

Sharia Fintech Securities Crowdfunding (SCF) Business Model

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Abstract.

The growth of the sharia economy, especially in the Securities Crowdfunding (SCF) sector, is increasingly in demand because it offers a fair financial concept. This great potential encourages startups to establish sharia-based SCF companies, such as LBS Urun Dana. However, the main challenge is the lack of public understanding of the sharia SCF business model, which often creates negative perceptions, especially among MSMEs and investors. This study aims to describe the LBS Urun Dana business model using the Business Model Canvas and Value Design Model approaches, and to analyze the strengths of sharia SCF as a driver of industrial growth in Indonesia. The method used is qualitative with data collection techniques through interviews and documentation, as well as descriptive and SWOT analysis. The results of the study show that LBS Urun Dana has integrated sharia principles comprehensively, with strong strategic partnerships and effective risk management. The focus on transparency, financial inclusion, and investor education strengthens public trust. Strengths in sharia SCF, such as solid partnership networks and sharia analysis competencies, are identified as the main factors for the growth of the sharia SCF industry in Indonesia.

Keywords: *Securities Crowdfunding Syariah, Business Model, Business Model Canvas and Value Design Model.*

I. INTRODUCTION

The fintech industry has changed the global financial landscape by providing innovative solutions to facilitate access to financial services.[1] Fintech competency plays a crucial role in emerging markets, especially in increasing financial inclusion. Thus, businesses located in remote areas can also take advantage of financial services. This allows for easier access to financial resources. As a result, these businesses can make investments more efficiently.[2] Fintech Securities crowdfunding (SCF) or collective funding of securities has grown rapidly. SCF allows individuals or retail investors to invest in securities of startups or other business projects through an online platform.[3] SCF is a financial system that utilizes technology to facilitate the collection of funds from many investors to support the business world, especially Micro, Small, and Medium Enterprises (MSMEs) and start-ups. This system is designed to expand access to capital for these entities, making it easier to obtain funding with simpler requirements. The SCF platform can be accessed through various devices with internet connectivity, allowing for convenient and flexible funding opportunities.[4]The growth of the sharia economy, especially in the sharia-based SCF sector, is increasingly in demand by the market because it is considered to offer a fair financial concept.[3] This can create a sense of security for both companies and investors. The enormous potential of the sharia economy encourages startup companies to establish sharia-based SCF companies.[5] The concept of the SCF Syariah business model is also based on Sukuk which functions as an alternative source of halal business capital for Micro and Small Enterprises (MSEs) in Indonesia.

This model aims to provide access to halal funding for MSEs through a digital platform that connects business actors with investors in a virtual environment. Platforms such as SHAFIQ and LBS Urun Dana facilitate sharia-compliant investments, especially through Sukuk offerings. Enforcing halal certification requirements can further catalyze the growth of the MSE sector in Indonesia by ensuring compliance with Islamic finance principles.[6] Sukuk, which follows sharia principles, provides an opportunity for individuals to own assets. Blockchain technology can provide many benefits to sukuk, such as increasing certainty of ownership, simplifying the transaction process, enabling real-time monitoring, and reducing costs and risks associated with it.[7]The problem is that the sharia-based SCF platform in Indonesia is still limited, so there are not many options for investors or MSME business actors to utilize the platform. ALUDI (Indonesian Crowdfunding Service Association) explained that the issuance of sharia-based MSME shares is far behind conventional ones, while the issuance of MSME sukuk is the opposite, where it is much more than the issuance of MSME bonds.[8] This condition shows that the ability to manage funding is more

important to make MSMEs grow and survive. Therefore, the lack of financial literacy as the second main financial problem of MSMEs must be addressed immediately. [9]Indonesia has the largest Muslim population in the world with a total of 227 million people.

