

Feasibility Analysis for Opening a New Branch of Bank Syariah Indonesia in Lawe Alas Subdistrict, Southeast Aceh Regency

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Abstract

This study examines the feasibility of establishing a new Bank Syariah Indonesia (BSI) outlet in the Lawe Alas District, Southeast Aceh, employing a qualitative case study approach that incorporates interviews and observations. Although the economic potential in the agriculture, small trade, and service sectors is considerable, the level of Islamic financial literacy among the community remains low. Financial transactions are predominantly cash-based, and limitations in digital infrastructure pose significant obstacles. The research findings indicate that while demand for Islamic financial services is increasing, the transaction rate has only reached 40% of the population, requiring careful consideration before expansion. This study recommends opening a new outlet, accompanied by efforts to enhance digital literacy, strengthen BSI Link services, and optimize network infrastructure to accelerate Islamic financial inclusion in the region.

Keywords: *Bank Syariah Indonesia; business feasibility; Islamic financial literacy; Lawe Alas; financial inclusion; MSMEs*

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Introduction

Micro, Small, and Medium Enterprises (MSMEs) and the banking sector play a strategic role in supporting the acceleration of national economic growth. Bank Syariah Indonesia (BSI), as a financial institution operating based on Sharia principles, is committed to expanding its financial services to enhance financial inclusion, particularly in rural areas and regions with significant economic potential. According to reports from the Financial Services Authority (OJK) covering the period from 2020 to 2023, financial inclusion in Indonesia has shown a positive trend, reaching 85.1% in 2022. However, this achievement is not yet aligned with the level of financial literacy, which remained relatively low at 49.68% in the same year. This disparity underscores the need to comprehensively enhance financial literacy, in tandem with expanding access to financial services, particularly by strengthening the contribution of Micro, Small, and Medium Enterprises (MSMEs), which accounted for approximately 60.51% of the national Gross Domestic Product (GDP) in 2021.

Fundamentally, Islamic banking represents an alternative financial system that has shown significant growth in the modern era. This system adopts a different concept compared to conventional banking, emphasizing justice and Islamic Sharia principles as its core operational foundation. The growth of Islamic banking in Indonesia is reflected in the increasing number of Islamic banking institutions, accumulation of assets, and the volume of financing distributed (Febriyani & Mursidah, 2021). According to a report by the Financial Services Authority (OJK), by the end of 2022, the total assets of Islamic banking in Indonesia had amounted to IDR 686.88 trillion. This figure was supported by the presence of 2,126 operational offices spread across various regions (OJK, 2023).

In line with the dynamic development of the national economy, the Islamic banking industry in Indonesia has demonstrated significant growth acceleration. Bank Syariah Indonesia (BSI), formed through the merger of three central Islamic banks, recorded a 48% increase in assets from 2020 to 2023 and successfully posted a net profit of IDR 3.4 trillion in

the second quarter of 2024 (OJK, 2024). BSI's total assets reached IDR 360.85 trillion, making it the sixth-largest bank in Indonesia by asset value. Furthermore, data from the Islamic Economic and Financial Study (KEKSI) by Bank Indonesia showed that the contribution of the sharia-based business sector to the national Gross Domestic Product (GDP) in the second quarter of 2023 reached 46.71%, or equivalent to IDR 9,826.8 trillion. Meanwhile, Islamic financing disbursed to the MSME sector as of March 2024 amounted to IDR 161.03 trillion, representing 81.66% of the target set in the National Medium-Term Development Plan (RPJMN) and 59.88% of the target outlined in the Indonesian Islamic Economic and Financial Masterplan (MEKSI) 2019–2024. These achievements indicate a growing public interest in banking services that adhere to Sharia principles.

The performance growth of Bank Syariah Indonesia (BSI) continues to strengthen its role as a strategic entity in the national financial industry. At the regional level, the Province of Aceh demonstrates unique characteristics in the implementation of the sharia financial system. The enforcement of Aceh Qanun Number 11 of 2018 concerning Sharia Financial Institutions (LKS) requires all financial institutions operating in the Aceh region to adopt sharia principles comprehensively. This regulation accelerates the transition from a conventional financial system to a sharia-compliant one, while also creating broad opportunities for the expansion of sharia financial institutions, including BSI.

