



Development of Indonesian Halal Logistic: A SWOT Approach

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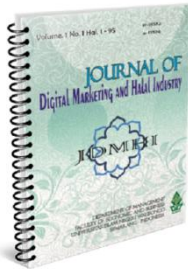
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ABSTRACT

Increasingly, consumers are becoming more aware of and concerned about the products they buy and consume. However, products labeled as halal do not necessarily guarantee high halal quality, as there is a potential for contamination due to insufficient monitoring of the distribution chain by the relevant halal authorities in Indonesia. This study aims to analyze the strengths and weaknesses of halal logistics, identify growth opportunities, and assess the threats faced, as well as determine the necessary actions for future development. Using a literature review approach, data were collected from search engine databases including Scopus, Google Scholar, Emerald, ScienceDirect, Taylor & Francis, and Wiley Online Library, and then categorized into four SWOT categories. The findings indicate that the strengths of halal logistics lie in the large population and broad market segments, while weaknesses include regulatory issues and the lack of specialized halal logistics infrastructure. Opportunities could enable Indonesia to become a leading producer in the global halal trade, despite challenges such as the rise of counterfeit products and the production burdens associated with halal schemes. The final section of the study proposes relevant development strategies for stakeholders in the field of halal logistics. This research provides a reference for policy formulation and assessing the readiness of business actors and public consumption preferences regarding the halal concept. The findings underscore the need for comprehensive halal logistics regulations to ensure standardization, compliance, and security, while leveraging Indonesia's demographic strengths to promote halal products in international markets. The novelty of this research lies in identifying Indonesia's specific strengths and weaknesses in halal logistics and proposing strategies to enhance Indonesia's position as a global leader in branded halal trade.

Introduction

Based on the State of the Global Islamic Economic Report 2020/2021, Indonesia has recorded a significant improvement in the Islamic economy, especially in the halal food sector. Indonesia's score jumped from

fifteenth to fourth place with a score of 71.5 points. While the first rank is still occupied by Malaysia. The report shows that Indonesia has experienced significant growth in the Islamic economy and Halal Industry (Susilawati, 2020). This growth shows that the halal industry has great potential to boost

the national economy, open up domestic market opportunities while penetrating the international market. However, despite the rapid growth of the halal industry, Indonesia still faces serious challenges in implementing an optimal halal logistics system.

Currently, the main income of the State is obtained through taxes; in the next few years, the government needs to plan for income from other aspects such as Islamic economic development and the Halal Industry. The halal industry has become a pillar of the economy in certain countries, such as Malaysia and Brunei Darussalam, making the Halal industry a national growth agenda, while other countries, such as Singapore, Thailand, and Vietnam, are starting to follow the same path (Ab Talib et al., 2020).

As explained in the Islamic Economics Masterplan 2019-2024, Indonesia is included in one of the top ten countries in the Islamic economy. This can be an alternative solution to increase state revenue from the Islamic economic aspect of the Halal Industry. The State of the Global Islamic Economy Report also describes sources for the Islamic economy, which is estimated to experience growth in the halal industry of \$2.2 trillion and is expected to reach \$3.2 trillion by 2024 due to increasing consumer awareness of the demand for halal goods and services.

For several decades, the logistics industry has played a significant role in supporting various business activities, with the quality of logistics services influencing consumer decisions. The substantial potential in this industry has prompted manufacturers to innovate by developing a new competitor: halal logistics. In line with that, one of the many logistics innovations is the emergence of halal logistics. Today, halal logistics is an integral

part of the halal economy and a critical one of the basics of halal supply chain integrity. In the supply chain, the goal of halal logistics is not only to guarantee that products can meet customer needs, but also to ensure that the halal status of food products is maintained or not damaged from start to finish (Susanty et al., 2019). The attitude of ignoring the logistics process, has the consequence that the product loses its halal status if contamination occurs during transportation and storage.

Halal logistics is present as a response to the development of the halal industry. Halal integrity relates to product traceability, asset specificity, quality control, trust, and commitment from the production process to the consumer (Lis Lesmini, Dian Anom Baskoro, 2021). As part of supply chain management, halal logistics plays an important role in the storage, warehousing, transportation, and distribution of halal products to consumers (Zaroni, 2016). As we know, a product is made through a production process. Raw materials are then processed in production activities to become a final product. In the process, companies should tightly consider the regulated standards of halal products. However, most business actors only pay attention to the production process and ignore other processes, such as warehousing, storage, and distribution. Whereas this process is no less important in ensuring the halal integrity of a product. Therefore, this study explores the potential of the halal logistics industry in delivering products with halal quality, aligned with consumer preferences.

