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Research Article

Opportunities and Challenges of Halal Certification in Micro, Small and Medium Food Enterprises (MSMEs) in Bandung

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ABSTRACT

The purpose of this study was to knowing and analyzing the halal certification strategy in Greater Bandung with the IFAS and EFAS matrices based on expert judgment surveys. The method used in this research is a qualitative method with a descriptive research design. The analytical tools used are the IFAS matrix (Internal Strategic Analysis Summary) and the EFAS matrix (External Strategic Factors Analysis Summary). The results of the study show that the internal external matrix (IE) is in quadrant I with growth conditions. Stakeholders in Raya Bandung need to make efforts to improve halal certification. Several efforts that can be made by stakeholders are increasing awareness of the importance of halal certification so that they can help each other and support the implementation of halal certification in Greater Bandung. This research is the first to analyze the halal certification strategy for MSMEs in Greater Bandung.

1. INTRODUCTION

The halal sector is currently a major trend in the world (Juliana et al., 2024). This is shown by the potential for the halal business which is growing every year (Fathoni, 2020; Mubarok & Imam, 2020). The halal sector has a sizeable contribution in maintaining human living standards and maintaining product quality standards (Azam & Abdullah, 2020; Armiani et al., 2021). Choosing halal goods and services is the best way especially for Muslims to follow Sharia law (Mujahidin, 2020; Sayuti et al., 2021). The halal industry needs to have its own advantages to attract wider public interest in order to reach more potential target markets, such as Muslim customers (Wadji, 2019; Diyah et al., 2022).

Based on data from the Pew Research Center (2022) Muslim demographics are one of the strongest demand-side drivers for Islamic economic growth. The global Muslim population will reach 11.93 billion people in 2022, is expected to grow again to reach 3 billion in 2060 and will represent 31.1% of the world's population.

The halal industry is developing in various sectors, including halal food, finance, travel, fashion, cosmetics and medicines as well as health and education (Waharini & Purwantini, 2018; Esfandiari & Al-Fatih et al., 2022). According to the State of the Global Islamic Economy Report (2019) explaining that Muslims in 2018 are expected to spend USD 2.2 trillion on food, pharmaceuticals and lifestyle. This expenditure in 2024 will grow by 5.2% or USD 3.2 trillion at the Cumulative Annual Growth Rate (CAGR).

The increasing awareness of Muslims about the importance of halal food and good for consumption, has caused competition and demand for the world's halal food industry to increase (Muflih & Juliana, 2020). The growing interest in the halal industry in Indonesia is part of the commitment that Islam must always be present in the daily lives of Muslims (Lis Sulistiani, 2018).

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This shows that Indonesia, OIC countries, mostly depend on imports, with a trade deficit of USD 53.5 billion for halal products and the main source is non-OIC member countries. Indonesia entered as the 4th largest consumer of 21.2 billion. Therefore, Indonesia must become a driving force in increasing export productivity in the halal food and beverage sector because it is still one of the main importers of halal food in the world (Nasution, 2020). The low production capacity of local halal goods, even though the level of consumption is relatively high, has an impact on the stagnation of the Indonesian halal sector. The number of MSMEs in Indonesia is very large (Khatimah & Juliana, 2021), based on data from the Ministry of Cooperatives and SMEs in 2018, the number of MSMEs in Indonesia has reached 64.2 million, but only 8,333 MSMEs have been certified halal (Juliana, et. al., 2019). This number has resulted in Indonesia no longer being a hub for the production of goods and services, but only a target market for world halal products (KNEKS, 2021). Indonesia must innovate and contribute ideas to become the largest producer and consumer in the world (AJS Nugroho et al., 2018).

Products circulating in Indonesia are very diverse, both domestic products and imported products. Each product must have a halal marker to make it easier for consumers to choose halal products. Therefore, certification and labeling of halal products is necessary (Warto & Samsuri, 2020). To protect consumers from unclean food that is not in accordance with sharia, a halal certification agency has been established in Indonesia (Nugroho et al., 2020).

2. LITERATURE REVIEW

2.1. Business Strategy Concept

There are several experts or figures who have different opinions regarding the concept or definition of strategy in running a business. Sedarmayanti (2018) explains that strategy is the process of developing a senior leader's plan, which focuses on long-term business goals and is followed by preparations, techniques, or efforts to achieve these goals, known as explaining strategies. To achieve organizational goals in the long term.