[10] The growth of the sharia economy, especially in the SCF sector, should be increasingly in demand by the market because it is considered to offer a fair financial concept.[3] On the other hand, high potential is also accompanied by a high threat of failure.[5] The issuance of sharia-based MSME shares is far behind compared to conventional ones, while the issuance of MSME sukuk is the opposite, where it is much more than the issuance of bonds. This is also caused by the existing regulations not yet regulating comprehensive rules regarding sharia finance.[11]The most important challenge in SCF Syariah is to develop an SCF business model that complies with the principles of Islamic finance. In the context of Islamic finance, the main principle that must be adhered to is the prohibition of *riba* (interest) and speculation. Conventional SCF business models often involve elements of interest and speculation that are contrary to these principles. In addition, the SCF Syariah business model must also consider the principles of fairness, transparency, and social responsibility. This business model must provide protection to investors and ensure that the funded projects are *halal* and in accordance with sharia values.[3]These opportunities and challenges are faced by sharia-based SCF startup companies in Indonesia, one of which is LBS Urun Dana. PT LBS Urun Dana is a subsidiary of PT Lajnah Bisnis Sharia which was founded in 2021. LBS Urun Dana has obtained an operating license from the OJK since March 2022 and has a vision of becoming a financial institution that carries out activities based on Islamic principles, ethics, manners, and behavior according to the Al-Quran and As-Sunnah. Its mission is to provide the means and infrastructure to realize this community through the sharia-based SCF method on an official platform recognized by the government.

The biggest challenge of LBS Urun Dana is that the sharia-based SCF business model is not widely known by the public, resulting in negative perceptions among the public, especially for MSMEs and investors. Therefore, this study aims to understand the sharia-based SCF business model based on shares and debt/sukuk in LBS Urun Dana. In order for LBS Urun Dana to identify potential opportunities and overcome these problems, both must rethink their current business strategies and the resulting business models. Situated within the broader field of business strategy design, business model innovation uses design thinking to ideate, prototype, test and evaluate potential business models. Several studies analyze the business model of crowdfunding-based fintech companies using BMC. For example, Muadzan & Nugroho at the Santara company found that BMC is generally said to be quite good. The business model that is already running is able to fulfill the nine building blocks of BMC. However, of the nine BMC blocks, there are seven blocks, namely customer segment, value proposition, channel, customer relationship, key activity, key partnership, and cost structure, which have additions to each building block.[12]Nadir et al.'s research proposed a canvas business model of crowdfunding platforms in Malaysia found nine elements of the business model consisting of partner networks, core competencies, key resources, value propositions, customer relationships, distribution channels, customer segments, cost structures, and revenue streams fit well into the elements of the crowdfunding platform business model. In addition, this finding also revealed other important elements that should be part of the BMC, namely risk management.

[13] Based on previous research, BMC is considered a representative business model tool, but this SCF sharia business model is quite complex because it involves various ecosystems in it, including: companies (issuers), investors, SCF platforms, and regulators, so that to understand the SCF sharia business model with BMC tools it is necessary to expand it with a Value Design Model (VDM) analysis. The concept of "value design" was pioneered by Westerlund et al. which refers to an approach in business model design that focuses on creating and capturing value in the business ecosystem. The ecosystem business model consists of value pillars related to the ecosystem and considers how companies create and capture value, as well as parts of the ecosystem that also create and capture value[14] his research focuses on exploring the Business Model Canvas and Value Design Model on LBS Urun Dana because PT Shafiq has been explored by previous research.[5]. Understanding business models through BMC can be combined with VDM because BMC focuses on business models from the perspective of individual companies. Meanwhile, VDM focuses on the business ecosystem and how value is created and captured among various players in the ecosystem.

VDM views business models from a broader and more complex perspective. Aligning the analysis of BMC elements with the pillars of VDM to understand value creation and capture across the ecosystem aims to identify the roles and interactions between various players in the SCF Syariah ecosystem and optimize the business model to maximize the value created. By combining BMC and VDM, the SCF Syariah platform can develop a more comprehensive business model, consider the dynamics of the ecosystem, and optimize value creation and capture for all stakeholders. This study attempts to fill this knowledge gap to understand the LBS Urun Dana business model more comprehensively. By using BMC and VDM, this study can produce a comprehensive and in-depth analysis of the business model, value creation, and ecosystem dynamics on the SCF sharia platform. This can contribute to the development of a more innovative and sustainable industry. This study aims to understand the SCF sharia business model, both stock-based and debt/sukuk-based on LBS Urun Dana and understand what aspects are the strengths of SCF sharia that will be the driving factors for the growth of the SCF sharia industry in Indonesia.

