

Halal Food Industry Development Strategies

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The halal food industry has become a major focus in the global economy, given the growing demand from consumers who are concerned about the halalness of food products. In this context, this study aims to investigate halal food industry development strategies that can be implemented by industry players and provide insights for academics. The method used is a systematic literature review which involves the collection and critical analysis of related literature from various relevant sources. The results identified seven main strategies, namely technical efficiency, marketing, management, halal certification, production of goods, cooperation with regulators, and behavior-based strategies. The findings make an important contribution to industry players by providing a better understanding of how they can improve operational efficiency, marketing, product management, and relationships with regulators. Meanwhile, for academics, this research offers a strong foundation for further research in understanding the dynamics of the halal food industry as well as contributing to the development of related theories and models. Thus, this study not only has significant practical implications for industry players, but also enriches the academic literature in the field of halal food industry.

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INTRODUCTION

The halal food industry is one of the demands on an international scale with the massive increase in the number of Muslim populations around the world, which makes this industry a very promising and optimistic industry to continue to grow (Aniqoh & Hanastiana, 2020), supported by the fact that the halal industry is expected to benefit as much as 2.6 trillion US dollars by 2024 (Batubara & Harahap, 2022). Of course, the halal industry will be very attractive to entrepreneurs and regulators, especially countries with a majority of Muslim communities such as Indonesia (Suryanto et al., 2022), Malaysia (Basaruddin et al., 2022) and Arab countries (Alhariri & Al-Mazeedi, 2020).

However, it is not only Muslim-majority countries that are developing the halal food industry with the fact that non-Muslim consumers also support halal products (Ayyub, 2015) with its guaranteed hygiene and health factors (Bashir, 2019). For example, some non-Muslim countries such as China (Brose, 2017; Shahzad et al., 2020), Portugal (Liberato et al., 2022), America (Halawa, 2018), Thailand (Shaari et al., 2020) and several other countries are also interested in developing the food industry so that they provide special policies as a strategy to develop the halal industry in these countries to get big profits from the halal industry.

The development of halal food industry strategies that have been implemented such as halal food product certification that has been implemented in Indonesia (Prawiro & Fathudin, 2023) and Malaysia (Wan Draman et al., 2019), strategies by considering the behavior of Muslim consumers (Wan Nawang et al., 2023). Regulatory policies that support the halal food industry by establishing a number of laws related to the halal food industry (Waluyo, 2020), and development strategies through social media (Komariah et al., 2022) and other strategies that are implemented with the increasingly massive development of the halal industry around the world.

Some previous studies, such as (Shahzad et al., 2020) which offers a strategy by using halal tags on every product that is considered halal food because based on their study, Muslim consumers are very selective in purchasing food products based on their religious identity. Another strategy was also studied by (Hassan & Pandey, 2019) which assumes that the influence of family, religion and geography of a consumer greatly affects consumer confidence in a halal product, so it is important to pay attention to

these three things as a strategy to attract Muslim consumers.

Other studies have also been conducted to encourage progress in the halal industry which makes warehouses and packaging as two determining factors in the sustainability of halal product sales (Azhar & Tu, 2021). Another strategy by (Rusmita et al., 2023) which offers an efficiency strategy for halal food companies by comparing the results of technical efficiency between five countries (Malaysia, Indonesia, Singapore, Pakistan and South Africa) in order to get a profit with minimal capital. Some of the latest studies related to halal food can be seen in Izza et al., (2023), Puspita (2023), Hakim et al., (2022), and Sari (2022).

With the fact that the halal food industry has the potential to continue to grow with a series of strategies implemented in various countries in developing the halal food industry as a demand to fulfill the halal food supply chain in the world food industry, this article aims to examine several strategies that have been implemented in developing the halal food industry with various previous literature support so that it can be a contribution to actors and regulators in the halal food industry in developing the halal food industry more massively and can attract consumers more broadly.

RESEARCH METHOD

This research is classified as qualitative research using a systematic literature review (SLR) approach. This approach is an assessment of all existing research materials on a particular research topic of interest and the accompanying general interpretation of the results of the assessed research work (Kondaveeti et al., 2021). This research has three stages in its process which include; formulating the problem, conducting all procedures to find important publications, and determining important data sources that are useful to answer the specified problem formulation (Kitchenham, 2007; Pautasso, 2013).

To obtain data sources taken from all types of documents with certain criteria, there are three core points that will be carried out in the process of analyzing these data sources, namely first, determining the formulation of the problem so that the keywords that will be used can be determined. Secondly, from the point of view of the publication area, how and what keywords should be used and finally how much volume of articles will be produced.