One of the regions with significant potential for the development of Islamic banking services is Aceh Tenggara Regency. With a population of approximately 235,484 people, the majority of whom are Muslim (BPS Aceh Tenggara, 2022), the region presents a promising prospect. Lawe Alas District, as one of the largest sub-districts within the regency, holds a strategic geographical position as the gateway from the western region. The agricultural sector, small-scale trade, and services primarily drive the local economy in this district. Supported by fertile natural conditions and transportation infrastructure that connects the area to other economic centers, Lawe Alas demonstrates strong potential to contribute to the development of the Islamic economy at the local level.

Previous studies have shown that financial literacy and the use of financial technology have a positive impact on the financial behavior of MSME actors. Anisyah et al. (2021) emphasize that financial literacy has a positive influence on the financial behavior of MSMEs. Similarly, a study conducted by Rahma and Zulaikha (2022) demonstrates that Sharia financial literacy and the use of technology, such as mobile payment, play a significant role in fostering positive financial behavior. Therefore, financial literacy is considered a crucial factor in accessing Sharia-compliant financial services.

In service development, the feasibility analysis for opening a new outlet is crucial. Studies, such as those conducted by Bate'e et al. (2024), emphasize the significance of market and financial factors in determining the success of business expansion. Therefore, a comprehensive assessment of market potential, community needs, and the local economic capacity is essential before establishing a new outlet.

Southeast Aceh Regency has experienced rapid economic growth, particularly in the agriculture, trade, and service sectors. One of the region's most promising areas is Lawe Alas Subdistrict, which is the second-largest subdistrict in Southeast Aceh. Located to the west of Kutacane City, it serves as the main gateway from the western direction via the Southeast Aceh–Ngkeran route, approximately 10 kilometers from the city center. Lawe Alas Subdistrict spans an area of 1,026.93 hectares, with its land use comprising rice fields, dry fields, plantations, residential areas, and state forest areas. The topography is varied, consisting of both plains and hills, with elevations ranging from 383 to 2,000 meters above sea level. The annual temperature ranges from 20 to 30°C, with an average yearly rainfall of approximately 1,763 mm. The soil in the western and northern parts is generally fertile, whereas the eastern and southern areas have moderate fertility levels. The majority of the population in this subdistrict adheres to Islam. According to data from the Southeast Aceh Statistics Agency (BPS Aceh Tenggara), the dominant economic sectors include agriculture, small-scale trade, and other service-related activities. These sectors require financial

support to enhance productivity and ensure the sustainability of local enterprises.

The primary issue faced is the suboptimal access of the community in Lawe Alas District to Islamic banking services, despite the area's significant economic potential and the regulatory mandate through the implementation of the Aceh Qanun. This situation underscores the need for a comprehensive feasibility analysis to determine whether establishing a new Bank Syariah Indonesia outlet in Lawe Alas District can effectively meet market demand while supporting the development of the Islamic economy at the local level.

This study aims to analyze the feasibility of establishing a new branch of Bank Syariah Indonesia (BSI) in Lawe Alas Subdistrict, Southeast Aceh Regency. The analysis is conducted based on market potential, the level of financial literacy among the local population, competitive conditions, and the economic feasibility projections that support the success of BSI's service expansion in the region.

Analysis Method

According to Sugiyono (2019), qualitative research is a method that emphasizes a deep understanding of phenomena within their natural context, focusing on the interpretation of human behavior, perceptions, and motivations. A case study approach was chosen for this research, as it enables an in-depth exploration of the community's readiness in Lawe Alas District to adopt Islamic banking services, as well as the factors influencing Bank Syariah Indonesia's decision to open a new branch in the area. Sugiyono (2019) states that qualitative research utilizes primary data collected through interviews with residents, micro, small, and medium enterprises (MSMEs), government officials, and Islamic bank employees, as well as through direct observation. Secondary data were obtained from reports by Bank Syariah Indonesia (BSI), the Central Statistics Agency (BPS), the Financial Services Authority (OJK), and Bank Indonesia (BI). The main techniques employed in this study include in-depth interviews, participatory observation, and documentation. Data analysis was conducted through data reduction, data presentation, and conclusion drawing, with triangulation used to ensure validity, namely, by comparing data obtained from interviews, observations, and documentation. The research subjects included bank employees, local government officials, and micro, small, and medium-sized enterprises (MSMEs).