The halal logistics framework has become increasingly important during the COVID-19 pandemic, coinciding with a rise in household spending on various necessities.

The pandemic has indirectly shaped new consumer behavior. Data from the Central Statistics Agency (BPS), released on June 1, 2021, indicates that household spending on food items increased by up to 51% due to public activity restrictions (social distancing) (BPS, 2021). Therefore, it is crucial to prioritize halal logistics systems in every product purchased online, whether it be clothing, food, or housing needs.

There are several reasons that hinders Indonesia to implement the halal scheme in logistics companies. The obvious one is the absence of rules in the form of halal guidelines in the organization and delivery of goods from producers to consumers. Moreover, the absence of international halal standards for export-import purposes, ambiguous halal guidelines, lack of coordination and collaboration, and low standards in measuring cost-effectiveness are also taking into account. Therefore, the condition becomes an opportunity as well as a challenge for the government and stakeholders to ensure the provision of quality and guaranteed halal logistics services to advance the practice of the halal industry in Indonesia (Ashari, 2021).

According to S. Khan, Haleem, & Khan (2021), halal logistics supply chain cluster is one of the emerging research themes in the world. Meanwhile, research on halal logistics is still relatively rare in Indonesia. This issue began to emerge along with the development of the study of the halal industry in Islamic economics. Several studies discuss halal logistics. A study from (Lestari et al., 2018), which examines the tendency of consumers to consume halal products through halal logistics. In addition, the awareness and knowledge of food and beverage sector

entrepreneurs regarding halal logistics is still at a weak stage (Nordin et al., 2015). In another study (Didiet, 2021) said that the problem faced by logistics providers was the lack of knowledge about Halal Logistics from both the logistics industry stakeholders and the community. Meanwhile, according to Lis Lesmini, (2021) Educational institutions need to play a role in providing basic knowledge about halal logistics and dangerous goods in the world of transportation and *logistics*. Hutami, Zain, & Theo, (2017) in their study concluded that the longer distribution channels for products at various levels will increase the potential for contamination of halal and non-halal products. Apart from that (Ma'rifat & Rahmawan, 2018) stated that the ownership of a halal certificate can provide trust for customers.

Halal issues are important, one of them is about halal logistics. Apart from the discussion, there has been no serious analysis of the strengths, weaknesses, opportunities, and threats (SWOT) of halal logistics in Indonesia. So the purpose of this study is to analyze the strengths and weaknesses of halal logistics in Indonesia, the opportunities that can be developed, and the threats that must be faced. This article will also examine several aspects, starting from the development conditions, concepts, opportunities, and threats of halal logistics, and formulate relevant strategies to develop the halal logistics industry in Indonesia. The implications of this research can directly become the basis for thinking for the government in making policies on the development of the Halal Industry sector in Indonesia.

Literature Review

Related Empirical Research

Maintaining the integrity of halal-certified products in distribution channels remains a critical challenge due to insufficient monitoring. Tieman, et al. (2012) underscore the necessity of stringent halal quality control throughout the supply chain to mitigate risks of illegal contamination during transit. While this study highlights the need for halal-specific oversight, it fails to explore practical implementation strategies in regions with underdeveloped logistics systems, a gap that this study seeks to address by examining the logistics ecosystem in emerging markets such as Indonesia.

In the food and beverage sector, halal logistics plays a crucial role in maintaining quality from the producer to the hands of the consumer. Halal logistics is responsible for managing the cross-sectoral supply chain. Industrial development in the food and beverage sector requires a good logistics system so that the flow of goods runs responsively. The company is said to be good if it is able to respond to every request quickly and precisely (Hayati, 2014; Mukhsinuddin & Syamsuar, 2018). So the job of handling logistics is considered an important field of work, especially from the point of view of producers. Halal logistics is gaining momentum when there is an obligation for every product circulating in the market to be halal certified. (Qurtubi & Kusriani, 2018) see this as an opportunity for a new field of work that provides delivery services with halal standards. Despite growing acceptance of halal logistics systems in Muslim-majority markets, the adoption among micro, small, and medium enterprises (MSMEs) remains

limited. Husny et al. (2017) suggest the need for greater socialization efforts from the government to encourage MSMEs to adopt these systems. However, this study will critically examine the underlying reasons for the slow uptake, particularly the perceived cost burden and lack of demand from consumers, contributing to a broader understanding of the barriers in promoting halal logistics within MSMEs.

