	0,11
Marketing	12	67	0,10
Public	8	66	0,10

Building	8	63	0,10
Covering	9	60	0,09
Achieving	8	59	0,09
encouraging	10	58	0,09
increasing	11	58	0,09
tourism	14	58	0,09
customers	9	55	0,08
training	8	54	0,08
marketing	11	54	0,08
development	9	54	0,08
government	8	53	0,08
mentoring	8	52	0,08
income	12	52	0,08
development	11	52	0,08
knowledge	9	50	0,08
sales	8	50	0,08
growth	8	49	0,07
change	9	49	0,07
company	10	48	0,07
significant	11	47	0,07
strategy	10	47	0,07
sustainability	10	45	0,07
sustainable	9	45	0,07
Technology	8	45	0,07

Source: Data processed 2024

Analysis of the Role of MSME Communities in the Development of MSMEs in Medan City

Overall, the role of the MSME community in the development of MSMEs in Medan City can be described in the mind map that researchers have visualized with the help of the NVivo application with the help of mind maps.

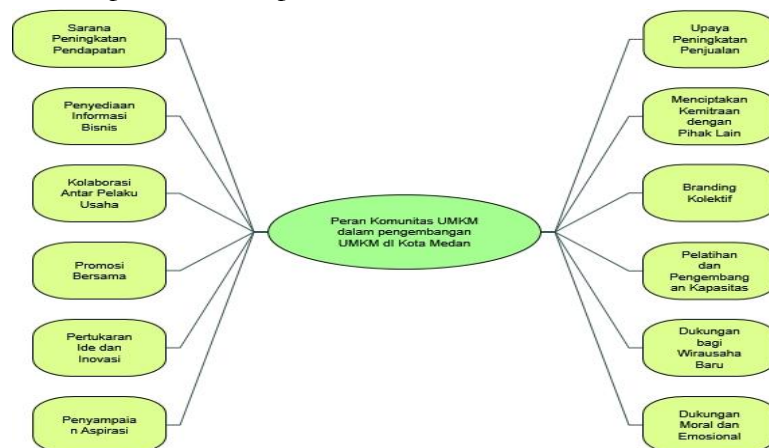


Figure 3. The Role of the MSME Community

The mind map that the researcher has made above shows that the big picture of the research results contains three main elements in the research, namely the role of the MSME Community in increasing MSME income as a marketing tool, a means of increasing sales, and efforts to increase income. The researcher also examined what are the obstacles for MSMEs in using social media, the researcher's findings show that on average MSMEs have obstacles in networking, then the researcher will explain in more detail about the role of the MSME Community in increasing income for MSMEs in Medan City.

Based on research, the role of the MSME community as a forum for developing MSMEs in Medan City by utilizing the role of social media as an effort to increase income for MSMEs by looking at the ability of MSMEs to meet their daily needs, both basic needs and other social needs or an increase in family income, thereby increasing purchasing power and having savings.

Table 3. Data on increasing MSME income

No.	Owner Name UMKM	Income before joining the UMKM Community	Income after joining the UMKM Community	Sales Media	Increase in Revenue
1.	Novi Sulis	Rp.1.000.000,-	Rp.2.000.000,-	FB & WA	100%
2.	Isma do'ana	Rp.5.000.000,-	Rp.15.000.000,-	FB	200%
3.	Khairina Sari	Rp.4.000.000,-	Rp.5.000.000,-	FB & WA	25%
4.	Albayina ertika	Rp.3.000.000,-	Rp.5.000.000,-	IG, FB, WA, TIKTOK	42,86%
5.	Ziah	Rp.5.000.000,-	Rp.20.000.000,-	FB	300%
6.	Tamimi	-	Rp.1.000.000,-	FB & WA	0%
7.	Kartiko Wati	Rp.500.000,-	Rp.1.500.000,-	FB & WA	200%

Source: researcher interview

Based on the table above, it can be seen that MSMEs have experienced an increase in their income, starting from a small income to an increase of up to 300%. According to Tamimi, the increase in income was because Tamimi had used social media since she started selling, so Tamimi had never sold before using social media.