II. METHODS

This study adopts the pragmatism paradigm to understand the phenomenon of Sharia Fintech SCF business with the Canvas Business Model and Value Design Model (VDM) approaches on LBS Urun Dana holistically. The approach to theory development uses induction by developing new findings or concepts or theories based on empirical findings obtained from research. This study uses a qualitative method with a case study research design. The unit of analysis in this study is the organization, namely LBS Urun Dana which implements the Sharia Fintech SCF business model. This study involves a moderate level of involvement, where researchers will interact with LBS Urun Dana to obtain the necessary data and understanding.

In this study, the SCF Syariah LBS Urun Dana Business Model is mapped using the BMC approach consisting of 10 aspects adopting the research of Nadir et al. on the Crowdfunding Business Model, namely Value Proposition, Customer Segment, Channel, Customer Relationship, Core Competencies, Partner Network, Key Resource, Cost Structure, Revenue Stream, Risk Management. The BMC approach is guided by interviews conducted with informants or sources. In addition, using the VDM approach adapted from the study of Westerlund et al., which consists of 4 main pillars of value, namely: value drivers, value nodes, value exchanges, value extract. The VDM approach is guided by interviews conducted with informants or sources.

III. RESULT AND DISCUSSION

Current LBS Urun Dana Sharia SCF Business Model Reviewed with Business Model Canvas Approach

Based on interviews with informants, the results of the study related to the current LBS Urun Dana business model canvas have been summarized in 10 blocks sequentially according to the operational variables that have been determined. The business model canvas adopts the research of Nadir et al. proposing a comprehensive and inclusive BMC in the implementation of crowdfunding, namely: value proposition, customer segment, channel, customer relationship, core competencies, partner network, key resources, cost structure, revenue stream, and risk management[13]. The following is an explanation of each block or element of the current PT LBS Urun Dana Business Model Canvas:

Partner Network

LBS Urun Dana has established strategic partnerships with various parties that support operations and sharia compliance. Regulators such as OJK, KSEI, and BEI play an important role in ensuring that all company activities are in accordance with applicable regulations. In addition, partnerships with the Ministry of Cooperatives and SMEs and the Ministry of Tourism and Creative Economy assist in the development and support of MSMEs. Bank custodians and technology providers are also key partners in maintaining the security and transparency of transactions, as well as providing the infrastructure needed for digital operations.

Core Competencies

Sharia expertise is one of LBS Urun Dana core competencies, giving the company the ability to conduct due diligence and project selection in accordance with sharia principles. In addition, the company

has good capabilities in conducting business analysis, which includes assessing financial statements and the health of the company.

Value Proposition

LBS Urun Dana offers a variety of attractive added values for issuers and investors. For issuers, the company provides funding without interest and penalties, ensuring transparency and accountability in every transaction. LBS Urun Dana also offers a variety of investment instruments, including stocks and sukuk, providing flexible choices for investors. In addition, the focus on mutually beneficial relationships and mentoring for issuers makes LBS Urun Dana an attractive choice in the sharia crowdfunding ecosystem.

Customer Relationship

LBS Urun Dana builds strong relationships with issuers and investors with a focus on business and sharia economic goals. For issuers, LBS Urun Dana provides quarterly consultation and monitoring, as well as complaint services that are easily accessible via email and WhatsApp. With investors, LBS is committed to providing various communication and support channels, including conducting surveys and regular meetings to gather feedback.