In Indonesia, Law Number 33 of 2014 mandates halal guarantees for storage, transportation, and distribution, yet compliance remains inconsistent among logistics providers (Hidayat, 2020). This highlights a critical gap between regulatory frameworks and actual implementation. While Haleem & Khan (2017) emphasize the pivotal role of halal logistics in connecting all sectors of the halal industry, the absence of standardized guidelines and operational codes suggests a lack of practical enforcement mechanisms. Moreover, Nor Wazirah et al. (2016) point to transportation as a key factor in ensuring halal integrity, noting that contamination risks during transit are insufficiently addressed. This study aims to explore how these regulatory and operational deficiencies create barriers for logistics providers, particularly in Indonesia, where the halal certification ecosystem is still developing.

Previous studies have highlighted various challenges and opportunities in the development of halal logistics, particularly in the context of compliance with regulations such as Law No. 33 of 2014, which mandates halal assurance for the storage, transportation, and distribution of products (Hidayat, 2020). However, the gap between regulation and its implementation

underscores the importance of strategic analysis in developing an effective halal logistics system in Indonesia. The SWOT (Strengths, Weaknesses, Opportunities, Threats) approach provides a relevant framework for exploring how the strengths of the halal system can be optimized, including the potential for increased acceptance among Muslim communities and opportunities for MSME actors Husny et al. (2017). On the other hand, weaknesses related to the low adoption rate among logistics providers (Mahidin et al., 2019) and threats of contamination during the distribution process (Nor Wazirah et al., 2016) indicate that the sector requires further improvement in operational standards and supervision. By leveraging the SWOT analysis, this study aims to identify key factors that can support the development of halal logistics in Indonesia, while also offering strategic solutions to existing challenges.

Halal Logistics

For Muslims, halal consumption is an important part of their lives that should be of concern. Consuming halal products is a recommendation as a form of faith of a Muslim (Rizki, et al., 2023). Allah Swt. has emphasized the importance of halal consumption in the Qur'an Surah al-Mu'minun verse 51 which means, "O Messengers, eat of the good (food), and do good." Ignoring the rules of halal consumption in Islam will have adverse effects on health conditions. Consuming non-halal products can prevent Muslims from having their deeds accepted and their prayers answered and away from the pleasures of the hereafter (Darma et al., 2020). Islam recommends consuming halal food and drinks. Halal consumption in question is an

act of using or utilizing products that are halal and permissible according to sharia. In scientific literature, the term "halal" is often associated with the overall cleanliness and permissibility of food ingredients used in the production process. More generally, the term Halal includes everything that is free from any form of pollution that is prohibited by Shari'i. In other studies, the term halal is also perceived by consumers as a guarantee of the highest quality production standards (Kambiz Heidarzadeh Hanzaee, 2011; Yvonne Ziegler, Vincenzo Uli, Astrid Kramer, 2021).

In recent years, the definition of what should be considered halal has become broader through the inclusion of other aspects of the production process (e.g. storage, display, preparation, hygiene, sanitation, etc.) as well as sustainability and high environmental friendliness. As discussed in Government Regulation No. 39 of 2021 concerning the implementation of the Halal Product Guarantee sector. Explained, Halal Products are goods and / or services related to food, beverages, medicines, cosmetics, chemical products, biological products, genetically modified products, as well as goods used, used, or utilized by the public that have been declared halal in accordance with Islamic law. Where the halalness includes the Halal Product Process (PPH) is a series of activities to ensure the halalness of the Product including the provision of ingredients, processing, storage, packaging, distribution, sales, and presentation of products. The concept of halal is very important to understand so that mistakes and misunderstandings do not occur. Ab Talib explained that the term halal logistics refers to the process of managing the procurement, movement, storage and handling of materials, spare parts, livestock, semi-finished or

finished supplies of both food and non-food, and related information and documentation flowing through organizations and supply chains in compliance with the general principles of Sharia (Ab Talib, 2020). This definition signifies that halal logistics is a typical description of logistics but with an emphasis on Shariah-compliant logistics.