Strategic management according to Novianto (2019) is a set of decisions and activities that are developed based on considerations of the organization's internal and external environment. To thrive in the face of intense competition, the long-term goal of an organization includes competitive advantage.

2.2. Analysis of Strengths, Weaknesses, Opportunities, Threats (SWOT)

Strength, weakness, opportunities, and threats (SWOT) analysis according to Rangkuti (2017) is a methodical evaluation of several elements to create a company strategy. This evaluation is based on reasoning that can increase Strengths and Opportunities, but can also minimize Weaknesses and Threats. The company's strategic decisions need to consider internal factors which include strengths and weaknesses as well as external factors which include opportunities and threats (Wannasupchue et al., 2023). Therefore it is necessary to have important considerations for a SWOT analysis.

Internal environmental analysis or Internal Factors Analysis Summary (IFAS) consists of variables (strengths and weaknesses) that shape the atmosphere in which work is carried out, while external environmental analysis or External Factors Analysis Summary (EFAS), consists of variables (opportunities and threats) that are outside the organization and usually these variables shape the circumstances in which this organization is carried out (Juliana, et. al., 2020). Then an internal external matrix is formed which is an aid by placing the company in the diagram to determine or produce a total evaluation value (Rusydiana & Firmansyah, 2018).

2.3. Halal Certification

According to Bakhri (2020) Halal certification is a set of procedures that must be followed by business actors to prove that the production of food, medicinal and cosmetic products is halal. This procedure is carried out through the Halal Assurance Agency, and the presence of a halal label on a product can be used as a sign of authenticity (BPJPH, 2021). Halal certification assures customers that the product complies with halal production practices and is safe for Muslim use (Rahayuningsih & Ghozali, 2021; Takeshita, 2020).

Halal product guarantees are felt to be very much needed in Indonesia with a predominantly Muslim population in order to provide comfort, security, and the availability of halal products for Indonesian people, especially Muslims (Luthan, 2014; BPJPH, 2019a). Halal certification also has advantages from the merchant side, namely increasing product value in selling and promoting its products (Faridah, 2019; Katuk et al., 2021). Finally the government enacted Law no. 33 of 2014 concerning Guarantee of Halal Products (UU JPH) and PP No. 31 of 2019 concerning JPH which has implications for the registration of halal certification which was originally voluntary to become mandatory (BPJPH, 2019b). In addition, the JPH Law created a new body that has the authority to issue halal certificates, namely BPJPH, which is directly responsible under the Ministry of Religion (Warto & Samsuri, 2020; Darmalaksana, 2023).

3. RESEARCH METHODS

Descriptive qualitative methods are used to evaluate data by describing a process or data obtained and describing what it is (Solikhah et al., 2020). In this study, the population is professional judgment (expert judgment). Specifically, those who know the general condition of halal certification in Bandung Raya, both internal and external. . This research was conducted in December 2022 – May 2023.

The sampling technique refers to the purposive sampling technique, where the population is taken from the target group that can provide the required data and has met certain requirements. Assessment sampling is then used, which involves collecting a sample of people who have reliable and accurate knowledge (Ferdinand, 2014).

The instrument used in this study is primary data through questionnaires or questionnaires.

The data analysis technique uses the IFAS (Internal Strategic Analysis Summary) matrix and the EFAS (External Strategic Factors Analysis Summary) matrix, also known as the IFE (Internal Factors Evaluation) matrix and the EFE (External Factors Evaluation) matrix, developed using the SWOT matrix analysis tool.

4. RESULTS AND DISCUSSIONS

4.1. Results of IFAS and EFAS Analysis

4.1.1. Internal Factor Analysis Strategy (IFAS)

IFAS (Internal Factor Analysis Summary) is an analytical method used to evaluate the internal factors of an organization. IFAS involves calculating weights and ratings to determine the most important factors in strategic planning. The IFAS Matrix is structured to formulate internal strategic factors into a framework of strengths and weaknesses (Rachmawati & Hidayatullah, 2019).

