



Priority of Strategies to Enhance The Competitiveness of The Halal Food Industry in Madura

Mokh Ruma^{a,1*}, Ifan Rizky Kurniyanto^{b,2}, Riyanti Isaskar^{c,3}

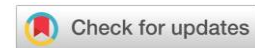
^{1,2} Program Study of Agribusiness, Faculty of Agriculture, Universitas Trunojoyo Madura

³ Program Study of Agribusiness, Faculty of Agriculture, Universitas Brawijaya

Email: ^a*me.arrumy@gmail.com, ^bIfan.kurniyanto@trunojoyo.ac.id, ^criyanti_is@yahoo.com

*Corresponding Author : me.arrumy@gmail.com

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ABSTRACT

Keywords:

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Competitiveness;
Halal Food;
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Madura holds potential for the development of the halal industry, supported by natural resources and a workforce. Competitiveness becomes a key factor in the success of the industry amidst free competition with other industries outside of Madura. Determining priority strategies to enhance the competitiveness of halal food requires a proper decision-making system involving experts. This research aimed to identify strategies to enhance the competitiveness of the halal food industry in Madura. The analytical method used was the analytical hierarchy process (AHP). The research focused on the food industry in Madura, and the informants consisted of experts in the development of halal food industries. The analysis results indicate the sequential priority strategies to enhance the competitiveness of the halal food industry in Madura: enhancing the competency of human resources in the halal food industry, setting quality production standards, building networks for marketing halal food, implementing halal value chains, obtaining halal certification, and utilizing Shariah-compliant financing.

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INTRODUCTION

The potential for industrial growth is getting intensified in parallel with the growing numbers of Muslim population either in Indonesia or in the world. Based on data from The Royal Islamic Strategic Studies Center (RISSC), the Muslim population in Indonesia was recorded at around 240.62 million in 2013. This number is equivalent to 86.7% of the national population in Indonesia, hence the halal industry has the potential to grow rapidly in Indonesia. This is supported by the data from the Ministry of Religious Affairs of Indonesia (2022) which shows that 749,971 Indonesian products are halal certified. One of the areas that has quite a large development of the halal food industry is Madura (Adiba & Amir, 2023). Despite the potential development of the halal food industry being large enough in Madura, it has not turned Madura become the largest producer of halal products. This is due to a lack of focus in determining priorities on halal product development, the presence of competitors from foreign companies which develop halal product businesses, and the lack of awareness among MSMEs actors about halal certification. Therefore, it is necessary to formulate a model for determining priorities and increasing the competitiveness of the halal food industry in Madura.

Increasing the competitiveness of halal food products in Madura requires the involvement of a decision support system in determining priorities and strategies to provide a major contribution to both business actors and local government (Rum et al., 2019; Wiratama et al., 2022). The method that can be used to determine product priorities and strategies for developing halal food in Madura is the *Analytical Hierarchy Process* (Wiratama et al., 2022). *Analytical Hierarchy Process* (AHP) is a model for supporting decisions from several alternatives to solve a problem. According to Manik (2023), AHP is usually used to support decisions on some problems in the food industry, especially halal food. In developing the halal industry, several criteria such as production systems, human resources, markets, and feasibility levels are required (Nurmaydha et al., 2019; Rum et al., 2019). An industry that prioritizes product quality

will have a competitive advantage in domestic or international markets (Rum et al., 2020). Increasing industrial competitiveness requires the right strategies. One of which is through strengthening supply chain and value chain management (Hidayati et al., 2021; Rum et al., 2019; Sulistyowati & Rum, 2021). On the one hand, the development of the halal food industry in Madura is an opportunity, but on the other hand, it is a threat if the halal food industry in Madura is unable to compete in the global market, therefore engineering of the halal value chain model is needed.

Some research conducted by Ardiani Aniqoh & Hanastiana (2020), Ibrahim et al. (2018), Ismoyowati (2015), Masruroh (2020), Mutmainah (2018), Qoniah (2022), Umiyaiti & Tamrin (2021), Wan Azlan Wan Hassan et al. (2017), and Yusoff et al. (2015) regarding studies on halal supply chain and the improvement of industrial competitiveness strategies. However, the uniqueness and novelty of this research specifically examine the strategy for increasing the competitiveness of the halal food industry by making a halal value chain (HVC) as an alternative strategy in increasing the competitiveness of the halal food industry. Therefore, this research aims to determine the strategies for increasing the competitiveness of the halal food industry in Madura based on the criteria of production system, institution, and industrialization. One of the alternative strategies considered by experts is the implementation of the HVC concept in developing the halal food industry in Madura.