One of the innovations in the logistics sector is the emergence of halal logistics. Today, Halal logistics is an integral part of the Halal economy and is essential to the foundation of the integrity of the Halal supply chain. The halal industry requires a halal supply chain as part of maintaining halal integrity. Halal integrity is a guarantee from the production and distribution process to the hands of consumers related to product traceability, asset specificity, quality control, trust & commitment to prevent contamination. This is what needs to be applied to the logistics business in order to develop new and valuable logistics services that provide benefits to service providers and (Chu et al., 2018; Daugherty et al., 2011). Thus, for logistics service providers, the Halal logistics approach provides them with opportunities to enter new markets, generate better services and improve corporate image. Meanwhile, customers can enjoy better value from logistics services that not only adhere to Islamic principles but are of superior quality.

SWOT Analysis

SWOT analysis is a classic strategic planning instrument. Analysis of strengths or weaknesses, opportunities or challenges (SWOT) is an important aspect that needs to be determined in an organization. Some advantages or disadvantages come from internal to the organization, and some opportunities or challenges come from the

external to the organization. The SWOT analysis identifies various factors systematically to formulate company strategy (Rangkuti, 2009). Using a framework of strengths, weaknesses, opportunities, and threats provides a simple way to estimate the best way to implement a strategy.

According to (Ab Talib & Hamid, 2014) explaining the use of SWOT is useful for recognizing the company's future state, identifying problems, and this is agreed upon by several researchers such as (Porter, 1991); (Pettitt, Stephen; Brassington, 2006). In addition, a SWOT analysis will allow us to better understand how to make strengths by exploiting opportunities and realizing how threats can become opportunities by using strengths. SWOT analysis will be useful if the company is transparent in evaluating, identify problems and carrying out transformation. Ab Talib divides SWOT in his study, in the form of an internal analysis consisting of strengths and weaknesses, and an external analysis in the form of opportunities and threats. Porter states that the SWOT analysis is suitable for countries, industries, or organizations because it identifies the environmental relationship between the internal and external environment (Porter, 1985). Industry experts also practice SWOT analysis in strategically planning growth, expansion, market, distribution, and environmental analysis to have a clearer picture of how their strengths can be strengthened by taking advantage of opportunities and how weaknesses can slow down development and magnify threats.

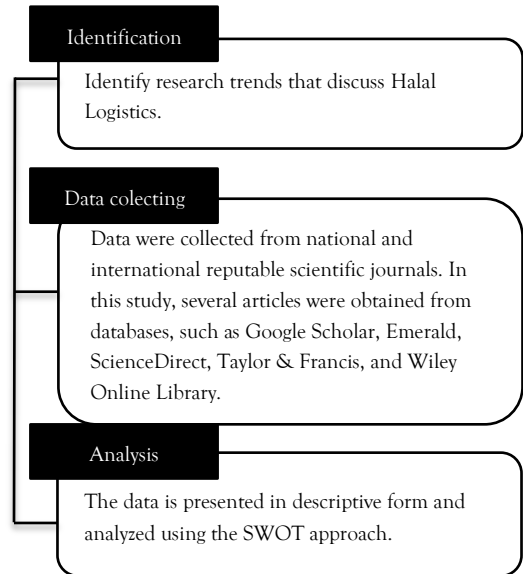
Based on the descriptions and examples above, it can be understood that SWOT as an approach in methodology is still relevant to analyzing and describing a phenomenon in a

company, institution, or even country. Therefore, SWOT can be used to study further halal logistics in Indonesia. This study examines theoretically the strengths, weaknesses, opportunities, and threats of implementing halal logistics di Indonesia. In addition, this method will help describe the current state of Indonesia's halal logistics, and formulate a solution based on data findings, which will benefit the development of the halal industry by taking advantage of existing strengths and opportunities.

Method, Data, and Analysis

This research uses a literature review approach with a focus on the evolution of halal logistics in Indonesia. This approach was chosen to identify, examine, and synthesize various studies published in reputable journals, thus providing a comprehensive overview of the topic (Mahyuni, 2021). The phenomenon explored is the existence of halal logistics in Indonesia as part of the distribution chain in halal industry activities. The literature study involves a critical review of previous research and publications relevant to the research topic.