Table1. Internal factor analysis strategy (IFAS)

Internal Factor Strategy		Ratings	Weight	R*B	Mark
Strength (S)	The majority of Muslim religions require halal certification	4.29	0.088	0.38	2.34
	Muslim awareness of the importance of halal certification	4.14	0.089	0.38	
	Halal certification is mandatory for MSMEs	4.57	0.091	0.42	
	The existence of a Halal Product Guarantee Agency (BPJPH) can support the implementation of halal certification	4.29	0.086	0.37	
	The diversity of raw materials makes halal certification important to do	4.71	0.089	0.41	
	MSMEs need to provide the needs of halal products	4.43	0.088	0.40	
Weakness (W)	The level of understanding of the prospects and requirements of the halal market, especially the MSME sector	2.86	0.077	0.22	1.35
	Knowledge of the value chain of the halal food manufacturing system in MSMEs	3.43	0.088	0.30	
	Implementation of dissemination of halal product certification to MSMEs has not been maximized	3.14	0.085	0.27	
	A value-added commodity, competitive in supporting halal certification	2.71	0.077	0.21	
	The distribution chain of raw materials to finished products is long	2.43	0.072	0.17	
	Utilization of technology in the raw material industry	2.57	0.069	0.18	
TOTAL IFAS					3.69

Based on the results of IFAS in Table 1. It shows that in the IFAS analysis the total score for strength is 2.34 where the highest rating lies in the diversity of raw materials making halal certification important to carry out at 4.71, while the lowest rating for Muslim awareness of the importance of halal certification is 4.17. The highest handling weight lies in mandatory halal certification for MSMEs of 0.091 and the lowest weight of handling interest lies in the existence of a Halal Product Assurance Organizing Agency (BPJPH) that can support the implementation of halal certification of 0.086. For Weaknesses the highest rating lies in Knowledge of the value chain of the halal food manufacturing system

in MSMEs of 3. 43 and the lowest lies in the long chain of distribution of raw materials to finished products of 2.43. while the highest handling weight lies in Knowledge about the value chain of the halal food manufacturing system in MSMEs of 0.088 and the lowest lies in the use of technology in the raw material industry of 0.069.

4.1.2. External Factor Analysis Strategy(EFAS)

In a SWOT analysis, EFAS (External Factor Analysis Summary) is used as part of an external factor analysis to evaluate business environmental factors that affect organizational or business performance. In the context of the strategy for implementing halal certification, researchers will use EFAS to look at external factors that will become opportunities and obstacles in implementing halal certification.

Table2. External Factor Analysis Strategy (EFAS)

External Factor Strategy		Ratings	Weight	R*B	Mark
Opportunity (S)	Rapid technological developments in supporting the implementation of halal certification	3.71	0.079	0.29	1.98
	There are technological advances that are profitable in the implementation of halal certification	3.86	0.076	0.29	
	There are regulations that require halal certification	4.29	0.093	0.40	
	The Ministry of Cooperatives and SMEs and several Provincial Governments have schemes for providing halal certificate subsidies	3.57	0.081	0.29	
	The rise of halal lifestyle campaigns in society supports the implementation of halal certification	4.00	0.090	0.36	
	Growth in domestic and export halal food market share is quite large	4.14	0.084	0.35	
Threat (T)	Dependence on imported raw materials to support halal certification	2.57	0.073	0.19	1.32
	The assumption that if the majority of the population is Muslim then the products sold are halal	2.86	0.084	0.24	
	Central and regional government policies are still not aligned with regard to the implementation of halal certification	3.00	0.085	0.25	
	The supervision standard for the halal assurance system (Halal Assurance System/HAS) has not been implemented optimally	2.00	0.081	0.16	
	Awareness of business actors to carry out halal certification	2.57	0.088	0.23	
	Public awareness in general regarding the importance of halal certification	2.86	0.087	0.25	
TOTAL IFAS					3.30

Table 2 shows that in the EFAS analysis the total score for opportunity is 1.98 where the highest rating lies in the existence of regulations requiring halal certification of 4.29, while the lowest rating is the Ministry of Cooperatives and SMEs and several Provincial Governments have schemes for providing halal certificate subsidies of 3.57. The highest handling weight lies in the existence of regulations requiring halal certification of 0.093 and the lowest handling interest weight lies in the existence of profitable technological advances in the implementation of halal certification of 0.076. For Threat, the highest rating lies in the central and regional government policies that are still not aligned regarding the implementation of halal certification at 3. 00 and the lowest lies in the Halal Assurance System/HAS supervision standard which has not been implemented to a maximum of 2.00. while the highest handling weight lies in the Awareness of business actors carrying out halal certification of 0.088 and Dependence on imported raw materials to support halal certification of 0.073.