RESEARCH METHOD

The research location was determined purposively (*purposive*) by considering that Bangkalan Regency is a food and beverage industry center. Determining the research location was also based on statistical data published by the Bangkalan municipality, Statistics Indonesia (BPS) Sampang, Pamekasan, and Sumenep. The informants in this research are experts in the food industry and halal food such as the Head of the Trade Department, Head of the Cooperative and MSMEs Department, Field Extension Officer (PPL) of the Marine and Fisheries Department, Field Extension Officer (PPL) of Agriculture Department, Head of Halal Center at Universitas Trunojoyo Madura, and academics from Universitas Trunojoyo Madura. The following is the table of research locations that have been classified per regency and its production:

Table 1. Research Locations Based on Regency and Production

Regency	Subdistrict	Central Production
Bangkalan	Socah	Creakers made from dried sea cucumber fish
	Kamal	Herbal Drink
Sampang	Sampang	Herbal Drink
	Ketapang	Processed cassava
Pamekasan	Pademawu	<i>Rengginang</i> , <i>Petis</i> , anchovy rice
	Pamekasan	Herbal Drink
Sumenep	Lenteng	Honey
	Bluto	Processed chili and Moringa, and herbal drink

Source: primary data (2023)

This research uses a sample from the population of food and beverage processing entrepreneurs who were selected using a simple random sampling technique or simple random method, hence the number of respondents was 20 entrepreneurs. Meanwhile, respondents who were aimed at figuring out the quality priorities of halal food industry products in Madura were 50 customers of Madura halal food industry products. Primary data collection from respondents was conducted using a survey method from key informants. The structured interview technique uses a questionnaire, while non-structured interviews are conducted using in-depth interviews with halal food (food and beverage) agro-industry actors. Also, it is conducted through field observation technique.

The data analysis used in this research is the sequal method, AHP (Analysis Hierarchy Process). The research data were analyzed using *expert choice 11* software. AHP can be used as a decision-making system for determining quality priority and development strategy for the halal food industry in Madura (Rum et al., 2019). AHP stages consist of:

- a) Determining the objective of the analysis
- b) Determining the criteria
- c) Determining the alternative (quality product priority and increasing the competitiveness strategies of the halal food industry in Madura)
- d) Building the hierarchal structure of making the decision
- e) Processing the data using *expert choice 11* software
- f) Selecting the alternative of product quality priority and the strategies to

- increase the competitiveness of the halal food industry in Madura
- g) Testing the consistency with deviation standard
- h) Synthesis, result analysis from *expert choice II* output and sensitivity analysis.

The criteria and alternative strategies for developing the halal food industry in Madura refer to several references and research results (Marimin & Maghfiroh, 2015; Nurmaydha et al., 2019; Oktaviana & Rum, 2023; Rum et al., 2019). The following is the table of criteria and alternatives for strategies to increase the competitiveness of the halal food industry in Madura:

Table 2. Criteria and Alternative Strategies for Increasing the Competitiveness of the Halal Food Industry in Madura

Criteria	Alternative Strategies
Production System	Determination of production quality standards Halal certification
Institutional	Increasing human resource competency in the halal food industry Implementation of halal value chain
Industrialization	Building a halal food marketing network Sharia financing

Apart from that, there is also a hierarchical structure for determining strategic priorities to increase the competitiveness of the halal food industry in Madura, presented in the following figure:

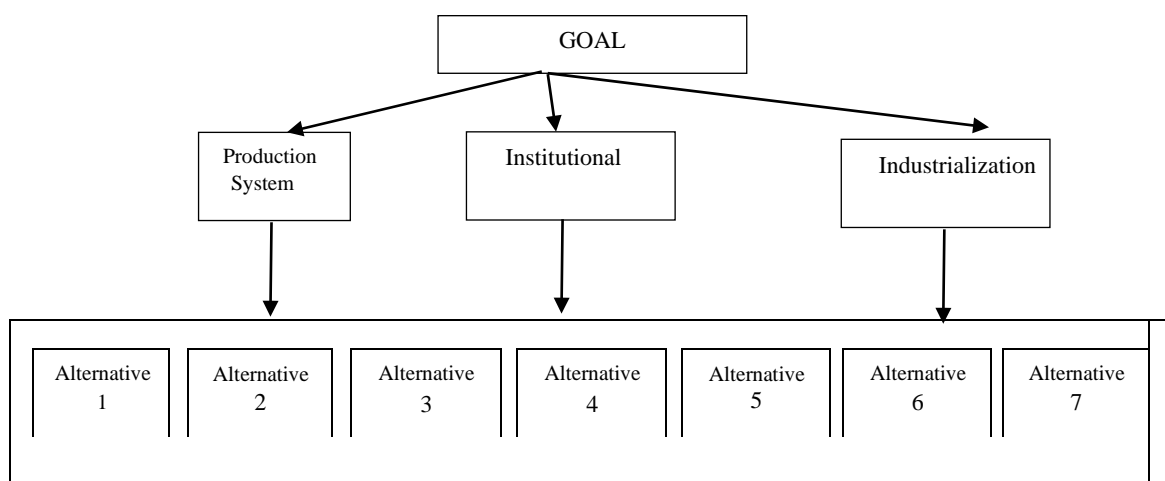


Figure 1. Hierarchical Structure to Increase the Competitiveness of the Halal Food Industry in Madura

The assessment scale used is as follows:

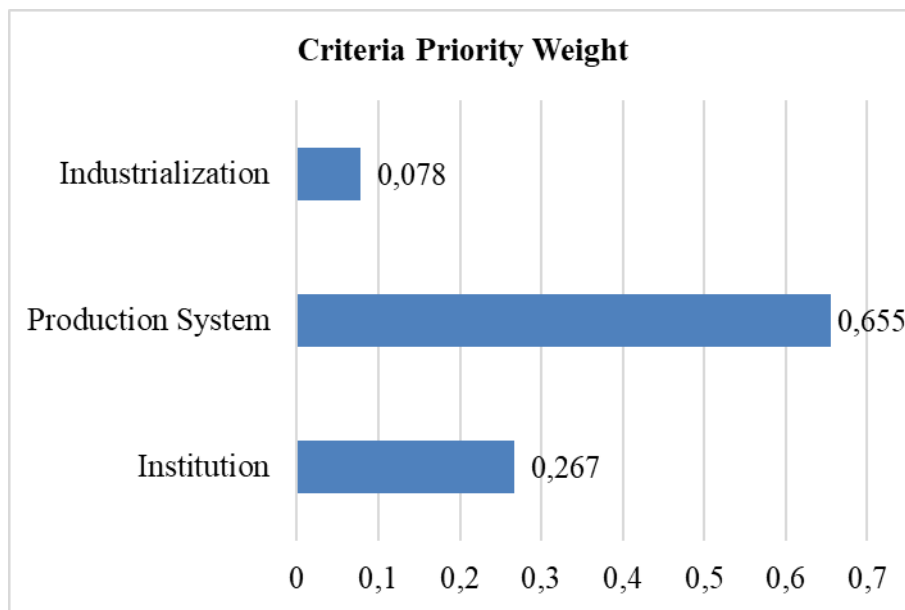
- 1 = Equally important between Element A and Element B
- 3 = Element A is slightly more important than Element B
- 5 = Element A is more important than Element B
- 7 = Element A is very important than Element B
- 9 = Element A is absolutely/definitely more important than Element B
- 2,4,6,8 = Middle scale (If still in doubt between two adjacent values), and vice versa
- 1/3 = Element B is slightly more important than Element A
- 1/5 = Element B is more important than Element A
- 1/7 = Element B is very important than Element A
- 1/9 = Element B is absolute/definitely more important than Element A

The assessment of each hierarchical level was assessed through pairwise comparisons. Pairwise comparison assessments are conducted by respondents by comparing criteria, sub-criteria, and existing alternatives for the purpose of decision-making. A scale of 1-9 is set as a consideration in comparing each pair of elements at each level of the hierarchy against an element at the upper level (Saaty, 2008).