Perceptions and Business Practices of MSMEs in Medan City

1. Challenges of Sustainable Business Model Practices in MSME Communities in Medan

The implementation of sustainable business model practices that do not neglect the quality of life of the workforce, local communities and surrounding communities is important for economic development. However, in its implementation, it requires a high commitment, especially for MSMEs. For this reason, the role of the MSME community is to maintain the sustainability of the commitment of MSMEs that carry out their business activities by considering the triple bottom line aspect. Strengthening the aspects of value proposition, value creation, and value capture is also considered important for MSMEs in Indonesia to be able to survive in the long term. This community shows its existence in the sustainability of its business, this can be seen from the table below.

Table 4. Role of Community towards Members

No	Variabel	Indikator	Nilai Mean
1	Economic Dimension	Innovative products, technical skills, networking, partnerships, orientation, quality, customer relations, marketing	4,6597
2	Environmental Dimensions	Environmental care, cleanliness, waste awareness, environmentally friendly, environmental solution initiatives, recycling perspective	4,1389
3	Social Dimension	Social care, employing local people, local potential, sponsoring social activities	3,7278

Source: Data processed 2024

From table 4 it can be seen that the role of the community towards members appears that the average results of all dimensions show that the community has a very good role for the progress of community members. MSME members feel very helped especially in terms of the economic dimension. They are taught and guided to move up a class in terms of their business, so that their business can develop even better. What still needs to be improved is the social dimension because it has the lowest average value.

To achieve a sustainable business model is indeed not easy, it requires a high commitment because of the many limitations of the capabilities of the MSMEs themselves. The narrow scope of MSMEs and the fairly high costs of applying a sustainable business model are the main obstacles for MSMEs when they have to fight alone. With community support, MSMEs will feel a lot of support that makes it easier to apply this sustainable business model. One solution proposed by researchers to build an MSME community that supports the sustainability of their community members' businesses through the following figure 4:

<i>(Value Proposition)</i>	<i>(Value Creation)</i>	<i>(Value Capture)</i>
The implementation of community activities based on the triple bottom line aspect maximizes integration between companies (UMKM members) with local potential and stakeholders so that it will bring holistic benefits.	The UMKM community is on a consistent mission to change the mindset of members to commit to running a sustainable business related to managing their resources. Maintaining partnerships brings social and environmental benefits.	The role of the MSME community contributes to the external relations of MSME members. Low environmental costs and other provisions for MSME members will be a resilience in itself for the development of MSME members.

Figure 4. MSME Community Development Solutions

From the analysis of the conclusions above, the perception and practice of sustainable economics in the context of the Triple Bottom Line (TBL) in the MSME community can be summarized as follows:

a. Profit Dimension (Economic Benefits)

Perception:

- 1) MSMEs see profit as the main dimension that supports business sustainability, but they

realize the importance of innovation, technology adaptation, and marketing strategies to increase revenue.

- 2) Economic profit is not only considered as the ultimate goal, but also as a means to support the social and operational aspects of the business.

Practice:

- 1) Medan People's Bazaar (BOM)
 - a) Utilizing social media (Facebook, WhatsApp, Instagram, TikTok) for extensive product marketing.
 - b) Weekly bazaars as a means of reaching consumers directly, using the Business to Consumer (B2C) model.
 - c) Free stands facilitated by the government reduce the operational burden of members.
- 2) Mother's Friend's House (RKB)
 - a) Members leverage community networks for promotional collaboration without major outlays.
 - b) Event sponsors help reduce activity costs.
- 3) About Women Community (AWC)
 - a) Focus on marketing digitalization (TikTok Live, online sales) even though it is still limited.
 - b) Collaboration with the government and state-owned enterprises helps open up wider funding and marketing opportunities.

b. People Dimension (Social Sustainability)

Perception:

- 1) Social sustainability is perceived as an integral part of encouraging an inclusive, collaborative community that is able to create a positive impact on its members and the surrounding community.
- 2) The community views training and empowerment as a way to increase the capacity of members, especially women.

