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Transformation of MSMe Production Model from Stock-Based to Demand-Driven Through Pre-Order in Islamic Microeconomy

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ABSTRAK

Perkembangan ekonomi digital telah mengubah lanskap operasional usaha mikro, kecil, dan menengah (UMKM) serta mendorong pelaku usaha untuk mengadopsi sistem produksi yang lebih efisien dan responsif terhadap kebutuhan pasar. Namun, banyak UMKM masih mengandalkan model produksi berbasis stok yang sering menimbulkan kelebihan produksi, dead stock, biaya penyimpanan, dan persaingan harga akibat ketidakpastian permintaan. Penelitian ini menganalisis transformasi model produksi UMKM dari sistem berbasis stok menuju pendekatan demand-driven melalui penerapan mekanisme pre-order dalam perspektif ekonomi mikro Islam. Penelitian menggunakan pendekatan kualitatif deskriptif melalui studi literatur dan analisis komparatif antara perspektif ekonomi konvensional dan ekonomi Islam. Hasil penelitian menunjukkan bahwa sistem produksi berbasis pre-order mampu meningkatkan efisiensi alokasi sumber daya, mengurangi risiko persediaan berlebih, serta memperbaiki efisiensi operasional usaha. Dalam perspektif ekonomi Islam, model ini sejalan dengan prinsip akad salam, maslahah, tawazun, dan larangan israf yang menekankan keseimbangan serta pemanfaatan sumber daya secara optimal. Meskipun demikian, keberhasilan implementasinya dipengaruhi oleh tingkat kepercayaan konsumen, kesiapan teknologi, kapasitas produksi, dan karakteristik produk yang ditawarkan. Oleh karena itu, model pre-order dapat menjadi alternatif produksi yang berkelanjutan dan sesuai syariah untuk meningkatkan daya saing serta ketahanan UMKM di era ekonomi digital.

ABSTRACT

The expansion of the digital economy has transformed the operational landscape of micro, small, and medium enterprises (MSMEs), encouraging businesses to adopt more efficient and responsive production systems. However, many MSMEs continue to rely on stock-based production models that often generate overproduction, dead stock, inventory costs, and price competition due to uncertainty in market demand. This study examines the transformation of MSME production models from stock-based systems to demand-driven approaches through the implementation of pre-order mechanisms within the framework of Islamic microeconomics. Using a qualitative descriptive approach based on literature review and comparative analysis between conventional and Islamic economic perspectives, the study finds that demand-driven production supported by pre-order systems improves resource allocation, minimizes inventory risks, and enhances operational efficiency. From an Islamic economic perspective, the pre-order model is consistent with the principles of *salam* contracts, *maslahah* (public benefit), *tawazun* (balance), and the prohibition of *israf* (wastefulness). Nevertheless, the effectiveness of this model depends on consumer trust, digital infrastructure, production capabilities, and product characteristics. The study concludes that pre-order-based production offers a sustainable and Sharia-compliant alternative for strengthening MSME resilience and competitiveness in the digital economy.

INTRODUCTION

The rapid expansion of the digital economy has transformed the operational landscape of micro, small, and medium enterprises (MSMEs) across emerging economies (Fizzanty, 2024; Probohudono et al., 2025; Wibowo, Rahmawati, et al., 2026). Digital marketplaces, social commerce platforms, and integrated payment systems have substantially reduced transaction costs while expanding market access for small businesses (Sun & Zhang, 2024; Alifiana et al., 2025; Bahtiar et al., 2025). In Indonesia, the accelerated adoption of digital commerce has enabled MSMEs to reach broader consumer segments beyond traditional geographical boundaries, creating new opportunities for business growth and market penetration. At the same time, however, digitalization has intensified competition by lowering entry barriers and increasing the number of sellers offering similar products within the same marketplace ecosystem. As a result, MSMEs are increasingly required to adapt their production and inventory management strategies to cope with fluctuating demand patterns and rapidly changing consumer preferences.