Table 1. Systematic Literature Review Protocol

No.	Elements	Research Protocol
1.	Research Question	Development Strategy of Halal Food Industry
2.	Search Keywords	halal industry (development) strategy
3.	Database	Scopus
4.	Exclusion Criteria	1) Articles that were not related to halal food industry strategy 2) Documents were book chapter, book, review, conference paper & review 3) Articles' pdf files must be available and can be accessed
5.	Language	English
6.	Document Types	Journal Articles
7.	Years of Publications	2019 - 2024

Based on table 1, it can be seen that the problem formulation only contains one, namely how the halal food industry development strategy. In searching for data sources, this study uses the keywords "halal industry (development) strategy" with an internationally reputable database, namely Scopus. Meanwhile, in selecting articles that will be used as research data sources, three exclusion criteria are applied, first, articles that are not related to the halal food industry strategy, second, documents included as book chapters, books, reviews, conference papers and conference reviews, third, the selected articles must also have the original pdf documents, because some research data source documents cannot be accessed.

Furthermore, in this selection process, the article must also be published in English. The next criterion is selection based on document type by only using documents classified as journal articles, if they are classified as other than article document types, they will be excluded. Furthermore, this research will also determine the year range of the document publication, which is between 2019 - 2024 so that it can produce relevant data sources with the latest time period. Next, the process of the number of articles excluded in each of the specified criteria will be explained so that it will become clearer the systematic literature review process carried out in this study, as summarized in the scheme below.

The record identifies through database searching (n: 153)	
	Excluded based on: Article's abstract does not give the exact research question of current research (n:5)
The rest of the article (n: 148)	
	Excluded based on: Articles that were not related to halal food industry strategy (n: 39) Documents were book chapter, book, review, conference paper, conference reviews (n: 40) Articles' pdf files must be available and could be accessed (n: 16)
The rest of the article (n: 53)	
	Excluded based on: Document written by English (n:0) Publication period beyond 2019 to 2024 (n:37)
Potentially review papers (n: 16)	

Figure 1. Exclusion Process of Data Sources

In the technique of analyzing data sources derived from 16 journal articles that have the potential to answer the formulation of predetermined problems, it will be assisted by the Nvivo 12 pro application with several advantages. First, it provides more flexibility in how to categorize rich text data and improve the quality of the results produced. Second, it helps reduce the time and effort used to analyze data manually (Md. K. Alam, 2020).

RESULTS AND ANALYSIS

Management Strategy

The development of the halal food industry has many strategies that have been implemented by various food industries, one of the crucial strategies that must be considered is good and systematic industrial management. A study shows that there are several things that need to be considered to support the operational capabilities of halal food products such as innovation, reconfiguration, cooperation,

adjustment, responsiveness, and process management, besides that this study also proves that the cooperation factor is the most important thing to apply in managing the sustainability of halal food production (Tamam et al., 2020).

In the world of the halal food industry, there are three risks commonly faced by suppliers of these products, namely product quality risk, product delivery risk and product price risk (Azmi et al., 2021). Some of these risks arise due to the uncertainty of product demand, causing these risks to arise, so that a study suggests a management technique that is offered, namely *buffer-based management* is one of the mitigation efforts made to overcome risks that can cause losses for halal food production actors with the aim of achieving a balance between operational efficiency and flexibility, allowing producers to meet customer demand while mitigating the impact of production uncertainty (Hedvall et al., 2017).