Practice:

- 1) Medan People's Bazaar (BOM)
 - a) Training and mentoring from the government to increase member capacity.
 - b) Halal and HAKI certification to increase product competitiveness.
 - c) Emphasizing product consistency to maintain quality and consumer trust.
- 2) Mother's Friend's House (RKB)
 - a) Opening opportunities for housewives to run a business without neglecting the role of the family.
 - b) Supporting women's participation with an inclusive approach, such as allowing children to participate in activities.
- 3) About Women Community (AWC)
 - a) Provide intensive training, including business management and use of technology.
 - b) Focus on women empowerment with a collaborative approach and support the involvement of various types of businesses.

c. Planet Dimensions (Environmental Sustainability)

Perception:

- 1) Environmental sustainability is not yet a primary concern. Communities prioritize profit

and people aspects in their business practices.

- 2) There is initial awareness of the importance of environmental sustainability, but implementation is still limited.

Practice:

- 1) Medan People's Bazaar (BOM)

The use of QRIS as a digital payment tool reduces paper-based transactions, although its impact on the environment is still small.

- 2) Mother's Friend's House (RKB)

There are no significant initiatives related to the environment yet, but potential collaboration between members can be directed towards adopting environmentally friendly practices.

- 3) About Women Community (AWC)

Not yet fully integrating environmental sustainability, but communities can begin to adopt environmentally friendly packaging and production waste management.

2. Triple Bottom Line Business Model Strategy for the sustainability of MSMEs in Medan City

From the previous explanation, it can be concluded that the right strategy for MSMEs in Medan City will be detailed in the following points:

a. Profit Dimension Strategy (Economic Benefits)

- 1) Increased Digital Access for Marketing and Sales
 - a) Focus on digital platforms such as TikTok Live, Instagram Reels, and e-commerce to increase the visibility of MSME products.
 - b) Intensive training for MSME members on optimizing social media features for marketing.
- 2) Diversification of Products and Services
 - a) Introducing market-based trends such as organic products, healthy lifestyle products, or sustainable products.
 - b) Facilitating MSMEs in developing value-added products through packaging and service innovations.
- 3) Collaboration with Stakeholders:
 - a) Partnering with government, state-owned enterprises, and private companies to open up new market access and funding opportunities.
 - b) Initiating mutual benefit-based partnership programs, such as collaboration between food MSMEs and raw material providers.
- 4) Certification and Legality Facilitation:

Supporting MSME members to obtain halal certification, HAKI, or export permits that will increase the competitiveness of their products in national and international markets.
- 5) Developments that need to be made:
 - a) Deeper digitalization: Use of simple CRM (Customer Relationship Management) to build customer loyalty.
 - b) International market expansion: Special training programs to help MSMEs penetrate export markets.

b. People Dimension Strategy (Social Sustainability)

- 1) Consistent Empowerment and Training:

- a) Conducting needs-based training such as soft skills (public speaking, management), digital marketing, and business management.
- b) Involving the community in mentoring programs to improve the technical skills of MSME members.
- 2) Inclusive Community
 - a) Opening wider opportunities for vulnerable groups (women, people with disabilities, or entrepreneurs in remote areas) to join.
 - b) Ensuring accessibility to all groups, for example, through online training.
- 3) Collaboration between Members
 - a) Develop mutual support programs between members, such as cross-promotion through each other's social media accounts.
 - b) Facilitate the sharing of raw materials or resources between members to reduce operational costs.
- 4) Social Network Development
 - Expanding networks with external parties such as sponsors, investors and business partners to create collaboration opportunities.
- 5) Developments that need to be made:
 - a) Education-based community: Establish an online learning center for MSMEs so that learning can be accessed anytime.
 - b) Business scholarship program: Provide assistance to potential MSME members for further training or business development.

c. Planet Dimension Strategy (Environmental Sustainability)

- 1) Use of Environmentally Friendly Materials:
 - a) Encourage MSMEs to switch to recyclable or biodegradable materials in production and packaging processes.
 - b) Conduct special training on production waste management.
- 2) Environmental Awareness Campaign:
 - a) Organizing educational programs on the importance of environmental sustainability for MSMEs and consumers.
 - b) Creating branding that supports "eco-friendly business" to attract market segments that care about the environment.
- 3) Energy and Resource Efficiency:
 - a) Educate MSMEs about energy-saving practices, such as using energy-saving equipment or renewable resources.
 - b) Optimize the use of simple technology to increase efficiency.
- 4) Collaboration for Waste Management:
 - a) Building shared infrastructure among community members for waste management.
 - b) Involving third parties such as recycling institutions to help handle production waste.
- 5) Developments that need to be made:
 - a) Green product innovation: Encourage MSMEs to create environmentally friendly products that have a niche market, such as recycled or organic goods.
 - b) Simple environmental audit: Developing an environmental impact assessment system for MSMEs as a guide for improvement.
- 6) Integration of Strategy for Sustainability