Result and Discussion

Market and Marketing Aspects

Aceh Tenggara Regency consists of 16 sub-districts: Babul Makmur, Babul Rahmah, Babussalam, Badar, Babel, Bukit Tusam, Darul Hasanah, Deleng Pokhisen, Ketambe, and Lawe Alas, among others. This study was conducted in Lawe Alas Sub-district, which comprises 99 villages and urban communities. According to data from the Regional Office of the National Statistics Agency for the period 2023–2024, the population of Lawe Alas comprises 9,604 males and 11,073 females, totaling 20,677 residents.

Demographic Data of Lawe Alas Subdistrict in 2024, Based on projections from the Central Statistics Agency (Badan Pusat Statistik), the demographic profile of Lawe Alas Subdistrict in 2024 includes the percentage distribution of the population, population density, and sex ratio for each village. The village with the highest percentage of the population is Kuta Batu I (9.07%), while the lowest is Batu Humparan (1.58%). The highest population density is found in Paya Munje (3,640.00 people per square kilometer), whereas the lowest is in Lawe Lubang Indah (7.67 people per square kilometer). The sex ratio indicates that some villages have a higher number of males, such as Pasir Nunggul (1.44) and Kuta Batu Baru (1.27). Conversely, villages where females outnumber males include Alur Bakhu, with a sex ratio of 0.75. Overall, Lawe Alas Subdistrict has an average population density of 163.21 people per km² and a sex ratio of 0.87, indicating that the female

population exceeds the male population.

According to interviews conducted by the researcher with an employee of Bank Syariah Indonesia (BSI), it was stated that there is currently no BSI branch outlet available in Lawe Alas Subdistrict. However, ATM services are already in place and have proven beneficial for the community in facilitating financial transactions. The presence of these ATMs provides convenience for residents, allowing them to access banking services without having to travel to other areas.

According to Sugiyanto et al. (2023), before establishing a sub-branch office (KCP), companies typically conduct thorough evaluations of the targeted area. Several key factors serve as the basis for considering the opening of a new outlet, including the business environment, the availability of a potential market, and supporting infrastructure. Other considerations include accessibility, regional economic development, and the availability of human resources, ensuring the presence of competent personnel to support banking operations. Moreover, adequate technological infrastructure and information systems are crucial, along with a comprehensive risk analysis and mitigation strategies to address potential financial risks.

According to Kusuma (2020), the presence of Sharia-compliant financial services has had a positive impact on society, particularly for Micro, Small, and Medium Enterprises (MSMEs). As noted by Tambunan et al. (2022), MSMEs often rely on personal capital due to limited access to formal financing. Therefore, easier requirements from financial institutions can support business expansion. These services can help MSMEs secure additional capital and promote business growth within local communities. Furthermore, Putri et al. (2023) found that digital marketing and improved financial access have significantly enhanced the competitiveness of MSME products. The availability of ATMs in the Lawe Alas District also provides convenience for the community in conducting various financial transactions.

According to Tanjung and Syahriza (2024), Marketing Strategies of Sharia Fintech in Enhancing Financial Inclusion, this study analyzes the efforts of PT Dana Syariah Indonesia in expanding sharia financial inclusion through the utilization of digital marketing and public education programs. The study emphasizes a tailored approach to reach communities that are sensitive to usurious practices (riba). In addition to improving physical access, education and socialization related to mobile banking are considered essential steps in increasing Sharia financial inclusion in Lawe Alas.

Based on interviews conducted by the researchers with residents of Lawe Alas, it was found that many community members still face difficulties in using digital banking services. Therefore, training and assistance involving local government, community organizations, and educational institutions are necessary. With increased digital literacy, the community can become more independent in conducting transactions, relying less on physical banking services.

Siregar et al. (2021) concluded that BSI KCP Gunung Tua can significantly improve financial inclusion by maximizing the potential of digital service delivery and community-based approaches. However, challenges related to literacy still need to be addressed. Rofianti et al. (2023) highlighted that service features and ease of use significantly influence public interest in using the BSI Mobile application, underscoring the importance of educational approaches and service personalization.