Despite these opportunities, many MSMEs continue to rely on conventional stock-based production systems in which production decisions are determined by estimated future demand rather than actual customer orders. This approach may improve product availability and reduce delivery times, yet it often generates significant operational risks. In highly competitive digital marketplaces, inaccurate forecasting can result in excess inventory, unsold products, and declining profitability. The accumulation of inventory not only increases warehousing and handling costs but also ties up working capital that could otherwise be allocated to business expansion, innovation, or product development. For MSMEs with limited financial resources, these inefficiencies frequently undermine operational sustainability and long-term competitiveness (Mujiatun et al., 2023; Sun & Zhang, 2024; Meilandri et al., 2025).

The oversupply phenomenon has become increasingly visible within contemporary digital marketplace ecosystems. The growing popularity of social commerce platforms encourages sellers to follow market trends and rapidly increase production in anticipation of demand. However, demand in digital markets is highly dynamic and often unpredictable, causing many producers to manufacture goods without sufficient market validation. Consequently, products accumulate in storage facilities, price competition intensifies, and profit margins decline. Such conditions create what may be described as a supply-demand mismatch, where production volumes exceed actual market absorption capacity. This imbalance often triggers aggressive discounting strategies and price wars that ultimately weaken the economic resilience of MSMEs (Maulana et al., 2024).

From the perspective of operations management, overproduction and excessive inventory are widely recognized as forms of waste that reduce organizational efficiency. Lean production theory identifies excess inventory as one of the most significant sources of operational inefficiency because it consumes resources without creating additional value. Inventory holding costs, product deterioration risks, and liquidity constraints collectively reduce business performance and limit strategic flexibility. Consequently, firms operating in uncertain environments are increasingly encouraged to adopt demand-oriented production systems that prioritize responsiveness to actual market demand rather than speculative production planning.

In response to these challenges, many MSMEs have begun shifting toward demand-driven production models through the implementation of pre-order systems (Maria et al., 2024; Rudin & Azizurrohman, 2025). Under this approach, products are manufactured only after customer orders have been confirmed, enabling businesses to align production activities with actual market demand. Digital platforms such as TikTok Shop, Shopee, and Tokopedia have facilitated this

transformation by providing integrated ordering, payment, and communication systems that support pre-order transactions. Through this mechanism, producers can reduce inventory risks, optimize resource allocation, and improve production planning accuracy. The pre-order model therefore represents a strategic adaptation to the increasingly volatile nature of digital marketplace competition.

The transition from stock-based production to demand-driven production also reflects broader developments in contemporary supply chain and operations management (Asifulla & Basha, 2023; Pham et al., 2023; Wang et al., 2024). Recent studies emphasize that demand-driven systems improve operational efficiency by reducing excess inventory, increasing flexibility, and enhancing responsiveness to market changes. Rather than relying solely on forecasting techniques, demand-driven approaches utilize actual customer demand as the primary determinant of production decisions. This shift is particularly relevant for MSMEs, which often face resource constraints and therefore require production models that minimize waste while maximizing resource utilization.

Beyond operational considerations, the demand-driven production model can also be examined through the lens of Islamic microeconomics. Islamic economic thought emphasizes the responsible utilization of resources, the achievement of social welfare, and the avoidance of wasteful behavior. Economic activities are not evaluated solely on the basis of profitability but also on their contribution to justice, efficiency, and collective well-being. Within this framework, excessive production that leads to resource waste and unsold inventory may be viewed as inconsistent with the broader objectives of Islamic economics. Instead, production should be aligned with actual needs and conducted in a manner that promotes efficiency, balance, and sustainability.

The principles of *tawazun* (balance), *maslahah* (public welfare), and the prohibition of *israf* (wastefulness) provide important normative foundations for understanding demand-driven production systems. By producing according to actual demand, MSMEs can avoid unnecessary resource consumption, reduce operational inefficiencies, and improve economic sustainability. Furthermore, the pre-order mechanism bears conceptual similarities to the *salam* contract in Islamic commercial jurisprudence, where transactions are conducted based on clear specifications, agreed quantities, and predetermined delivery schedules. Such characteristics enhance transparency and reduce uncertainty in economic transactions, thereby supporting ethical business practices consistent with Islamic principles.