To ensure holistic sustainability, the following steps can be taken:

- a) Creating an Integrated Platform: Building a digital portal that supports learning, marketing, and collaboration between community members.
- b) Developing Sustainability Indicators: Providing simple measuring tools for MSME members to evaluate their performance in terms of profit, people, and planet.

Increasing the Role of Government and Partners: Intensifying government support in MSME development programs, especially for exports, certification, and training.

Limitations

This study has several limitations that need to be considered. First, this study only focuses on a specific MSME community in Medan City, so the findings obtained may not fully reflect the conditions of MSMEs in other areas. Second, the research method used is qualitative with a case study approach, which although provides in-depth understanding, cannot be generalized to a wider population. Third, this study focuses more on the economic and social aspects of business desires, while environmental aspects have not been explored in depth. Fourth, time and resource constraints resulted in a limited number of informants interviewed, so the perspectives obtained may not fully reflect the diversity of experiences of MSME actors in the community. Finally, although the analysis was conducted using NVivo 12 Plus software to increase data validity, interpretation still depends on the subjectivity of the researcher. Therefore, further research with a quantitative approach or a combination of methods (mixed-method) and covering a wider area is needed to enrich the findings and provide a more comprehensive picture of the sustainability of the MSME community.

Discussion

The research findings show that MSME communities such as BOM, RKB, and AWC play a crucial role in strengthening the sustainability of their members' businesses through various collaborative activities. These activities include utilizing social media platforms like Facebook, WhatsApp, Instagram, and TikTok for promotions and holding regular bazaars, which can improve market access. Some business owners even reported revenue increases of up to 200–300% after actively participating in community activities. Furthermore, training, certification assistance such as halal certification and intellectual property rights (HAKI), and business networking development have also improved members' social and economic capabilities. However, the environmental dimension of business practices remains weak; awareness and implementation of environmentally friendly principles have not yet become a primary focus of business activities. Analysis using NVivo shows a high frequency of keywords such as business, sustainability, development, and support, indicating that MSME owners' focus remains predominantly on economic aspects and community support.

These findings align with the Triple Bottom Line (TBL) theory proposed by (Dewi & Anggaini, 2025), which emphasizes that business sustainability must encompass three main dimensions: profit (economic gain), people (social welfare), and planet (environmental sustainability). Based on the findings of this study, the profit and people aspects appear quite strong, as evidenced by the increase in turnover and the social support provided among community members. However, the planet dimension remains lagging behind due to the lack of concrete practices in waste management, energy efficiency, or the use of environmentally friendly materials. This imbalance indicates that the implementation of TBL in MSMEs in Indonesia is still predominantly economic and social in orientation, while environmental awareness still needs to be strengthened through sustainable policies and training (Sugiri, 2022).

From the perspective of the social capital theory put forward by (Nurul Aulia Dewi, Alika Hariani, 2023), The success of MSME communities in strengthening their businesses can be explained by the existence of social networks, norms of reciprocity, and mutual trust among members. In the context of this research, mutual promotion activities, sharing business information, and collaboration in bazaars and training activities demonstrate strong social bonds. This social capital plays a crucial role in transferring information and economic resources, ultimately increasing members' income. Thus, MSME communities function not only as a forum for togetherness but also as a mechanism for converting social capital into economic capital that is useful for business sustainability.

Furthermore, the use of digital media such as WhatsApp, Instagram, Facebook, and TikTok can also be explained through the diffusion of innovation theory by (Tetty Handayani Siregar, Nurul Aulia Dewi, Iskandar Muda & Yusrizal, 2025). In this theory, technology adoption is influenced by factors such as relative advantage, level of complexity, and ease of access. Field findings indicate that most MSMEs utilize basic social media platforms like Facebook and WhatsApp because they are perceived as easy to use, while adoption of newer platforms like TikTok Live is still limited to a small proportion of members. This suggests that the innovation diffusion process is still in its early stages for some MSMEs. In this regard, digital training provided by the community acts as a change agent, helping accelerate the adoption of new technologies among small businesses.