4.1.3. Position of the Internal and External (IE) Quadrant Matrix

The position of the internal and external matrix quadrants can be used to determine an assessment of the strategy for implementing halal certification for micro, small and medium enterprises (MSMEs) in Greater Bandung. Determination of this quadrant can be determined after determining the evaluation of internal and external strategic factors, after observing each rating from the highest to the lowest, and knowing the totals from IFAS and EFAS.

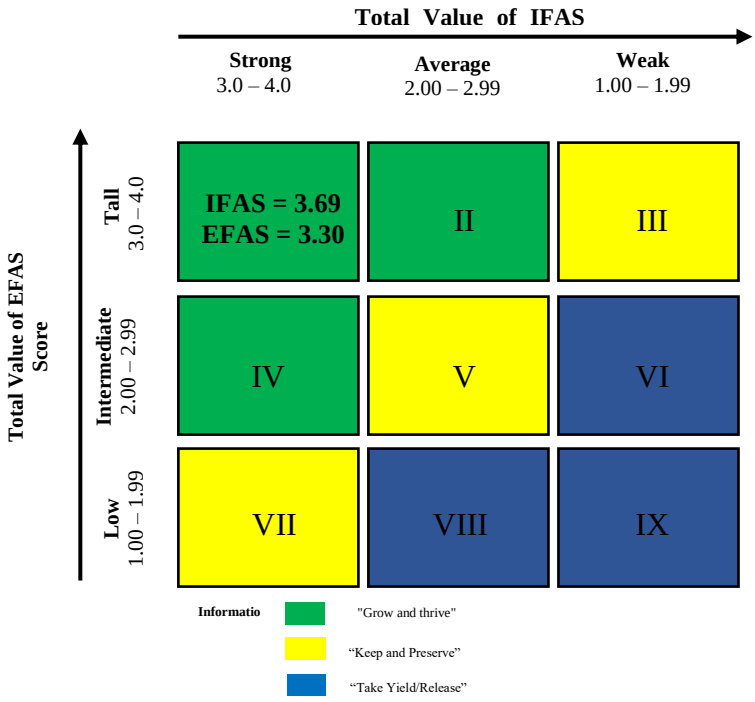


Figure 1. Analyzes the IFAS and EFAS

Based on Figure 1, it can be seen that the obtained IFAS value is 3.69 and the EFAS value is 3.30. Both values are in Quadrant I, which means "Developing and Advancing" because both values are greater than 3. This quadrant shows the strategic conditions for implementing halal certification in the Bandung Raya city, which is in the growth stage and needs to be continuously developed. This quadrant also indicates that halal certification has very strong potential both in terms of internal and external strategies to be continuously optimized, especially for small and micro enterprises.

4.2. SWOT Matrix Analysis Results

4.2.1. First Strategy (SO)

The implementation of halal certification is strongly supported by the public, as seen in the growing halal lifestyle campaigns. Additionally, the Halal Product Assurance Agency (BPJPH) plays a significant role in supporting halal certification efforts. BPJPH, a government-established body, oversees and facilitates the process, ensuring halal products are accessible to Muslims across Indonesia. With public backing and institutional support like BPJPH, the hope is that the halal certification process will be carried out more effectively and efficiently.

Moreover, the increasing demand for halal food presents a valuable opportunity for MSMEs to grow by offering a broad range of high-quality halal products. MSMEs can tap into the rising need for halal food by complying with halal certification requirements, which could help them build customer trust and expand their market presence amid fierce competition. By securing halal certification, MSMEs not only meet Muslim consumers' needs but also enhance their market competitiveness through available subsidy schemes, reducing production costs and boosting profits.

4.2.2. Second Strategy (WO)

Although the use of technology in the raw material industry is not fully optimized, technological advancements present a great opportunity for MSMEs to enhance their halal certification efforts. Technologies such as machine processing can improve production efficiency and consistency, while quality management software and tracking systems can ensure that all raw materials comply with halal standards. Leveraging these tools can help MSMEs meet certification requirements and increase their competitiveness.