Financial Aspects

According to Apri Muslih, Branch Manager of BSI KCP Lauser, the availability of ATM services in the region has been invaluable for the local community. BSI has disbursed substantial financing to micro, small, and medium enterprises (MSMEs) in the area, indicating a strong regional economic potential that supports the development of financial services. However, the rate of banking transactions remains below 40% of the total, with 80% of the population utilizing Indonesia's Islamic banking products. This suggests a low volume

of financial activity through formal banking channels. Many transactions are still conducted in cash, resulting in unrecorded money circulation within the banking system. This presents a challenge in assessing the financial feasibility of opening new outlets, despite the high demand from both financing and community needs.

The income of residents in the Lawe Alas sub-district is derived from various sectors, including salaries, micro, small, and medium enterprises (MSME) activities, agriculture, and plantations. BSI's efficiency has significantly improved following the merger, strengthening the bank's financial structure and enabling it to expand into areas such as Lawe Alas. A quantitative study by Hakimi (2024) concluded that BSI's operational efficiency increased post-merger, making the bank more capable of expanding into previously non-economical regions.

Details Of Business Capital Costs

Table 1. Estimated Capital Expenditures for Establishing a BSI Sub-Branch Office in a Rural Area

Cost Components	Estimated Cost (Rp)
Property Rental/Purchase	400.000.000
Renovation and Interior	300.000.000
Equipment and Supplies Office	200.000.000
Information Technology Systems	150.000.000
Recruitment and Training Costs	75.000.000
Licensing and Legality	75.000.000
Initial Operating Costs (3 months)	150.000.000
Total Investment Cost	1.350.000.000

Source: Researcher (2025)

This estimation is prepared through a simulation-based approach, referencing standard cost components commonly used in the establishment of Islamic bank sub-branches (KCP) in rural areas. It is based on internal studies, interviews with regional BSI branch management, and case studies of financial service unit openings in remote regions such as Southeast Aceh and Kutacane. The values presented are approximate and subject to change depending on market conditions, corporate policies, and inflation in the construction and IT sectors.

Table 2. Annual Operating Expenses (Overhead Costs)

Cost Components	Estimated Cost (Rp)
Salary and Allowances (5 people)	480.000.000 (avg Rp8 million/month/person)
Office Utilities and Supplies	60.000.000
Maintenance System & IT	30.000.000
Marketing Costs	40.000.000
Asset Depreciation (5 yrs)	270.000.000
Total Overhead/Year	880.000.000

Source: Researcher (2025)

Table 3. Projected Revenue (First Year)

Source of Income	Estimate (Rp)
Transaction Fee (200 transactions/day x Rp3,000 x 300 days)	180.000.000
Financing Margin (target Rp15 billion x 8%)	1.200.000.000
Service Fees & Savings	120.000.000
Total Revenue	1.500.000.000

Source: Researcher (2025)

Imple Feasibility Analysis

First-Year Total Cost = Initial Investment: IDR 1,350,000,000 + Overhead Costs: IDR 880,000,000
= Total: IDR 2,230,000,000

First-Year Revenue= IDR 1,500,000,000

First-Year Deficit = IDR 730,000,000 (This is considered normal due to the investment phase.)

The Break-Even Point (BEP) is projected to be achieved in the third year, once the initial investment has been absorbed and operational activities have reached optimal levels.

Investment Feasibility: Contextual Assessment, From a feasibility perspective, a comparison between potential and actual realization reveals critical insights. Currently, in the Lawe Alas area, contextual data indicates that approximately 80% of the population is familiar with or has used BSI services, such as owning an account or engaging in transactions via ATM or mobile banking. However, the rate of active transactions remains below 40%, indicating that only a small portion of the population regularly utilizes these services. This shows a low level of service utilization, which can adversely impact cash flow. According to the Branch Manager of KCP Leuser, the area is currently not deemed viable for further investment. This assessment is considered valid, as it is based on direct field observation and a thorough evaluation of business potential in comparison to operational costs. The assessment highlights several constraints, including inconsistent demand and underdeveloped infrastructure, both of which significantly hinder the feasibility of sustainable operations.

The high fixed costs—such as salaries, rent, and infrastructure—are unlikely to be covered by the low transaction volume during the first year or two of operation. The projected negative cash flow in the first year, estimated at approximately IDR 730 million, may deteriorate further if financing margins and transaction fees fall short due to limited banking activity among the local population. There is a risk of underutilization of both human resources and systems, as the service capacity exceeds actual demand.