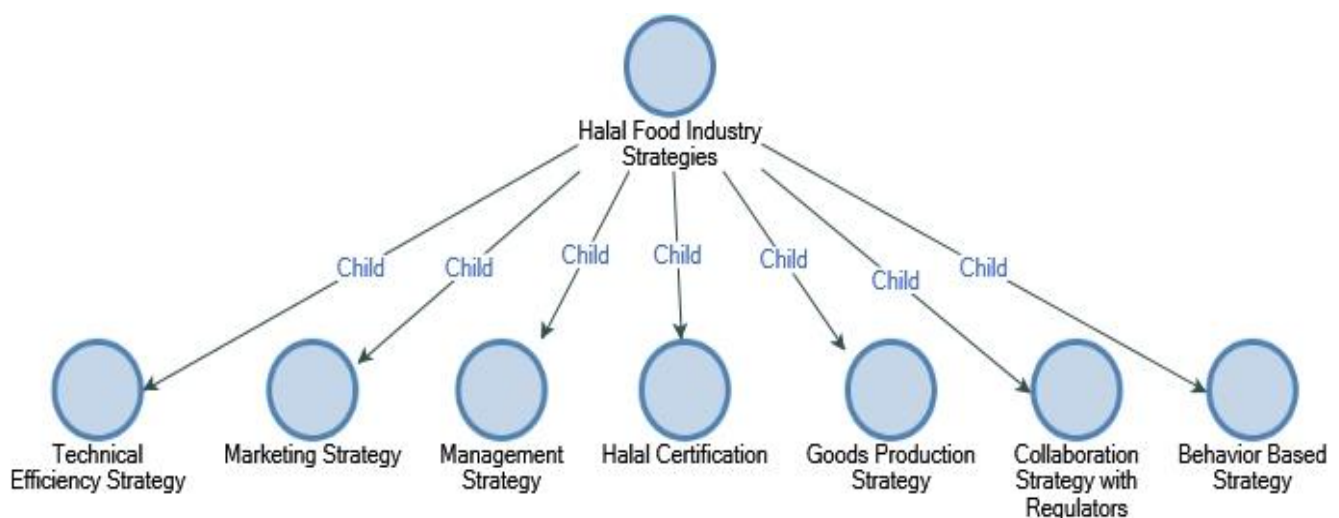


Figure 2. Halal food industry strategies

In addition, a study that discusses halal food supply chain sustainability management strategies relies heavily on the management of production warehouses owned by halal food production factories (Azhar & Tu, 2021). By implementing good logistics management facilities in the management of production warehouses, such as halal-based storage facilities will play a big role in the success of halal food production sustainability, because when vendors do not follow halal-based operating standards in producing halal food, it tends to reduce the interest of Muslim consumers due to doubts about the halal food production process (S. Alam & Sayuti, 2011).

In the implementation of logistics warehouse management, there are four indicators that can be used as a reference in assessing its success, namely the level of purchase and supply quantity, if logistics management can balance the supply and the number of demands for product purchases, it can be indicated that logistics management is running successfully and can have an impact on the sustainability of the halal food supply chain (Ahmad Hidayat Sutawijaya & Lenny C N Awangsari, 2019).

Furthermore, a study also shows that employee management by pursuing various training programs, management of the innovation capabilities of each

individual and management of resource availability are the three most important things in supporting the logistics of the halal food industry, through good management of these three things will also have a significant impact on the halal food industry (Muttaqin et al., 2023).

Halal Certification

Another strategy that needs to be considered in developing the halal food industry is the halal certification program. If a halal food company wants to be widely accepted by Muslim consumers, then the product must obtain halal certification which is considered as an indication of food safety and quality assurance by consumers (Lee & Lee, 2020). In addition, companies must also gather information related to halal certification regulations in each country, especially Muslim-majority countries, so that it can become a foundation for effective halal market penetration.

In addition to ensuring that a halal food product has obtained halal assurance with proof of halal certification, the company also needs to periodically check the validity period of the industrial production permit and the validity period of the halal certificate so that it remains registered with the official institution in each country that issues the certificate so that it will encourage consumer confidence in a halal food product continuously (Novia et al., 2020).

Behavior Based Strategy

In distributing halal food products, marketing strategies are also applied by paying attention to consumer behavior. A study proves that religious beliefs and the behavior of family and relatives greatly influence the increase in consumption of food production (Hassan & Pandey, 2019; Wan Nawang et al., 2023). Furthermore, other studies that also discuss various factors that encourage consumers to buy food products are perceived awareness, religious self-identity, and moral obligations also play an important role in increasing the consumption level of a food product (Vanany et al., 2019).

A study in China, which is a Muslim minority country, revealed that a person's individualism greatly affects his habits, religious identity and moral attitudes, because sometimes a Muslim can be very compliant or not too concerned about these three factors in buying halal products. Research shows that these three factors have a significant positive influence on the level of halal food consumption of Muslim consumers in the country, which indicates that

consumer behavior is an urgent matter as a strategy for marketing halal food products (Shahzad et al., 2020).

The data above shows that Muslim consumers have very different behavior from other consumers to buy a food product based on their religious identity which requires them to consume food in a halal and thayyib manner. So, this is closely related to halal certification and logo as an indicator of halal food, if halal food providers pay less attention to it, it will have the potential to reduce the positive image and lose the Muslim market (Ariffin et al., 2019).

Technical Efficiency Strategy

Technical efficiency is a measure of the efficiency level between sectors. The efficiency value is between 0-1 where the higher the efficiency level, the closer it is to the value of 1 (Fazri et al., 2018). With this technique, the company will know and be encouraged to increase its efficiency score by adding the number of machines, distribution vehicles, assets, and several other things that can show the ability of a company to manage its cash conversion cycle (Rusmita et al., 2023).