Customer Segment

The LBS Urun Dana customer segment consists of publishers and investors. The publisher is a business or MSME with a maximum financing requirement of IDR 10 billion, which can come from various sectors such as F&B, health, construction, and procurement, as long as they meet sharia principles. Meanwhile, investors include individuals (retail) and institutions interested in halal investment.

Key Resources

LBS Urun Dana key resources include competent human resources in the fields of Islamic finance and technology. LBS Urun Dana also has a digital platform that supports crowdfunding service operations, as well as tools and infrastructure for marketing. With these resources, LBS Urun Dana can provide effective and efficient services to customers, as well as maintain quality and compliance in every transaction.

Channel

LBS Urun Dana uses various channels to reach customers. Offline, the company holds seminars and education aimed at increasing understanding of the products and services offered. On the online side, LBS Urun Dana utilizes websites and mobile applications as the main platforms for accessing information. In addition, social media such as Instagram and TikTok, as well as customer service via email and WhatsApp, serve as active and responsive communication channels for customers.

Risk Management

Risk management in LBS Urun Dana is carried out through various methods, including due diligence which includes checking the legality and other important documents. The company assesses the financial statements and health level of the company submitting the project, and ensures the implementation of sharia principles in each investment. In addition, LBS Urun Dana applies an escrow account for several issuance transactions in anticipation of the risk of default and conducts regular monitoring of reports from the issuer.

Cost Structure

The cost structure of LBS Urun Dana includes various operational expenses, including employee salaries, IT infrastructure maintenance, and marketing costs. In addition, there are compliance costs to ensure that all company activities comply with applicable sharia regulations. Promotion costs are also an important part of the cost structure, which are used to support marketing campaigns and educational seminars.

Revenue Stream

LBS Urun Dana revenue sources come from several channels. Primarily, the company charges a crowdfunding securities issuance fee of around 7.5% of the emission value. In addition, there is a secondary market fee for shares, and secondary market trading transaction fees. With this revenue model, LBS Urun Dana can maintain operational continuity and support business growth in the sharia crowdfunding sector. The following is a business model diagram for the Sharia SCF at PT LBS Urun Dana which is prepared using the Business Model Canvas approach:

<p>Partner Network</p> <ul style="list-style-type: none"> Regulators: OJK, KSEI, and BEI Ministry (Ministry of Cooperatives and SMEs, Ministry of Tourism and Creative Economy) Bank custodian Technology/network provider 	<p>Core Competencies</p> <ul style="list-style-type: none"> Sharia Expertise Feasibility testing and project selection according to business principles and sharia compliance 	<p>Value Proposition</p> <p>Publisher:</p> <ul style="list-style-type: none"> Funding without interest and penalties <ul style="list-style-type: none"> Compliance with Sharia Principles Transparency and Accountability Various Investment Instrument Options (stocks and sukuk) Mutually Beneficial Relationship <p>Investors:</p> <ul style="list-style-type: none"> Halal Investment Facilities (Access to sharia-compliant projects) Transparency and Accountability Portfolio Diversification 	<p>Customer Relationship</p> <p>Publisher:</p> <ul style="list-style-type: none"> Building relationships that focus on sharia business and economic goals <ul style="list-style-type: none"> Conduct quarterly consultations and monitoring Problem solving assistance Providing complaint services for publishers via email and WhatsApp <p>Investors:</p> <ul style="list-style-type: none"> Provide multiple channels to access information and support Conducting surveys and regular meetings Provide support via email and WhatsApp for questions and complaints Delivering product information transparently through websites and seminars Holding seminars and outreach to educate investors about products 	<p>Customer Segment</p> <p>Publisher:</p> <ul style="list-style-type: none"> Businesses or MSMEs with maximum financing needs of IDR 10 billion <ul style="list-style-type: none"> The issuance period ranges from 3 months to 2 years, without industry restrictions, as long as it meets sharia principles. Sectors such as F&B, healthcare, construction and procurement <p>Investors:</p> <ul style="list-style-type: none"> Individuals (retail) and institutions
<p>Key Resources</p> <ul style="list-style-type: none"> Sharia competent human resources Digital Platforms Marketing 			<p>Channel</p> <p>Offline:</p> <ul style="list-style-type: none"> Seminars and education <p>On line:</p> <ul style="list-style-type: none"> Website and mobile applications Social media (Instagram, TikTok, email, WhatsApp) 	
<p>Risk Management</p> <ul style="list-style-type: none"> Due diligence (legality, deeds etc.) Assessment of financial reports and company health level Assessment of the application of sharia principles Direct survey to the proposed projects and businesses Escrow account implementation Regular monitoring of publisher reports 	<p>Cost Structure</p> <ul style="list-style-type: none"> Operational Costs: HR salaries, IT maintenance, and marketing costs. Compliance Costs: sharia regulations. Promotion Costs: Expenses for marketing campaigns and seminars. IT maintenance costs 	<p>Revenue Stream</p> <ul style="list-style-type: none"> The fee for issuing crowdfunding securities is around 7.5% of the emission value. Secondary market fees for shares, secondary market trading transaction costs 		