Figure 1.
Research data process



This type of research is qualitative research using the literature study method. The secondary data used in this study were obtained from various reputable journal publications accessed through several leading academic databases, such as Google Scholar, Emerald, ScienceDirect, Taylor & Francis, and Wiley Online Library, which are appropriate or related to the keywords “Halal Logistics and SWOT”. The selection of these databases is based on the availability of relevant scientific articles that are widely recognized in academia. The search results were then filtered based on predetermined inclusion criteria: articles that address halal logistics, are published in reputable journals, and cover a timeframe that reflects recent developments in this field. Furthermore, the data obtained will be analyzed using Content analysis. Benard Berelson (1959) in Bungin (2011) defines content analysis is a research

technique for the objective, systematic, and quantitative description of the manifest content of communication. In qualitative content analysis, texts or words are classified or filtered into categories that reflect certain types of content (Puspitasari, 2016). The content analysis in this study involves the process of systematically categorizing, classifying, and synthesizing data to identify patterns, trends, and research gaps, so as to provide recommendations for further research related to the Development of Indonesian Halal Logistics through SWOT analysis. The data used includes SWOT analysis, with factors representing strengths, weaknesses, development opportunities, and potential threats to the subject (Rangkuti, 2011).

Result and Discussion

SWOT Analysis in Halal Logistics

There is various literature from search results with the keyword "halal logistics." Several studies examine the theme of halal logistics as a potential new industrial paradigm, and several others concern the management and operations, opportunities, and challenges of halal logistics in various Muslim countries. A search using the Google Scholar search engine found (14) articles related to the keyword Halal Logistics, and the Emerald search feature found (21) articles related to the keyword Halal Logistics, and the Wiley online library search engine (2) articles related to the keyword "Halal Logistics," ScienceDirect's search feature found (1) articles related to the keyword Halal Logistics, and the Taylor & Francis search engine found (3) articles related to the keyword Halal Logistics. The literature collected is related to the author's needs, meaning that there is

filtering and grouping of each documentation obtained. The literature search using the search engine is selected based on the most suitable needs and can be extracted into variables in the table 1.

The variables in Table 1 above are the order in the SWOT category compiled from various literature, collected, sorted, then categorized based on the most representative SWOT group. Matching the SWOT variable based on the selected item on the object of study is difficult, so some things might look bad. However, this variable is a reference and guideline as well as recommendations that we can collect to explain the current status of halal logistics in Indonesia.

Internal Analysis: Strength

a. Muslim Population Growth

Indonesia is a country with a majority Muslim population. Based on data from the Directorate General of Population and Civil Registration of the Ministry of Home Affairs, the total population of Indonesia will be 272.23 million in June 2021. Of this number, 236.53 million people (86.88%) are Muslims. Then to the World Population Review data, Indonesia has the largest Muslim population in 2021, 231 million people. According to Robert's research (M. Khan et al., 2019), some sources reveal that this graph will rise by 2025; the Muslim population will be 30% of the world. Other sources claim that the global Muslim population is expected to increase from 1.6 billion in 2010 to 2.2 billion in 2030 (Khalilur Rahman & Zailani, 2016). This increase will affect the business environment and will gradually affect the demand in the global Halal market. Thus, it is important to

consider halal logistics as supporting the shopping needs of the Muslim community, a shipping industry that is halal certified, and is committed to realizing a halal supply chain.

b. Leading Halal Tourism

Indonesia's prospects in developing halal tourism have been recognized worldwide. This is not without reason, considering that Indonesia has received many awards in the realm of world halal tourist destinations. In 2015, Lombok was named the winner of the World Halal Travel Summit in Abu Dhabi, United Arab Emirates. Meanwhile, on December 7, 2016, the World Halal Tourism Award (WHTA) announced the winner of the 2016 World's Best Halal Honeymoon Destination category in the Sembalun rural area, better known as the Sembalun Balley Region. Then, in 2019, Indonesia was ranked first as the best Halal Tourism in the world among 130 other countries, according to the Global Muslim Travel Index (GMTI) (Kemenparekraf/Baparekraf RI, 2021). Halal tourism includes many components besides hotel facilities, transportation, halal food, and so on, including halal logistics (Qaddhat & Attaalla, 2016). According to Chanin, halal logistics is an important part of the development of halal tourism (Chanin et al., 2015). Therefore, the existence of halal tourism is a strength factor in pushing for the implementation of halal logistics. Not only that, tourism development can also grow other supporting industries, such as halal food and beverages, halal fashion, hotels, and so on, so as to encourage economic growth across sectors.

