

# Utilization of Digital Platforms in Realizing SDG 8.3 Entrepreneurship in MSMEs with the 9F Model Approach: A Study on the Hijab Fashion Business in Sidoarjo District, East Java.

Alvitariani Khairinia Kusuma<sup>1</sup>, Ratna Lindawati Lubis

<sup>1</sup> Telkom University, Indonesia

\*Corresponding Author:

Email: AlvitaKK@student.telkomuniversity.ac.id<sup>1</sup>,

ratnalnugroho@telkomuniversity.ac.id<sup>2</sup>

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## 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

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## 1. INTRODUCTION

MSMEs (Micro, Small, and Medium Enterprises) play an essential role in Indonesia's economy. In 2022, there were approximately 64.2 million MSMEs, contributing 61.07% to the national GDP, with a value of around IDR 8.57389 trillion. Additionally, MSMEs employ 97% of the total workforce, equating to about 117 million workers. One of the continuously growing MSME sectors is fashion, particularly hijab fashion, which has shown great potential in Sidoarjo District, East Java. In this area, there are 169 MSMEs in the fashion sector, with 26 focusing on hijab fashion.

In recent years, digitalization has become a key factor in the success of MSMEs, especially in the hijab fashion sector. Digital platforms such as Instagram, WhatsApp, and TikTok, alongside e-commerce platforms like Shopee and Tokopedia, have enabled MSMEs to reach a wider consumer base and significantly increase sales. In Sidoarjo, most hijab MSMEs have utilized

these digital platforms as their primary marketing tools. However, the uneven adoption of technology and suboptimal use of these platforms remain challenges for many MSME actors.

This study aims to examine how digitalization has influenced the growth and competitiveness of hijab MSMEs in Sidoarjo District. The study focuses on the application of digital technology as a means to improve productivity and expand the market for MSMEs, as well as to support the achievement of Sustainable Development Goals (SDG) 8.3, which focuses on enhancing economic productivity through the promotion of entrepreneurship. The study found that five out of 26 hijab MSMEs in Sidoarjo involved in the research actively utilized various digital platforms for marketing activities.

Digitalization not only opens new opportunities for hijab MSMEs to grow but also provides essential solutions for overcoming competition and changes in consumer behavior. Therefore, this research offers crucial insights into digital strategies that MSMEs can adopt to survive and thrive in the digital era.

## **II. METHODS**

### **2.1 Research Method**

This research utilizes a qualitative approach to explore the use of digital platforms in realizing SDG 8.3 for MSMEs in the hijab fashion sector in Sidoarjo District. This approach is chosen to gain an in-depth understanding of business dynamics and the impact of digitalization on MSME development. In qualitative research, operational variables refer to the descriptions provided for the research focus concept (Creswell, 2015) with the goal of ensuring that the concept can be measured and observed concretely in the research context. The operational variables provide clear guidelines for measuring and comparing research results. In this study, the variables used are Digital Platforms, SDG 8.3 (Entrepreneurship), Hijab Fashion MSMEs, Sidoarjo District, and the 9F Model.

### **2.2 Research Design**

This research is designed using a descriptive qualitative method to analyze data collected through in-depth interviews and observations of hijab MSMEs in Sidoarjo. The research also uses the 9F's Entrepreneurship model by Bygrave to evaluate the business success factors.

### **2.3 Population and Sample**

The population of this study consists of all hijab fashion MSMEs actively using digital platforms in Sidoarjo District. Samples were selected using census techniques, with a total of 26 hijab MSMEs in Sidoarjo grouped into five sample businesses.

### **2.4 Data Collection Techniques**

#### **2.1 Research Method**

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### 2.4 Data Collection Techniques

- Interviews: In-depth interviews were conducted with MSME owners to understand their experiences in utilizing digital platforms.
- Observation: Direct observations were carried out to examine digital strategies and operations in the respective MSMEs.
- Documentation: Relevant business documents were collected from the MSMEs involved.

## III. RESULT AND DISCUSSION

The findings of this research reveal that integrating digital platforms with the 9F Entrepreneurship model has brought significant benefits to the development of MSMEs in the hijab fashion industry. Below is a comprehensive breakdown of the results, highlighting key aspects such as visibility, market reach, adaptability, and economic contributions.

### 1. Digital Platform Utilization and Market Expansion

All five businesses involved in this study reported substantial improvements in their visibility and market reach by leveraging digital platforms such as Instagram, Facebook, Tokopedia, and Shopee. These platforms allowed the business owners to overcome geographic limitations, enabling them to attract customers from broader regions, even reaching international buyers. This, in turn, boosted sales and helped businesses establish stronger brand loyalty.

As shown in Table 1, the utilization of digital platforms has resulted in improved marketing outcomes for each MSME studied.