Fig 1. Current LBS Urun Dana Sharia SCF Business Model Reviewed Using the Business Model Canvas Approach

Current LBS Urun Dana Sharia SCF Business Model Reviewed with Value Design Model Approach

Based on interviews with informants, the results of the study related to the Value Design Model (VDM) of LBS Urun Dana were obtained, which have been summarized in 4 values in sequence according to the operational variables that have been determined. The value design model (VDM) approach was adapted from the study of Westerlund et al., which consists of 4 main pillars of value, namely: value drivers, value nodes, value exchanges, value extract. The following is an explanation of each value of the current LBS Urun Dana Value Design Model:

Value Driver

LBS Urun Dana has several value drivers that are the core of its business model. First, LBS Urun Dana strives to find and develop business activities that are in accordance with sharia principles, both from the issuer and investor side. In addition, LBS Urun Dana also focuses on efforts to provide transparency of information to all stakeholders, including the provision of data related to projects, performance, and governance. LBS Urun Dana also provides access to funding for MSMEs that need business capital, with a financing amount of up to IDR 10 billion. Finally, LBS Urun Dana is committed to continuing to provide comprehensive information and education to investors, so that users can make the right investment decisions and in accordance with their risk profile.

Value Nodes

In realizing the driving value, LBS Urun Dana has several value nodes that are important components. First, the company is supported by key actors, such as Founders, management, employees, and the Sharia Supervisory Board. They play a role in ensuring that LBS Urun Dana operations are in line with sharia principles. In addition, LBS Urun Dana also has collaborations with related institutions, such as Regulators, Ministries, and Financial Institutions, to strengthen its business ecosystem.

Value Exchanges

Meanwhile, LBS Urun Dana creates value exchanges that occur in its business model. First, LBS Urun Dana provides transparency of information through the Profit Sharing Scheme applied in every issuance of crowdfunding securities where this scheme is very different from the conventional scheme. Furthermore, the efficient and simple investment process makes it easy for investors to participate. In addition, LBS Urun Dana also provides access to funding that is in accordance with sharia principles, thus meeting the needs of halal investment for investors.

Value Extract

Through its business model, LBS Urun Dana is able to extract (value extract) various values for stakeholders. First, the company encourages the growth of the sharia economy in Indonesia by providing

access to capital for MSMEs. Furthermore, LBS Urun Dana acts as a driver of Sharia Economic inclusion by providing investment options that are in accordance with sharia principles for investors. Finally, the existence of LBS Urun Dana can be considered a pioneer in the development of sharia SCF in Indonesia.