RESULTS AND DISCUSSION

Weight of Main Criteria in Determining Strategies to Increase Competitiveness of the Halal Food Industry in Madura

This research uses three criteria to determine strategies for increasing the competitiveness of the halal food industry in Madura. These criteria include production system, institution, and industrialization. In determining the priority of these criteria, AHP analysis is used to figure out. The following are the results of the AHP analysis that has been conducted:



Source: Primary Data of Expert Choice 11 (Processed)

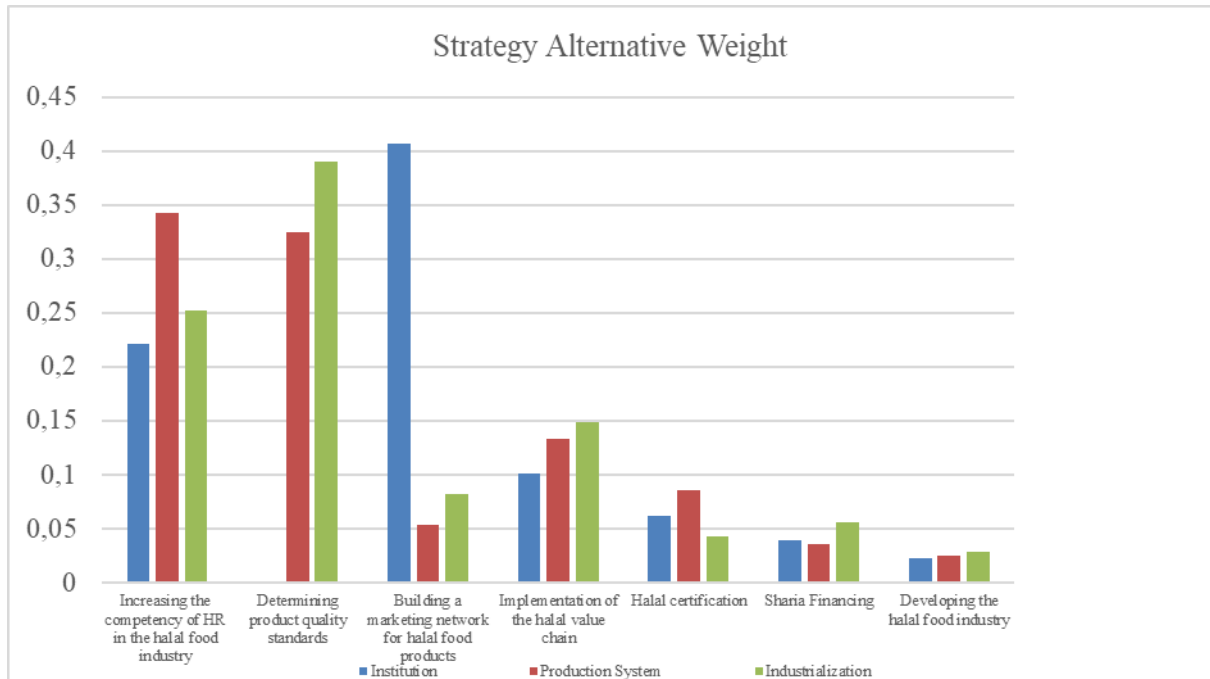
Figure 2. Priority Criteria in Determining Strategies to Increase the Competitiveness of the Halal Food Industry in Madura

Based on the result of the AHP analysis above, it shows that the criteria used in determining strategies to increase the competitiveness of the halal food industry in Madura are the production system which weights 0.655, institution with a weight of 0.267, and industrialization with a weight of 0.078. From this assessment, it can be concluded that the production system is the main criterion and most determined in the strategies to increase the competitiveness of the halal food industry in Madura. From this assessment, it can be concluded that the production system is the main criterion and most determining in the strategies to increase the competitiveness of the halal food industry in Madura. From this assessment it can be concluded that the production system is the main and most determining criterion in the strategies to increase the competitiveness of the halal food industry in Madura. This is in line with research conducted by Jayant (2018) in applying the AHP method for supplier selection in the automotive industry, showing that the production system is the most important factor in determining supplier improvement strategies in the automotive industry. However, research by Utami et al., (2014) states that the production system is not the main criterion in strategic priority to increase the competitiveness of the Besno tobacco industry at PT. IBB, but it is the third criterion after the quality of human resources and

an integrated system.

Determining Alternatives in Strategies to Increase the Competitiveness of the Halal Food Industry in Madura

The next stage is to determine alternatives in strategies to increase the competitiveness of the halal food industry in Madura. The following are the results of the AHP analysis based on alternative strategies:



Expert Primary Data Choice 11 (Processed)

Figure 2. Weight Value of Alternative Strategies for Increasing Competitiveness of the Halal Food Industry in Madura

Based on the figure above, it is the analysis result of the weight values of alternative strategies for increasing the competitiveness of the halal food industry in Madura using AHP. This result shows that improvement of the human resources competency in the halal food industry is the most significant strategy in increasing the competitiveness of the halal food industry in Madura. This is because competent human resources are the key to success in every halal food industry in Madura. Competent human resources will be able to produce qualified, efficient and effective products. This is supported by Rohmah (2017) who explains that improving human resource competency increases the competitiveness of the Bamboo Woven industry in

Tulungagung Village as viewed from Sharia economics. Apart from that, the research by Phudphad et al., (2017) states that increasing human resources competency can increase the competitiveness in the open climate industry in Thailand.