The types of online transactions typically conducted by residents of Lawe Alas Subdistrict are relatively limited and include payment of educational fees (usually made only once per semester and not regularly), installment payments, electricity bill payments, and withdrawals of government assistance funds. This low volume of online transactions results in limited monetary circulation being captured by the banking system, ultimately contributing to the low penetration of Islamic banking services in the region.

Technical and Operational Aspects

In terms of infrastructure, the Lawe Alas region is relatively safe and gradually developing, with adequate accessibility. However, there are still technical challenges, such as limited banking network coverage and application issues, which affect the operational efficiency of tellers and customer service personnel. Although the use of mobile banking services is relatively high, it remains constrained by low levels of digital literacy. Operational alternatives such as BSI Link and mobile banking units may serve as short-term solutions to reach the local population more effectively.

According to Abdulloh (2023), BSI's digital transformation has had a significant impact on expanding Islamic financial inclusion, as evidenced by a 2.02% increase in the inclusion index from 9.10% to 11.12% in 2022. Despite limitations in network coverage and infrastructure posing significant barriers to opening new BSI outlets, studies show that the digitalization of BSI services—such as BSI Mobile—can enhance operational efficiency and extend services to customers in remote areas without the need for physical branch offices. This digital strategy is particularly crucial in regions like Lawe Alas. Furthermore, a SWOT analysis by Siregar et al. (2021) suggests that the adoption of mobile banking can reduce operational costs and facilitate access to new markets that were previously inaccessible.

The financing service procedure for Micro, Small, and Medium Enterprises (MSMEs)

typically involves several stages, including completion of administrative documents, field surveys conducted by the marketing team, and field surveys conducted by the Branch Manager, followed by the disbursement of funds if the application is deemed feasible. Additionally, the Sub-District Head of Lawe Alas disclosed that in 2019, a Sharia bank conducted a preliminary study regarding the potential opening of a new outlet in the Lawe Alas area. The results of this study indicated that the amount of financing already disbursed in the region was sufficiently promising to support the establishment of a new branch. However, at the time, the condition of the telecommunication infrastructure and the local economy had not yet met the necessary standards, leading to a postponement of the decision to open the new outlet. As an alternative, the Sharia bank decided to consolidate four sub-districts—Lawe Alas, Babul Rahmah, Tanoh Alas, and Leuser—by establishing a single outlet in the Leuser area to expand access to banking services. Nevertheless, over time, communities in three of these sub-districts—Lawe Alas, Babul Rahmah, and Tanoh Alas—continued to express concerns that the distance to the Leuser outlet remained too great, thereby limiting their access to banking services as consumers.

As a short-term solution, Bank Syariah Indonesia (BSI) could implement mobile banking services that operate periodically in the Lawe Alas area. This approach would facilitate public access to banking services without requiring them to travel long distances to the nearest city or the Leuser outlet. Furthermore, enhancing telecommunication infrastructure through collaboration with internet service providers is also essential to ensure the effective use of mobile banking. By combining these solutions, access to Sharia-compliant banking services for the Lawe Alas community is expected to become more accessible and inclusive.

Legal Aspects

Public support for the development of Islamic banking is relatively high, particularly in light of the enactment of Qanun Aceh No. 11 of 2018, which concerns Islamic Financial Institutions. Research by Anisak (2024) and Azhar et al. (2025) indicates that regulations such as the Qanun Aceh strengthen the position of Bank Syariah Indonesia (BSI) in its expansion efforts. However, challenges persist, particularly in terms of public literacy on Islamic finance and the high operational costs associated with serving rural areas.

The primary regulatory framework governing Islamic banking in Indonesia is Law No. 21 of 2008 on Islamic Banking. This law comprehensively regulates various aspects, including:

- The fundamental principles of Islamic banking (free from *riba*, *gharar*, and *maysir*);
- Types of Islamic banking activities;
- Licensing requirements for establishing Islamic banks, including capital requirements and organizational structure;
- The role and authority of the Sharia Supervisory Board (DPS);
- Customer protection and the implementation of prudential principles

In addition, OJK Regulation No. 11/POJK.03/2016 on Business Activities and Office Networks Based on Bank Core Capital regulates the establishment of bank branches and office networks, including those of Islamic banks. Furthermore, OJK Regulation No. 59/POJK.03/2020 on Islamic Commercial Banks governs the establishment, business activities, and expansion of branches of Islamic commercial banks.