Although previous studies have explored pre-order systems from accounting, marketing, and operational perspectives, relatively limited attention has been given to their role in addressing structural oversupply problems within digital marketplaces. Existing research has primarily focused on customer satisfaction, product customization, accounting compliance, and transaction mechanisms, while the broader implications of production transformation for operational efficiency and Islamic economic objectives remain underexplored. Similarly, studies on Islamic microeconomics have generally concentrated on financing, consumption behavior, and ethical business practices rather than production system design and inventory management.

Therefore, this study aims to analyze the transformation of MSME production models from stock-based systems to demand-driven approaches through pre-order mechanisms and to examine its implications from the perspective of Islamic microeconomics. By integrating insights from operations management and Islamic economic thought, this study seeks to provide a more comprehensive understanding of how demand-driven production can improve efficiency, reduce oversupply risks, and support sustainable business development. The findings are expected to

contribute theoretically to the growing literature on Islamic microeconomics and practically to the development of adaptive production strategies for MSMEs operating within increasingly competitive digital marketplace environments.

METHOD

This study employs a qualitative approach with a descriptive-analytical design based on library research (Creswell & Poth, 2023). The study aims to analyze the transformation of MSME production models from stock-based systems to demand-driven approaches through pre-order mechanisms and to examine their implications from the perspective of Islamic microeconomics. A qualitative literature-based approach is considered appropriate because the research focuses on conceptual analysis and theoretical interpretation rather than primary field data collection.

The study relies on secondary data obtained from peer-reviewed journal articles, academic books, government reports, industry publications, and official documents related to MSME development, digital marketplaces, production management, inventory systems, and Islamic economics. Relevant literature was selected based on its academic credibility, relevance to the research objectives, and contribution to discussions on production efficiency, demand uncertainty, and Sharia-compliant business practices.

Data collection was conducted through systematic documentation and literature review (Ahmed et al., 2025). The collected data were analyzed using descriptive, thematic, and comparative techniques. First, relevant information was identified and categorized into key themes, including stock-based production, demand-driven production, oversupply, inventory efficiency, and Islamic economic principles. Second, a comparative analysis was conducted to examine the relationship between conventional operational management approaches and Islamic microeconomic concepts such as *maslahah*, *tawazun*, the prohibition of *israf*, and the principles of *akad salam*. Finally, the findings were interpreted to develop a conceptual understanding of how pre-order systems contribute to production efficiency and business sustainability among MSMEs in digital marketplace environments.

To ensure analytical rigor, source triangulation was applied by comparing findings from academic literature, institutional reports, and industry publications. This approach enhances the credibility and consistency of the analysis while providing a comprehensive perspective on the transformation of MSME production systems in the digital economy.

RESULT AND DISCUSSION

Stock-Based Production and the Oversupply Trap in Digital Marketplaces

The findings indicate that stock-based production remains the dominant operational model among MSMEs participating in Indonesia's digital marketplace ecosystem (Fatimah et al., 2025). Most business actors continue to produce goods based on anticipated market trends rather than verified customer demand. This production logic is largely driven by the perception that maintaining large inventories enhances product availability, improves delivery speed, and increases consumer trust. In highly competitive platforms such as TikTok Shop and Tokopedia, sellers often perceive inventory readiness as a strategic advantage that improves platform visibility and customer satisfaction (Kemenko Perekonomian, 2022; Lilya & Pasaribu, 2024).

However, the analysis reveals that this production model creates significant structural inefficiencies. The ease of market entry in digital platforms encourages multiple sellers to offer similar products simultaneously, resulting in market saturation and excessive supply. Rather than responding to actual demand signals, many MSMEs rely on trend imitation and informal market

observation when determining production volumes. This condition reflects a classic supply-demand mismatch in which production decisions are disconnected from real consumer demand.

The oversupply phenomenon is further intensified by herd behavior among sellers. Business actors frequently imitate products that appear successful on digital platforms without conducting adequate market validation. As more firms enter the same product category, competition becomes concentrated within limited market segments, increasing inventory accumulation and reducing market absorption capacity. Consequently, product differentiation declines while price competition intensifies.

