

ABSTRACT

This research explores the use of digital platforms by MSMEs in the hijab fashion sector in Sidoarjo District, East Java, by applying the 9F model to support the achievement of SDG 8.3.

The findings indicate that each element of the 9F model—Founders, Focused, Fast, Flexible, Forever-Innovating, Flat, Frugal, Friendly, and Fun—contributes to enhancing the competitiveness of MSMEs. The Founders element highlights the importance of knowledge-based leadership to support business development. The Focused and Fast elements enable MSMEs to maintain a specific market segment and respond quickly to changes. Flexibility (Flexible) and continuous innovation (Forever-Innovating) help MSMEs to remain competitive by adapting to changes and innovating for ongoing growth. A flat organizational structure (Flat) and cost-saving measures (Frugal) support operational sustainability, while a friendly and enjoyable work environment (Friendly and Fun) fosters productivity and positive collaboration.

These findings conclude that implementing the 9F model can help MSMEs in the hijab sector in Sidoarjo District, East Java, compete effectively in an increasingly competitive market while contributing to local economic growth in achieving SDG 8.3.

Keywords: MSMEs, digital platform, 9F model, SDG 8.3, hijab fashion, entrepreneurship