Implementing the halal value chain and building a marketing network for halal food products are the second and third important strategies to increase the competitiveness of the halal food industry in Madura. This is because the halal value chain is a system that integrates all aspects related to halal food production, starting from raw materials, production processes, and marketing. An integrated halal value chain system will be able to produce qualified and safe halal products. Apart from that, a wide marketing network is also needed to be able to reach more consumers. More consumers will boost sales and industry profits.

Determining Strategy Priorities for Increasing the Competitiveness of the Halal Food Industry in Madura per Criteria

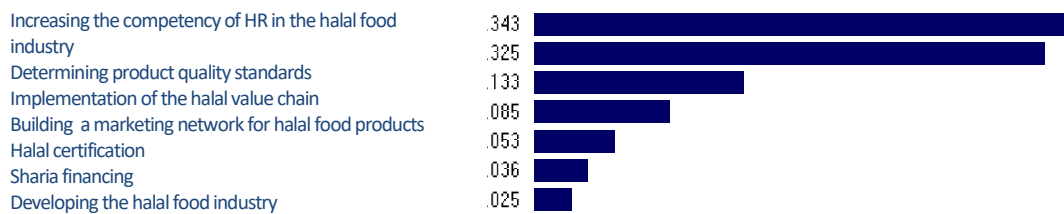


Figure 3. Priority Strategies for Increasing the Competitiveness of the Halal Food Industry in Madura Based on Production System Criterion

Based on the figure above, it shows that there are 3 top strategies for increasing the competitiveness of the halal food industry in Madura based on the production system criteria, which are as follows:

1. Increasing human resources competency is the most important strategy. This is because competent human resources will be able to operate a good production system. Competent human resources will be able to produce qualified, efficient, and effective halal food in Madura.

2. Increasing production quality standards is the second important strategy. This is because high product quality will be able to fulfill consumer needs and win competitiveness for the halal food industry in Madura.
3. Implementing the halal value chain is the third important strategy. This is because the halal value chain is an integrated system that will be able to produce qualified and safe halal products.

The second criterion is the institutional criteria in increasing the competitiveness of the halal food industry in Madura. The following is the result of the AHP analysis of institutional criteria:

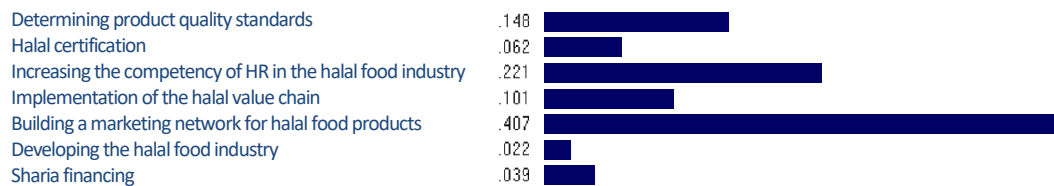


Figure 4. Priority Strategy for Increasing Industrial Competitiveness Food Halal in Madurese Based on Institutional Criteria

Based on the figure above, it can be interpreted that the strategy to increase the competitiveness of the halal food industry in Madura based on institutional criteria is as follows:

1. Building a marketing network for halal food products is the most important strategy. This is because a good marketing network will be able to provide complete quality for halal food products. A complete sales system and marketing channels will be able to increase the efficiency and effectiveness of halal food industry production.
2. Increasing the competency of human resources in the halal food industry is the second important strategy. This is because competent human resources will be able to manage the halal food industry institution. Competent human resources will be able to make appropriate and effective decisions.

- Determining production quality standards is the third important strategy. This is because great production quality standards can be realized if the halal food industry institution is also great.