Variabel	Subvariabel	Rumah Hijab Aliefah	Cadar Almaher	Almare Hijab	Makehija bupsda	Reni Kerudung
Digital Platform	The use of Social Media	Shopee and WhatsApp	Instagram, WhatsApp, Facebook, Shopee, TikTok	Instagram, WhatsApp, Facebook, Shopee, TikTok	Instagram, WhatsApp, Facebook, Shopee, TikTok	Instagram, WhatsApp, Shopee
Digital Platform	The use of E-commerce	Shopee	Shopee, TikTok	Shopee, TikTok	Shopee, TikTok	Shopee
Digital Platform	Message Platform	WhatsApp	WhatsApp	WhatsApp	WhatsApp	WhatsApp

**Table 1: Digital Platform Utilization and Market Expansion by MSMEs**

This expanded market access is consistent with previous research, which highlighted the democratizing effect of digital platforms on small business market access (Zeng & Reinartz, 2020). Through the strategic use of social media and e-commerce platforms, MSMEs in the hijab fashion sector were able to increase their customer base, while also reducing their dependence on physical store sales.

### **1. Impact of the 9F Entrepreneurship Model on Business Adaptability**

The 9F Entrepreneurship model, focusing on flexibility, continuous innovation, and customer-oriented strategies, has played a vital role in helping these MSMEs quickly adapt to market changes and consumer demands. MSMEs reported being more prepared to respond to market fluctuations, new trends, and specific demands.

The 9F model approach has also proven to have a positive impact on MSME entrepreneurship in the hijab fashion sector. The following are some aspects identified from the interview results:

#### **- Founders**

The five hijab businesses were founded between 2015 and 2020. The main motivations of these entrepreneurs include creating job opportunities, pursuing a passion, making it easier for Indonesian women to shop for hijabs, and earning additional income. As founders, they recognize the importance of digital skills, especially as digital marketing continues to evolve rapidly. Although some of them have not attended formal training, they actively pursue self-learning through platforms like YouTube, Instagram, and free online courses.

Each MSME owner, acting as the founder, displays entrepreneurial spirit and initiative in starting their hijab fashion business. They consistently strive to learn and adapt to technological changes, highlighting the significance of leadership and clear goals in addressing business challenges.

#### **- Focused**

Hijab fashion MSMEs in Sidoarjo have aimed to concentrate on a specific market segment. According to interview results, each founder (Respondents 1, 3, and 4) offers different flagship products while also trying to align with current market trends. Respondent 2 focuses on selling syar'i hijabs, while Respondent 5 excels in wholesale square hijabs priced lower than the market average.

This focus helps them establish a clear identity and capture consumer interest in the increasingly competitive hijab market, both locally and nationally.

#### **- Fast**

According to the interviews, the five hijab MSMEs in Sidoarjo Sub-district strive to respond quickly to shifts in market demand, particularly regarding the rapid adoption of digital platforms. Quick decision-making in leveraging digital platforms like Instagram and Shopee, as well as maximizing tools like WhatsApp, allows them to promptly address customer requests and enhance sales efficiency.

#### **- Flexible**

Interview results indicate that the five hijab MSMEs in Sidoarjo Sub-district are flexible in adapting to various digital platforms, showing their ability to manage technological advancements. This flexibility enables them to adjust their business models and marketing strategies swiftly, especially when facing challenges like the pandemic experienced by Rumah Hijab Aliefah and consumer trend changes.

**- Forever Innovating**

The five hijab fashion MSMEs in Sidoarjo strive to innovate. Most of the respondents implement diverse approaches to innovation while remaining focused on market-preferred products. Although some respondents innovate less frequently due to costs or the continued popularity of their flagship products, they still leverage digital platforms, especially social media, to introduce their products and reach more consumers. The respondents also demonstrate enthusiasm for learning new marketing strategies. Almare Hijab, Almeher, and Makehijabupsda have begun applying affiliate and live shopping strategies. Rumah Hijab Aliefah faces confidence issues in adopting these new marketing strategies but continues to learn and keep up with evolving trends.

**- Flat (Flat Organizational Structure)**

The organizational structure of the five hijab MSMEs in Sidoarjo is generally simple and lean, with most business owners handling management functions directly. This structure allows for faster and more efficient decision-making processes. However, as their businesses grow, they hope to create more job opportunities according to demand.

**- Frugal**

MSME owners tend to run their businesses frugally, especially regarding operational expenses. They use low-cost or free digital platforms, such as WhatsApp and Instagram, to keep marketing expenses low while maximizing outcomes.

**- Friendly**

Customer interactions are conducted in a personal and friendly manner, particularly via WhatsApp. This approach builds strong customer relationships and loyalty. The MSME owners also maintain good relationships with suppliers and other business partners to ensure smooth business continuity.

However, when it comes to interactions with staff, the five respondents agree that assertiveness is necessary to achieve shared goals. Being firm with dishonest employees is also essential, as dishonesty could potentially harm the business in the long run.

**- Fun**

Most MSME owners enjoy the entrepreneurship process, creating a positive business environment, facilitating smooth collaboration, and supporting business growth.

Based on interview results regarding the importance of the 9F elements in their businesses, the five hijab MSME respondents in Sidoarjo Sub-district noted that:

- 3 out of 5 respondents consider "Fast" the most important element, as making swift business decisions to keep up with market developments is crucial for their business growth.