c. The Growth of Islamic Educational Institutions Is Getting Bigger

Since most of the population is Muslim, it is not surprising that Islamic boarding schools are spread throughout Indonesia. Pesantren is the oldest religious education institution in Indonesia. According to the Ministry of Religion website, there are 26,973 Islamic boarding schools throughout Indonesia, including 8,343 Islamic boarding schools in West Java, followed by Banten, East Java, and Central Java which have 3-4 thousand Islamic boarding schools (Kemenag, 2021). In this regard, the Coordinator of the Economy, Airlangga Hartarto, said at a meeting of the Job Creation Law on June 13, 2021, that 44.2% of this amount had economic potential. So it is hoped that all Islamic boarding schools can become the driving force of the populist economy, sharia economy, and Indonesian halal MSMEs (Annisa, 2019). In addition to pesantren, private Islamic educational institutions have also experienced significant growth, such as Muhammadiyah Education Institutions, Nahdatul Ulama, Al Jami'at Al-Khairiyah, and Al-Irsyad (Hayati, 2018), where this institution has the opportunity to drive the current halal industry and halal logistics.

d. Support of Islamic Organizations

Islamic organizations can support Islamic economic development and the halal industry. As an Islamic and community organization, mass organizations can try to provide support in increasing Islamic economic empowerment. According to (Jaafar et al., 2013), in the early 1990s and after the reformation, the Islamic economic movement was more about socio-economic awareness and global markets, not just Islamization. The Islamic economic movement also emphasizes entrepreneurship

for community development. In Indonesia, mass organizations include Muhammadiyah, NU, and other Islamic mass organizations. These institutions are invaluable assets for developing Indonesia's sharia economy. In this case, mass organizations are also expected to support the government's plan for the sustainability of Indonesia's sharia economy from all sectors, including halal logistics.

Table 1.

Mapping Results from SWOT on Halal Logistics

Swot	Items	Sources
Strengths	Muslim population growth; Leading Halal Tourism; The growth of Islamic Educational Institutions is getting bigger; Islamic Organization Support.	(Annisa, 2019); (Ashari, 2021); (Fathi et al., 2016); (Muis, 2018); (Nurani, 2021); (Satriana & Faridah, 2018).
Weakness	Inadequate regulation; lack of company knowledge about halal logistics and dangerous goods; lack of coordination between industry players and the government; Lack of researchers and experts; Lack of special halal logistics infrastructure.	(Annisa, 2019); (Irma Dwiputranti, 2020); (Ashari, 2021); (Selim et al., 2019); (Ab Talib & Wahab, 2021); (Mohamed et al., 2020); (Ab Talib et al., 2020); (Ab Talib, 2020); (Nordin et al., 2015); (Noorliza, 2020); (Aziz, Azmin Azliza ; Zailani, 2016).
Opportunities	Global halal trade potential; Extensive use of information technology (IT); Potential as a halal industrial producer.	(Ab Talib & Hamid, 2014); (Noorliza, 2020); (Ab Talib et al., 2020); (Ab Talib, 2020); (Zailani et al., 2017); (Zailani et al., 2017); (Ab Talib & Wahab, 2021); (Ag Majid et al., 2021); (M. Khan et al., 2019); (Najiatun; & Maulayati, 2019).
Threats	Halal-labeled counterfeit products; halal logistics schemes add to the production burden; there is no company readiness; contamination of illicit goods; There is no standardization of halal logistics.	(Lis Lesmini, Dian Anom Baskoro, 2021); (Nordin et al., 2015); (Annisa, 2019); (Najiatun; & Maulayati, 2019); (Haryono & Handayani, 2019); (Adhiningrat M. Cakra, 2017); (Aziz, Azmin Azliza ; Zailani, 2016); (Zailani et al., 2017); (Ab Talib et al., 2020); (Ab Talib, 2020); (Ab Talib & Wahab, 2021); (Mohamed et al., 2020); (Selim et al., 2019).