Furthermore, the research findings can be linked to the Resource-Based View (RBV) theory, which emphasizes the importance of internal resources as a competitive advantage. MSME communities provide various resources that are difficult to imitate, such as access to networks, skills training, business administration guidance, and product certification assistance. These collective resources provide added value, enabling community members to be more adaptive to market changes and to be more competitive than independent businesses (Hutagalung et al., 2021). Thus, the role of the community can be viewed as a strategic internal resource development mechanism for business sustainability.

The findings of this study reinforce those of previous studies, as suggested by (Dimas Surya, Arham Wahyudi, Tasya Fadilah, Imsar Imsar, 2024) and (Vera Maria et al., 2024) which states that institutional support and training are key factors in increasing the capacity and performance of MSMEs. However, unlike these studies, the results of this study add a new dimension: sustainability practices among MSMEs in Medan remain unequal, particularly in environmental aspects. This suggests that the implementation of sustainability principles among MSMEs in developing countries still faces significant challenges, both in terms of awareness, implementation costs, and adequate policy support. The use of NVivo software in this study also provides a methodological contribution by helping identify dominant themes in business actors' narratives through word frequency analysis and concept mapping.

From a practical perspective, the results of this study offer important implications for policymakers and MSME community managers. First, incentive policies or mentoring programs are needed to encourage MSMEs to adopt environmentally friendly practices, such as the use of recycled materials or shared waste management systems. Second, communities can expand digital training with a focus on new platforms with high market potential, such as TikTok Live and e-commerce, to further enhance members' marketing capabilities. Third, developing community infrastructure to support sustainability practices, for example through shared waste processing

facilities or collective purchasing of environmentally friendly raw materials, can be a concrete step towards strengthening the planetary dimension of the TBL concept.

However, this study has several limitations. First, the data was obtained from three MSME communities in the Medan area, so the results cannot be broadly generalized to other regions. Second, because it is qualitative, the results of the NVivo analysis are highly dependent on the researcher's interpretation. Therefore, further research using quantitative or mixed-methods methods is needed to test the causal relationship between community participation and increased income or business sustainability.

As a recommendation, future research could expand the scope and combine qualitative and quantitative approaches for more comprehensive results. Experimental studies could also be conducted to test the effectiveness of digitalization training programs and environmentally friendly practices in improving business sustainability. Furthermore, longitudinal research is important to examine the long-term impact of community involvement on MSME performance, both economically, socially, and environmentally.

CONCLUSION

From the previous explanation, the following conclusions can be drawn:

1. The role of local communities in the sustainability of MSMEs in Medan City.

Local communities such as Bazar Orang Medan (BOM), Rumah Kawan Bunda (RKB), and About Women Community (AWC) play an important role in the sustainability of MSMEs in Medan City through support focused on the three dimensions of the Triple Bottom Line (TBL):

- a. Profit Dimension (Economic Benefits): The community helps MSMEs increase market access through digital marketing strategies (social media, TikTok Live) and regular bazaars and collaboration between members reduces the burden of operational costs, such as the provision of flexible raw materials and sponsorship support.
- b. People Dimension (Social Sustainability): Regular training, business mentoring, and women's empowerment are the main focus of the community to increase member capacity. In addition, an inclusive approach needs to be adopted to empower various community groups, including housewives, thereby expanding social impact.
- c. Planet Dimension (Environmental Sustainability): Although the implementation of environmental sustainability is still minimal, the potential to integrate environmentally friendly practices is enormous, for example through waste management and the use of environmentally friendly packaging materials.

The role of local communities supports the sustainability of MSMEs by providing access to resources, training, and wider market opportunities. However, environmental aspects still require special attention to ensure holistic sustainability.

2. Perceptions and business practices of MSMEs in Medan City

MSMEs in Medan City show progress in the Profit and People dimensions, with significant community support in training, promotion, and business management. However, the Planet dimension (environmental sustainability) still requires more attention to achieve truly sustainable business practices. Government support and collaboration between communities are important factors in realizing holistic business sustainability.

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