The following is a business model diagram for the Sharia SCF on LBS Urun Dana which is prepared using the Value Design Model approach:

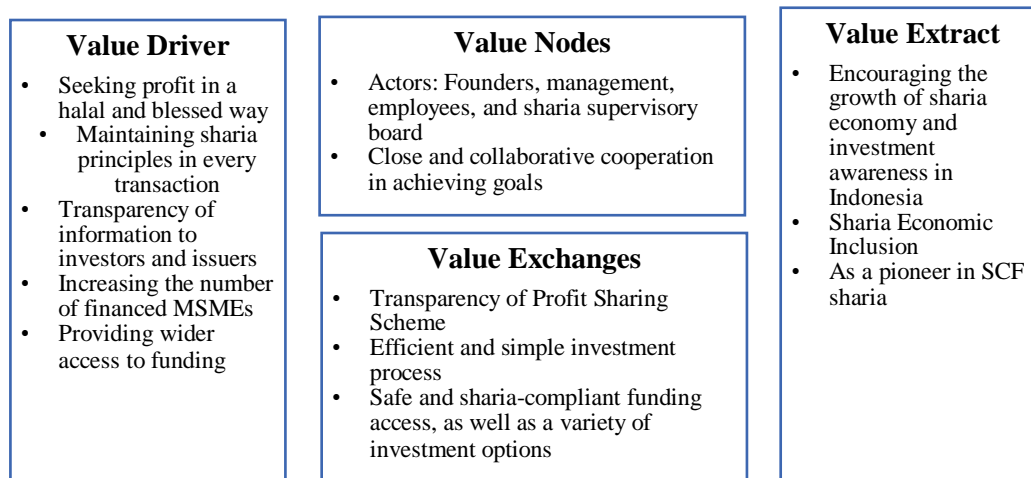


Fig 2. Current LBS Urun Dana Sharia SCF Business Model Reviewed with a Value Design Model Approach

SWOT Analysis

The following is a SWOT analysis table for PT LBS Urun Dana, which includes elements from the 10 BMCs and 4 pillars of the Value Design Model that are most appropriately included in the Strengths (S), Weaknesses (W), Opportunities (O), and Threats (T) categories:

Table 2. SWOT Analysis

Category	Element	Description
Strengths (S)	Value Proposition	Offering sharia-compliant investment products without interest and penalties, attractive to investors and issuers.
	Core Competencies	Expertise in sharia analysis and proper assessment of investment projects.
	Customer Relationship	Good relationship with investors and publishers through active and responsive communication.
	Key Resources	Competent human resources in the fields of sharia and technology, as well as efficient digital platforms.
	Partner Network	Strategic partnerships with regulatory and government agencies that support sharia compliance.
	Value Exchanges	Transparency in transactions that creates value for all stakeholders.
	Value Extract	Growth in contribution to the sharia economy and value creation for MSMEs.
Weaknesses (W)	Customer Segment	Reliance on the MSME segment which may have higher credit risk.
	Core Competencies	Limitations in developing team capabilities in the sharia field which can affect the quality of the assessment.
	Risk Management	Difficulty in conducting comprehensive and efficient due diligence and the lack of guarantees regarding the results of due diligence on MSME business risks.
	Cost Structure	High compliance costs can reduce profit margins and make operations inefficient.
Opportunities (O)	Customer Segment	The increasing number of MSMEs that require access to funding and investor interest in halal investment.
	Value Proposition	Opportunities to develop new investment products that are more in line with market needs and sharia principles.
	Partner Network	Opportunities to expand partnerships with Islamic financial institutions and government organizations to support MSMEs.
	Channels	Increased use of digital platforms and social media to reach more financiers and publishers.

Category	Element	Description
	Value Drivers	Growing public awareness of sharia investment and financial inclusion can increase participation.
	Value Exchanges	Increasing education about sharia investment to increase public understanding.
	Revenue Streams	Opportunities for income diversification through new advisory services and investment products.
Threats (T)	Value Proposition	The emergence of many alternative funding providers can threaten market share and profitability.
	Partner Network	Regulatory changes that may affect operations and business models, such as new provisions from the OJK.
	Value Nodes	Dependence on partners can hinder innovation and accountability.
	Risk Management	Increased risk of default from non-solvent issuers, which could impact the company's reputation.