From an operational perspective, oversupply generates multiple layers of inefficiency. Unsold products create inventory holding costs, occupy storage space, and lock working capital in non-productive assets. In addition, prolonged storage periods increase the probability of product deterioration, obsolescence, or disposal. These costs are frequently underestimated by MSMEs because they are not immediately visible within day-to-day operations. Yet, over time, inventory-related costs significantly reduce profitability and weaken business sustainability.

The findings support previous studies arguing that excessive inventory represents one of the most significant forms of operational waste within contemporary production systems. In digital marketplace environments characterized by rapidly changing consumer preferences, speculative production strategies become increasingly risky. Consequently, the sustainability of MSMEs requires a transition from inventory-oriented production toward more adaptive and demand-responsive systems.

From Stock-Based Production to Demand-Driven Operations

In response to these challenges, an increasing number of MSMEs have begun adopting demand-driven production strategies through pre-order mechanisms. Unlike conventional production systems, demand-driven models utilize confirmed customer orders as the primary trigger for production activities. Rather than producing goods in anticipation of future demand, businesses initiate procurement and manufacturing processes only after receiving verified orders from consumers.

The findings suggest that this transformation significantly alters the operational logic of MSMEs. Production decisions become based on actual market demand rather than speculative forecasting, thereby reducing uncertainty associated with inventory planning. Digital marketplace platforms have facilitated this shift by introducing transaction systems that support delayed fulfillment periods, enabling producers to synchronize production schedules with incoming orders.

From a managerial perspective, the pre-order model improves production flexibility and resource allocation. Raw materials are purchased according to confirmed demand, reducing the likelihood of excess inventory and minimizing capital tied up in unsold products. This approach also enhances cash-flow predictability because production activities are directly linked to incoming revenue streams. Consequently, MSMEs can operate with lower inventory levels while maintaining responsiveness to consumer needs (Oktavianti & Soetjipto, 2025).

The transition toward demand-driven production reflects broader developments within modern operations management, particularly the growing emphasis on responsiveness and agility. Rather than prioritizing inventory accumulation as a buffer against uncertainty, firms increasingly rely on information and demand visibility as mechanisms for reducing operational risk. This transformation is especially relevant for MSMEs operating under resource constraints,

where production efficiency and capital utilization play critical roles in long-term survival (Nugraheni et al., 2025).

Efficiency Gains Through Pre-Order-Based Production

The analysis reveals that pre-order systems contribute significantly to operational efficiency by reducing waste throughout the production cycle. Consistent with Lean Management principles, the demand-driven approach minimizes activities that do not create value for consumers, particularly overproduction and excessive inventory accumulation.

Under stock-based systems, businesses frequently allocate substantial resources to inventory maintenance, storage facilities, and stock monitoring activities. In contrast, pre-order systems enable firms to produce closer to actual demand levels, thereby reducing unnecessary inventory-related expenditures. This reduction in operational waste contributes directly to improved resource productivity and more efficient capital allocation.

Another important finding concerns the impact of pre-order systems on financial sustainability. By minimizing inventory holdings, businesses reduce the amount of working capital trapped in unsold products. Consequently, firms experience improved liquidity and greater flexibility in allocating resources toward innovation, product development, and market expansion. This efficiency enhancement is particularly important for MSMEs, which often face limited access to external financing (Probohudono et al., 2025).

The findings therefore suggest that demand-driven production should not be viewed merely as an alternative production method but rather as a strategic mechanism for improving operational resilience. In highly volatile digital markets, the ability to align production with actual demand becomes a critical determinant of business sustainability.

Demand-Driven Production in the Perspective of Islamic Microeconomics

From the perspective of Islamic microeconomics, the transition from stock-based production to demand-driven production reflects several fundamental principles governing economic behavior. Islamic economics emphasizes efficiency, moderation, and responsible resource utilization while discouraging excessive accumulation and wasteful activities. Accordingly, production decisions should be aligned with actual societal needs rather than speculative expectations.

The findings indicate that pre-order systems are closely associated with the principles of *tawazun* (balance) and *maslahah* (public welfare). By producing according to confirmed demand, businesses maintain balance between production capacity and market needs while simultaneously avoiding unnecessary resource consumption. This approach contributes to the efficient utilization of labor, capital, and raw materials, thereby enhancing both private and social welfare.