Social and Economic Aspects

The researcher also interviewed with Mr. Salamuddin, S.H., M.M., the Head of Lawe Alas Subdistrict. During the interview, he conveyed that the people of Lawe Alas often express difficulties in accessing banking services. Several key factors contribute to this issue. First, the considerable distance to the nearest town presents a significant obstacle for residents seeking to access banking services at a Sharia bank branch. Second, although there is a closer alternative through the BSI Link service, community members rarely use it

due to the administrative fees charged, which they find burdensome. Third, the low level of digital literacy among the population hinders their ability to use mobile banking services as an alternative for financial transactions. According to Farhan et al. (2023), increasing Islamic financial literacy among communities can be effectively achieved through mosques and local religious institutions such as IKADI, which have proven successful in reaching grassroots populations.

Additionally, the researcher conducted interviews with Micro, Small, and Medium Enterprises (MSMEs) in Lawe Alas Subdistrict. The findings indicate that the local population remains unfamiliar mainly with Sharia banking products. Many individuals are not yet acquainted with digital banking services such as mobile banking and QRIS. Moreover, a significant portion of the community does not possess savings accounts with Bank Syariah Indonesia (BSI). According to Sari et al. (n.d.), the low level of Islamic financial literacy has led to a lack of interest in Sharia-compliant banking products, such as deposits, among urban customers. This highlights the urgent need for widespread and continuous financial education.

The limited understanding of Islamic financial principles has also led to the perception that Sharia banks offer no significant difference from conventional banks. This perception contributes to the reluctance of some residents in Lawe Alas Subdistrict to open or switch their savings accounts to Bank Syariah Indonesia.

Table 4. Summary of the Relationship Between Research Findings and Grand Theory.

No	Grand theory	Research findings	Relevance
1	Maqashi d al-shariah	Islamic financial services remain limited, and the public faces difficulties in conducting digital transactions. Strengthening Islamic financial literacy is therefore necessary.	Preserving wealth (hifdz al-maal) through financial services; enhancing public welfare (maslahah); and the importance of education to protect intellect (hifdz al-'aql).
2	Economic feasibility theory	New transaction levels have only reached 40%; the network infrastructure is suboptimal; and operational costs are a consideration for opening new outlets.	Market potential, risk, and infrastructure analysis are required prior to opening new branches, as outlined in the principles of a feasibility study.
3	Human capital theory	Low levels of financial literacy and understanding of Islamic banking contracts, as well as difficulty in using mobile banking.	Investment in education and training in digital finance is necessary to enhance human resource capacity in rural areas.

Source: Researcher (2025)

Conclusion and Recommendation

Lawe Alas District possesses significant economic potential, particularly in the sectors of agriculture, trade, and services. However, access to financial services—especially Islamic banking—remains limited among the local population. The majority of financial transactions are still conducted in cash, and the adoption of digital services such as mobile banking is relatively low due to limited Islamic financial literacy. Although a BSI ATM is available in the area, the limited banking network and the distance to the nearest BSI outlet present significant obstacles for the community in accessing financial services. Additionally, residents have expressed concerns regarding the administrative fees associated with BSI Link and the inadequate telecommunications infrastructure, which further hinders the utilization of digital banking services.

The enactment of Qanun Aceh No. 11 of 2018, which mandates that all financial institutions operate under Islamic principles, provides a supportive regulatory environment for the development of Islamic banking in Lawe Alas. Nonetheless, the low level of public understanding of Islamic banking concepts poses a challenge to improving financial inclusion. From the perspective of market and economic feasibility, Lawe Alas District demonstrates promising potential for the establishment of a BSI outlet. However, the relatively low transaction activity—engaging less than 40% of the total population—remains a key consideration in the decision-making process for potential expansion.

The results of this feasibility analysis may serve as a foundation for relevant stakeholders, particularly Bank Syariah Indonesia (BSI) and the local government of Southeast Aceh Regency, in evaluating the establishment of a new BSI outlet in Lawe Alas District. The presence of a BSI outlet is expected to enhance Islamic financial inclusion, strengthen the local economy through increased access to financing for micro, small, and medium enterprises (MSMEs), and provide more convenient banking services for the local community. Furthermore, the findings of this study may also serve as a reference for potential investors in assessing the viability of establishing a BSI sub-branch office (KCP), considering the financial, infrastructural, and market readiness aspects analyzed in this study.

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