The final criterion in determining strategic priorities for increasing the competitiveness of the halal food industry in Madura is industrialization. The following is the result of the AHP analysis:

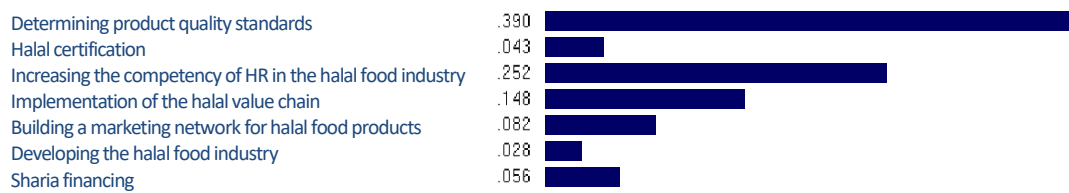


Figure 5. Priority Strategies for Increasing the Competitiveness of the Halal Food Industry in Madura Based on Industrialization Criterion

Based on this figure, it shows that the strategy to increase the competitiveness of the halal food industry in Madura based on industrialization criterion is as follows:

- Determining production quality standards is the most important strategy. This is because clear quality standards will become a reference for the halal food industry in producing quality products.
- Increasing human resource competency in the halal food industry is the second strategy. This is because competent human resources will be able to run a good halal food industry.
- Implementing the halal value chain is the third important strategy. This is because the halal value chain is a system that integrates the raw materials up to marketing, along with products based on the halal food industry in Madura.

Determining Strategic Priority for Increasing the Competitiveness of the Halal Food Industry in Madura Based on a Combination of All Criteria

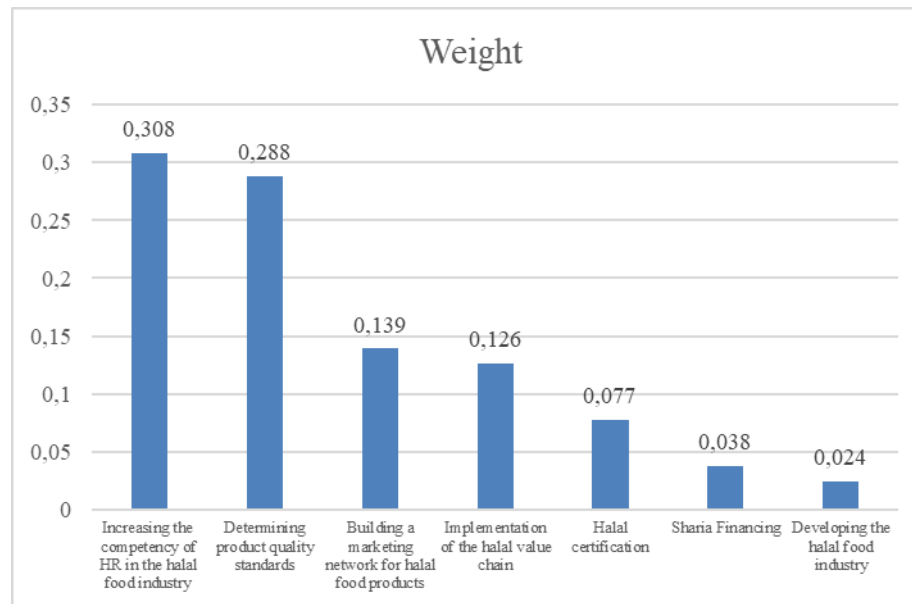


Figure 6. Priority Strategies for Increasing the Competitiveness of the Halal Food Industry in Madura Based on a Combination of All Criteria

Based on the result of the analysis above, it can be interpreted that the strategy to increase the competitiveness of the halal food industry in Madura based on a combination of all criteria is as follows:

1. Increasing human resources competency is the most important strategy. This is because competent human resources are the key to success in every industry. Competent human resources will be able to produce qualified, efficient, and effective products.
2. Increasing production quality standards is the second important strategy. This is because high product quality will be able to fulfill the consumer needs and win the competitiveness. This is supported by the research of Adiba & Nasrulloh (2021) which states that many Muslim tourists visit Madura because of the souvenir products quality in Madura which have halal product qualification.

3. Building a halal food marketing network is the third important strategy. This is because a wide marketing network will be able to reach more consumers. More consumers will boost sales and industry profits.

CONCLUSION

The main criteria used to determine strategies for increasing the competitiveness of the Madurese halal food industry are production system, institution, and industrialization. The strategic priorities for increasing the competitiveness of the halal food industry in Madura in sequence are: increasing the competency of the halal food industry human resources, determining production quality standards, building a halal food marketing network, implementing halal value chain, halal certification, and sharia financing. To increase the competitiveness of the halal food industry in Madura, the government and industry actors should ideally prioritize improving human resource competency, determining production quality standards, and building a halal food marketing network.

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