Furthermore, the demand-driven model aligns with the Islamic prohibition of *israf* and *tabdzir*. Excess inventory, dead stock, and resource wastage represent forms of economic inefficiency that contradict the ethical foundations of Islamic production. The reduction of overproduction through pre-order mechanisms therefore contributes not only to operational efficiency but also to the realization of broader Islamic economic objectives.

The findings also reveal a strong conceptual relationship between modern pre-order systems and the classical *akad salam* (Alfiyana et al., 2025). In both cases, transactions are conducted based on clearly specified products, agreed quantities, predetermined prices, and

defined delivery schedules. Such arrangements reduce uncertainty, increase transparency, and strengthen trust between producers and consumers. Consequently, the pre-order model represents a contemporary adaptation of Islamic commercial principles within digital marketplace environments.

Preconditions for Sustainable Pre-Order Adoption Among MSMEs

Although the demand-driven model offers substantial advantages, its effectiveness remains contingent upon several contextual factors. The findings indicate that consumer trust constitutes the most critical determinant of successful implementation. Consumers are generally willing to accept longer waiting periods only when they believe that sellers will fulfill promised specifications, quality standards, and delivery schedules.

In addition, digital infrastructure plays a significant role in supporting pre-order transactions. Marketplace platforms provide payment protection, transaction monitoring, communication systems, and dispute-resolution mechanisms that reduce perceived risks for both buyers and sellers (Pramono et al., 2023; Largent et al., 2024). Without such institutional support, consumer willingness to participate in pre-order transactions may decline significantly.

Product characteristics also influence the suitability of the model. Pre-order systems appear particularly effective for customized products, creative goods, fashion items, and collectible products where uniqueness and personalization justify longer fulfillment times. Conversely, the model is less suitable for routine consumer goods that require immediate availability.

Ultimately, the sustainability of demand-driven production depends on the interaction between technological capability and ethical business conduct. Digital platforms provide the technological infrastructure necessary for coordinating transactions, while producer integrity ensures that commitments regarding quality, quantity, and delivery are fulfilled (Logue et al., 2025; Wibowo et al., 2026). Therefore, the long-term success of the pre-order model requires not only technological adaptation but also adherence to the principles of trustworthiness, transparency, and accountability that underpin Islamic business ethics.

CONCLUSION

This study demonstrates that the transformation of MSME production models from stock-based systems to demand-driven approaches through pre-order mechanisms offers a viable solution to the growing problem of oversupply in digital marketplace ecosystems. The findings indicate that stock-based production frequently leads to inventory accumulation, dead stock, price competition, and operational inefficiencies due to the mismatch between production volumes and actual market demand. In contrast, demand-driven production enables MSMEs to align production activities with confirmed customer orders, thereby reducing inventory risks, improving resource allocation, and enhancing operational efficiency.

From the perspective of Islamic microeconomics, the demand-driven model reflects the principles of *tawazun* (balance), *maslahah* (public welfare), and the prohibition of *israf* (wastefulness). By producing according to actual demand, MSMEs can minimize unnecessary resource consumption while promoting more sustainable and socially responsible economic activities. Furthermore, the pre-order mechanism shares important characteristics with *akad salam*, particularly in terms of transparency, certainty, and mutual agreement, making it compatible with Islamic commercial principles and ethical business practices.

However, the study also finds that the effectiveness of pre-order-based production is highly contextual. Its success depends on consumer trust, digital platform support, product characteristics, and the ability of business actors to maintain transparency and fulfillment commitments. Consequently, pre-order systems should not be viewed as a universal solution for all sectors but rather as a strategic production model that is particularly suitable for customized, creative, and demand-sensitive products.

Theoretically, this study contributes to the integration of operational management concepts and Islamic microeconomic principles by demonstrating that production efficiency and Sharia compliance can be mutually reinforcing rather than competing objectives. Practically, the findings provide guidance for MSMEs seeking to improve operational resilience and sustainability in increasingly competitive digital marketplaces. Future research is encouraged to employ empirical and quantitative approaches to examine the impact of pre-order adoption on financial performance, inventory efficiency, consumer trust, and long-term business sustainability across different MSME sectors.

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