In addition, looking at the efficiency score value can also be a benchmark for investors to choose halal food factories that have high efficiency scores so that they can be a preference before choosing Islamic stocks because it can have implications for stock returns, besides that the government can also make regulations that can improve the efficiency of halal food and beverage production with the results of the efficiency score value, for example a study comparing the halal food and beverage industry in Malaysia, Indonesia, Singapore, Pakistan and South Africa. Based on the results of the study, it shows that Indonesia has the highest efficiency score among other countries (Rusmita et al., 2023). Therefore, it can be an evaluation for other countries to improve their efficiency score in the future.

Collaboration Strategy with Regulators

In developing the halal food industry, players in the field strongly highlight the importance of working with the government in a country. This aims to ensure positive growth of the halal food production industry, especially before any physical facilities related to the halal industry are developed, as a study conducted in Serawak, Malaysia (Tamam et al., 2020).

In addition, it is urgent for halal food industry businesses in Muslim minority countries to cooperate with the government in distributing their products to

Muslim majority countries, for example, the government trains halal experts to provide support in the establishment of a substance analysis and testing institute so that it can help non-Muslim country Muslim federations be officially recognized by halal certification bodies in Muslim countries, such as the six Muslim federation organizations (the Japan Muslim Association, the Japan Halal Association, the Japan-Asia Halal Association, etc.) in Japan which have been recognized by several Muslim countries such as Malaysia, Indonesia and the United Arab Emirates (Lee & Lee, 2020).

Another strategy that has been implemented is to collaborate with clerical institutions in a country, for example the halal supply chain concept begins with the clarity of the Company's business strategy supported by the Indonesian Ulema Council (MUI) and several Islamic societies accredited by the Ministry of Religion in that country (Ahmad Hidayat Sutawijaya & Lenny C NAWangsari, 2019). By working with regulators who are trusted by the community, it will have a positive impact on consumer confidence in halal food products.

Marketing Strategy

A strategy that can also be applied to promote halal food products is to hold exhibitions of these products so that consumers become familiar with the process of making products and the halalness of a halal food product and encourage business participation in various conventions in the destination country, in order to lay the foundation in the country for the halal food industry, such as Korean food which is starting to become a trend in the halal industry, so business actors must try to follow the halal food market to reach Muslim consumers (Lee & Lee, 2020).

Another strategy that can be relied upon to widen the distribution and willingness of consumers to buy a food product is to use social media and broadcast media as a platform to promote halal food products so that it will increase the knowledge and awareness of Muslim and non-Muslim consumers who do not understand properly and correctly related to halal food product specifications and halal certification (Barrion et al., 2022).

Goods Production Strategy

To implement the sustainability of the halal food industry, it is necessary to pay attention to several halal food production strategies. The strategy that can be done is to improve the quality of halal

food products, such as apple chips food products which are the result of the small and medium enterprise food industry in Malang, Indonesia (Novia et al., 2020) and chocolate in Malaysia (Wan Nawang et al., 2023). In addition, it can also provide a variety of flavors of halal food products to attract consumers to buy these products accompanied by an increase in the amount of halal food production (Novia et al., 2020).

In addition, halal food production strategies must also pay attention to the diversity of culinary cultures in a country, such as the example of cultural diversity owned by the Malaysian state which is dominated by Malay culture (62%), China (22%), and India (7%) who coexist - to strive for product development and localization of taste (Lee & Lee, 2020) so that it will attract consumers in the country to buy halal food products that suit local flavors.

In the process of packaging halal food products, it must also be ensured that the packaging used is made of environmentally friendly materials, using environmentally friendly packaging technology is an important indicator to support the entire sustainable supply chain process of the halal food industry (Azhar & Tu, 2021). In addition to using environmentally friendly packaging, it is also necessary to create a halal logo based on official certification by the governing regulator to increase purchase intention among the Muslim consumer market (Wan Nawang et al., 2023).

Not only some of the production strategies described above, there is a production strategy that is no less important to implement, namely providing halal food product information clearly so that it will encourage consumers to buy these products, but a study proves that if an industry does not provide product information clearly and even tends to limit information for fear of adverse effects, it will cause negative emotions in various segments of the halal food market consumers (Wilkins et al., 2019).

CONCLUSION

Through a systematic study that has been carried out, it was found that there are seven strategies that have been implemented in developing the halal food industry sector to maintain the sustainability of the halal food supply, namely technical efficiency strategy, marketing strategy, management strategy, halal certification, goods production strategy, cooperation strategy with regulators, behavior-based strategy.

This study makes an important contribution to industry players to provide an overview of the strategies they can implement so as to increase the production of halal food continuously. In addition, this study is also useful for academics in the halal food industry to provide valuable insights into the dynamics of the halal food industry and provide a basis for further research in this field. The strategies identified can serve as a foundation for further research and provide direction for the development of models and theories related to the halal food industry. Thus, this research not only provides practical benefits for industry players, but also enriches the academic literature in the context of the halal food industry.

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