The lengthy distribution chain from raw materials to finished products introduces risks in ensuring halal integrity, which could be a weakness in the certification process. However, regulations mandating halal certification present an opportunity to streamline the distribution chain and maintain product integrity. Producers and distributors must collaborate to enhance the distribution process by ensuring all parties involved are aware of and adhere to halal certification requirements. Good cooperation can improve the distribution chain's effectiveness, ensuring that the halal status of products is maintained.

The dissemination of halal product certification to MSMEs has not yet been maximized, but technological advancements can improve the process. MSMEs can use tools such as social media and mobile applications to access information about halal certification quickly and easily. This increased accessibility will help MSMEs gain a better understanding of the certification process and its requirements, boosting their chances of obtaining halal certification. Technology also offers MSMEs better ways to market their halal products and reach potential consumers more effectively.

4.2.3. Third Strategy (ST)

Although there is a challenge in raising business actors' awareness of the need for halal certification, the mandatory nature of certification could serve as a catalyst to improve awareness among MSMEs. This increased awareness can build consumer trust in halal products from MSMEs. Although there are still obstacles, mandatory certification is expected to have a positive effect on raising awareness about its importance.

The high level of awareness among Muslims about the importance of halal certification could drive public pressure on the government to improve and tighten related regulations. As the demand for halal products grows, there is increasing public pressure on the government to ensure that halal products in the market meet standards. This pressure from the Muslim community can influence central and regional governments to refine halal policies. With this pressure, it is hoped that the government will take more serious steps to perfect halal certification regulations, providing greater certainty and security for halal consumers.

The assumption that products sold in a predominantly Muslim population are automatically halal poses a threat to the implementation of halal certification. However, given the diversity of raw materials used in product manufacturing, halal certification remains crucial. The varied sources of raw materials highlight the need for certification, as not all materials are inherently halal. This diversity strengthens the case for the importance of halal certification to ensure that all raw materials meet halal standards.

4.2.4. Fourth Strategy (WT)

A lack of understanding of the halal market's prospects and requirements in the MSME sector can hinder the certification process. Additionally, if combined with the public's general lack of awareness regarding the importance of halal certification, the certification process for MSMEs could face significant obstacles. Increasing awareness of halal certification's importance among both MSMEs and the public is essential for its successful implementation.

The lack of value-added and competitive commodities is another weakness in the halal certification process. Moreover, reliance on imported raw materials complicates obtaining halal-certified raw materials or those that meet halal standards. To overcome this, efforts should be made to increase the availability of locally sourced, halal-certified materials, while also improving the added value of local commodities to compete with imported ones.

MSMEs' lack of knowledge about the value chain in the halal food manufacturing system is a significant weakness in the certification process. Coupled with suboptimal supervision standards of the Halal Assurance System (HAS), this gap makes it difficult for MSMEs to meet the strict requirements of halal certification. Therefore, training and assistance are essential to help MSMEs understand the halal food production process, certification requirements, and proper implementation of HAS.

5. CONCLUSION

Based on research that has been conducted on several experts that researchers have chosen regarding the strategy for implementing halal certification for Micro, Small and Medium Enterprises in the City of Bandung Raya. The implementation of halal certification for Micro, Small and Medium Enterprises MSMEs in the Greater Bandung area has been implemented, but not all MSMEs have labeled their products with halal certificates, this is due to the lack of awareness of MSMEs on the importance of halal certification, lack of understanding of raw materials, manufacturing technology which can support the halal certification process. Even though the government has supported the establishment of BPJPH as a body specially formed to provide halal certificates and community support, there are still many other obstacles, both internal and external, that hinder this implementation.

The alternative strategy for implementing halal certification is in the IA quadrant with the chosen strategy being "Rapid Growth" with an S>O value, which supports the SO strategy. This shows that halal certification has strong potential both internally and externally to continue to be optimized, especially for MSMEs in Greater Bandung.

From the SWOT matrix analysis, it can be concluded that the halal certification strategy can be improved by combining the "SO", "WO", "ST" and "WT" strategies. This is done by combining internal strengths and external opportunities, as well as improving internal weaknesses and avoiding external threats. With the support from the

community and the establishment of a special body to carry out halal certification, it is hoped that it can maximize the application of halal certification to MSMEs, considering that the majority of Muslims are very large, the need for halal certification is also great, therefore producers can take advantage of this potential to be able to compete to enter the market share of halal products and increase consumer confidence, especially Muslim consumers, towards their products.

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