Based on the results of the Business Model Canvas and Value Design Model approaches, as well as the use of SWOT analysis tools as discussed in the two sub-chapters above, it can be concluded in Table 3 as below.

Table 3. SCF Syariah Business Model of PT LBS Urun Dana

No		Internal		External	
		Strengths	Weaknesses	Opportunities	Threats
1.	Partner Network				
2.	Core Competencies				
3.	Value Proposition				
4.	Customer Relationship				
5.	Customer Segment				
6.	Key Resources				
7.	Channels				
8.	Risk Management				
9.	Cost Structure				
10.	Revenue Streams				
11.	Value Drivers				
12.	Value Nodes				
13.	Value Exchanges				
14.	Value Extracts				

Partner Network <ul style="list-style-type: none"> Regulators: OJK, KSEI, and BEI Ministry (Ministry of Cooperatives and SMEs, Ministry of Tourism and Creative Economy) Bank custodian Technology/network provider Sharia Community 	Core Competencies <ul style="list-style-type: none"> Sharia Expertise Feasibility testing and project selection according to business principles and sharia compliance Certification Program for HR 	Value Proposition <p>Publisher:</p> <ul style="list-style-type: none"> Funding without interest and penalties Compliance with Sharia Principles Transparency and Accountability Various Investment Instrument Options (stocks and sukuk) <p>Investors:</p> <ul style="list-style-type: none"> Halal Investment Facilities Transparency and Accountability Portfolio Diversification Development of Social Project Based Sukuk 	Customer Relationship <p>Publisher:</p> <ul style="list-style-type: none"> Building relationships that focus on sharia business and economic goals Conduct quarterly consultations and monitoring Problem solving assistance Providing complaint services for publishers via email and WhatsApp <p>Investors:</p> <ul style="list-style-type: none"> Provide multiple channels to access information and support Conducting surveys and regular meetings Provide support via email and WhatsApp for questions and complaints Delivering product information transparently through websites and seminars Provide support via email and WhatsApp for questions and complaints Holding seminars and outreach to educate investors about products <p>Channel</p> <p>Offline:</p> <ul style="list-style-type: none"> Seminars and education <p>On line:</p> <ul style="list-style-type: none"> Website and mobile applications Social media 	Customer Segment <p>Publisher:</p> <ul style="list-style-type: none"> Businesses or MSMEs with maximum financing needs of IDR 10 billion The issuance period ranges from 3 months to 2 years. Targeted Marketing for Special Sector MSMEs <p>Investors:</p>
Risk Management <ul style="list-style-type: none"> Due diligence (legality, deeds etc.) Assessment of financial reports and company health level Assessment of the application of sharia principles Direct survey to the proposed projects and businesses Escrow account implementation Regular monitoring of publisher reports Implementation of Blockchain Technology for Transparency Real-Time Reporting System for Investors 	Value Nodes <ul style="list-style-type: none"> Actors: Founders, management, employees, and sharia supervisory board Close and collaborative cooperation in achieving goals 	Value Exchanges <ul style="list-style-type: none"> Transparency of Profit Sharing Scheme Efficient and simple investment process 	Value Extract <ul style="list-style-type: none"> Encouraging the growth of sharia economy and investment awareness in Indonesia Sharia Economic Inclusion 	Revenue Stream <ul style="list-style-type: none"> The crowdfunding securities issuance fee is around 7.5% Secondary market fees for stocks Provision of Various Types of Sukuk
Value Driver <ul style="list-style-type: none"> Seeking profit in a halal and blessed way Maintaining sharia principles in every transaction Providing wider access to funding 				

Fig 3. SCF Syariah Business Model offered to LBS Urun Dana

The strength of Sharia SCF will be a driving factor for the growth of the Sharia SCF industry in Indonesia.