- All 5 respondents view "Flat" as a lesser priority. As their businesses grow, they hope to hire more employees and create additional job opportunities, eventually leading to a more layered organization. For example, Almare Hijab mentions a somewhat tiered organization with roles such as store manager and supervisor. They believe this element should be tailored to meet existing needs.

## 2. Contribution to SDG 8.3 and Local Economic Growth

The integration of digital platforms and the 9F Entrepreneurship model not only supported the businesses' growth but also contributed significantly to the local economy, in line with SDG 8.3 objectives. SDG 8.3 focuses on promoting inclusive and sustainable economic growth through entrepreneurship, creativity, and innovation, particularly for MSMEs.

These improvements demonstrate that the combination of digital platforms and the 9F model creates a sustainable business environment for MSMEs. By increasing their digital presence and maintaining flexibility, these businesses can continue to thrive and support the local economy.

## 5. Challenges and Limitations

Although the benefits of digital platforms and the 9F model were evident, some challenges remained. Several business owners reported difficulties in managing their digital operations due to a lack of technical skills and limited access to advanced technology. This indicates a need for continued education and support for MSMEs to fully utilize digital tools and grow their businesses effectively.

Additionally, while all businesses experienced growth, the pace of adoption varied. Some MSMEs struggled with adapting to digital platforms and maintaining consistency in product innovation. Thus, further training in digital literacy and innovation management is recommended to ensure that these businesses can maximize the potential of digital platforms and the 9F model.

In conclusion, the integration of digital platforms and the 9F Entrepreneurship model has proven to be a powerful tool for the development of MSMEs in the hijab fashion sector. The increased visibility, market reach, and adaptability fostered by this combination have not only enhanced business performance but also contributed to the achievement of SDG 8.3 by promoting sustainable local economic growth.

## IV CONCLUSION

Based on the research conducted, the following conclusions can be drawn regarding the utilization of digital platforms, the 9F model approach, and its contribution to achieving SDG 8.3 in the hijab fashion MSMEs in Sidoarjo District:

### Utilization of Digital Platforms in Enhancing Entrepreneurship:

1. **Social Media Usage:** Social media platforms such as Instagram, WhatsApp, Facebook, Shopee, and TikTok have proven effective in increasing the visibility and marketing of hijab fashion products. The use of social media enables MSMEs to reach a broader market, improve interactions with customers, and promote products more efficiently.
2. **E-commerce Usage:** E-commerce platforms, such as Shopee and TikTok Shop, offer convenience in facilitating buying and selling transactions and provide access to a wider market. MSMEs utilizing e-commerce have experienced a significant increase in both sales and revenue.
3. **Instant Messaging Applications:** Applications like WhatsApp are used to communicate directly with customers, provide quick and responsive service, and foster stronger relationships with customers.

**Impact of the 9F Model Approach on MSME Entrepreneurship:**

- 1. Founders:** Driven by passion and the goal to create jobs, founders recognize the importance of digital skills and adapt by self-learning through online platforms.
- 2. Focused:** Hijab MSMEs in Sidoarjo focus on specific market segments to establish clear identities and attract targeted consumers.
- 3. Fast:** Quick adoption of digital platforms like Instagram and Shopee enables responsive customer service and efficient sales.
- 4. Flexible:** Adapting to various digital platforms shows flexibility in adjusting business models and marketing strategies.
- 5. Forever Innovating:** MSMEs strive to innovate through diverse approaches, leveraging digital platforms to introduce new products and strategies like affiliate and live shopping.
- 6. Flat:** Simple organizational structures enable efficient decision-making, with plans for expansion to create more jobs as businesses grow.
- 7. Frugal:** Cost-effective use of digital platforms like WhatsApp and Instagram minimizes marketing expenses while maximizing impact.
- 8. Friendly:** Positive, personal customer interactions build strong relationships and loyalty, while assertiveness with staff ensures alignment with business goals.
- 9. Fun:** A positive business environment fosters collaboration, enjoyment, and supports business growth.

**Contribution of Digital Platform Utilization and the 9F Model Approach to Achieving SDG 8.3:**

- 1. Increased Economic Productivity:** The utilization of digital platforms enhances the efficiency and productivity of MSMEs, resulting in increased sales and revenue.
- 2. Product and Process Innovation:** The 9F model approach, which emphasizes continuous innovation, aids MSMEs in developing new products and improving business processes.
- 3. Job Creation:** Growth in productivity and sales allows MSMEs to create new employment opportunities, contributing to improved community welfare.
- 4. Inclusive Economic Growth:** Digital literacy and the 9F model approach assist MSMEs in achieving inclusive economic growth by providing access to broader markets and increasing revenue.

In conclusion, this study demonstrates that the utilization of digital platforms and the 9F model approach significantly enhances entrepreneurship within the hijab fashion business sector in Sidoarjo District. This, in turn, contributes to achieving SDG 8.3, which is to promote economic productivity through entrepreneurship.

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