Table 4. SWOT Matrix Diagram of SCF Syariah Business Model of PT LBS Urun Dana

<p>IFAS</p>	<p>Strengths (S)</p> <ol style="list-style-type: none"> 1. Partner Network 2. Core Competencies 3. Value Proposition 4. Customer Relationship 5. Xxx 6. Key Resources 7. Xxx 8. Risk Management 9. Xxx 10. Xxx 11. Xxx 12. Xxx 13. Value Exchanges 14. Value Extracts 	<p>Weaknesses (W)</p> <ol style="list-style-type: none"> 1. Xxx 2. Core Competencies 3. Xxx 4. xxx 5. Customer Segment 6. Xxx 7. Xxx 8. Risk Management 9. Cost Structure 10. Xxx 11. Xxx 12. Xxx 13. Xxx 14. xxx
<p>EFAS</p> <p>Opportunities (O)</p> <ol style="list-style-type: none"> 1. Partner Network 2. Xxx 3. Value Proposition 4. Customer Relationship 5. Customer Segment 6. Xxx 7. Channels 8. Xxx 9. Xxx 10. Revenue Streams 11. Value Drivers 12. Xxx 13. Value Exchanges 14. Xxx 	<p>SO Strategy</p> <ol style="list-style-type: none"> 1. Building partnerships with Islamic financial institutions to expand access to funding for MSMEs. 2. Designing innovative investment products, such as project-based sukuk or green sukuk. 3. Educational Marketing Campaign 6. Improve digital infrastructure and competent human resources in the technology sector to expand the SCF platform. 8. Risk Management Counseling Program 	<p>WO Strategy</p> <ol style="list-style-type: none"> 2. Training and certification programs 5. Focused market research and marketing 8. Advanced risk monitoring system 9. Optimization of cost structure and consulting services
<p>Threats (T)</p> <ol style="list-style-type: none"> 1. Partner Network 2. Xxx 3. Value Proposition 4. Xxx 5. Xxx 6. Xxx 7. Xxx 8. Risk Management 9. Xxx 10. Xxx 11. Xxx 12. Value Nodes 13. Xxx 14. Xxx 	<p>ST Strategy</p> <ol style="list-style-type: none"> 3. Adaptation to regulations 8. Implementation of a proactive risk management system 12. Partner diversification and product innovation 	<p>WT Strategy</p> <p>Strengthening SO and ST strategies</p>

Based on the SWOT strategy, SCF Syariah not only functions as an alternative funding, but also plays a strategic role in facilitating inclusive and sustainable economic growth. These strengths include a solid partnership network, attractive value proposition, core competency in sharia analysis, and effective risk management, all of which contribute to the success of SCF Syariah in Indonesia. Sharia SCF, especially those run by LBS Urun Dana, serves as an alternative funding that supports inclusive and sustainable economic growth. The main strengths of LBS Urun Dana include a solid partnership network with sharia financial institutions and MSME communities, as well as attractive value propositions, such as ethical investment products with positive social impacts. The company also has strong competency in sharia analysis, ensuring that the products offered are in accordance with halal principles and relevant to the market.

Effective risk management, using technology to monitor the financial health of the issuer, is essential to protect the interests of investors and increase trust. External opportunities, such as the growth of MSMEs and increasing awareness of sharia investment, can be utilized with proper market research. Favorable regulatory support also strengthens the position of SCF Syariah. With the right strategy, LBS Urun Dana can contribute significantly to the development of an inclusive sharia financial ecosystem, increase access to funding for MSMEs, and strengthen the national economy.

IV. CONCLUSION

The LBS Urun Dana Sharia SCF business model, both equity-based and debt/sukuk-based, demonstrates a strong integration of sharia principles through the Business Model Canvas and Value Design Model approaches. LBS Urun Dana offers attractive value propositions, such as interest-free funding and various investment instruments, while building strong customer relationships to enhance trust. The strengths of SCF Sharia, such as a solid partnership network, sharia analysis competency, and effective risk management, are the main driving factors for the growth of the SCF Sharia industry in Indonesia. With a focus on transparency, investor education, and product innovation, LBS Urun Dana has the potential to expand market reach and increase investor participation, while supporting inclusive and sustainable economic growth.

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