Internal Analysis: Weaknesses

a. Insufficient Regulation

In Indonesia, there are no specific regulations regarding halal logistics. The regulations that apply to halal logistics still refer to Law Number 33 of 2014 concerning halal product guarantees and Indonesian Government Regulation Number 39 of 2021 concerning Implementation of the Halal Product Guarantee Field. The regulation explains the criteria for halal products, where halal includes a series of activities for providing materials, processing, storing, packaging, distributing, selling, and presenting products. The government is still focused mainly on the regulation of halal products, while the government must also pay attention to regulating and advancing the service sector, including halal logistics. As in research (Mu'ti sazali & Ligte, 2019). The Halal Product Assurance Organizing Agency (BPJPH), which focuses on providing halal certificates in Indonesia, has not yet issued specific concepts and regulations regarding halal logistics. To support this implementation, regulations are essential to establish a nationally recognized body to set implementation standards as well as to provide the necessary enforcement and harmonization for the implementation of halal logistics in Indonesia.

b. Lack of Company Knowledge About Halal Logistics

There are still many companies in the manufacturing and logistics sectors (i.e., suppliers, manufacturers, wholesalers, and retailers) who understand that halal products are only related to product certification; the

logistics process does not need to be certified. This understanding is due to the company's lack of knowledge about halal logistics and halal product guarantee (JPH). This is also explained by (Didiet et al., 2021) that many stakeholders in the logistics industry and the public are not aware of Law no. 33 of 2014 concerning Halal Product Guarantee (JPH) and Presidential Decree No. 31 of 2019 concerning JPH Implementation Regulations. Lack of knowledge about the causes of haram contamination and necessary precautions to maintain halal integrity. Enforcing halal logistics compliance is very important where the compliance of halal operations must cover not only production but also distribution aspects.

c. Lack of Coordination between Business Actors and Government

In recent years, the government has seriously worked on Islamic economics and finance related to various aspects of its products and services. One important thing to optimize the sharia economy's potential is a Halal certificate. This certificate is one of the guarantees that the products produced have a halal guarantee. The requirement for halal-certified products following Law no. 33 of 2020 concerning Halal Product Guarantee. This law sets standards for halal products, including supply chain processes. However, this law has not "rooted" in this country. This lack of progress may be due to the government's lack of law enforcement. This may also be due to stakeholders' lack of knowledge about halal logistics. Accordingly, the lack of coordination between business actors and the government will result in the lack of companies adopting the halal concept in logistics. The suboptimal cooperation

between business people and the government will also pose several challenges that need to be overcome, such as unclear halal guidelines, lack of halal training, lack of demand and promotion, and poor progress in halal logistics. Therefore, business actors and the government need to collaborate to prevent unimportant decisions and prevent future problems and together in sharia economic development from various sectors.

d. Lack of Experts and Researchers

There is a fairly large gap between the availability and demand for logistics experts' human resources (HR). Indonesia lacks several researchers and experts. To data from the Ministry of Research and Technology, in 2019, from 4,607 universities, there were 177,000 lecturers and researchers registered in the Science and Technology Index (Sinta); in 2020, there were more than 195,000 researchers from universities and R&D institutions from all over Indonesia. Based on Scimago data, the number of global indexed documents from Indonesia reached 212,806 between 1996 and 2020, after which 34,007 researchers were registered in the Scopus Indexing Journal. According to Bambang Brodjonegoro, Minister of Research and Technology at the Conference on Law and Human Rights 2020, Indonesia's number of researchers and experts is increasing even though the ratio is very small. Indonesia's ratio of researchers per million is one of the lowest in ASEAN". From this data, very few experts and researchers come from the expert group of Islamic economists and the halal industry. Especially specifically talking about halal logistics, halal tourism, Islamic finance, and so on.

e. Lack of Special Infrastructure

Halal logistics infrastructure is an important part of realizing halal integrity. Halal logistics infrastructure such as halal transportation operators, special storage warehouses, and ports and terminals are important components in the halal supply chain. Special infrastructure already exists in Indonesia, one of which is a halal port. Halal ports will make the halal industry ecosystem a necessary process for the efficient and effective implementation of halal logistics. Initiators of halal logistics in Indonesia, for example, PT Pelabuhan Indonesia II and PT Jakarta Industrial Estate Pulogadung (JIEP). On June 27, 2016, signed a joint memorandum of understanding on preparing a joint study on the development and operation of an integrated halal logistics area in the JIEP area and building the first halal product transit point (halal hub) in Indonesia (Primadhyta, 2016).

In addition to the infrastructure mentioned above, government support can also be provided through land use plans. Granting designated state-owned land for the development of the Halal industry is another type of infrastructure support. For example, the establishment of halal parks or clusters in countries such as Malaysia, China, the UK, and Brunei is proof that the government is aware of the growth and opportunities of the halal industry (Tieman, 2015); (Zailani et al., 2017); (Rafikul, Islam Fatima El, 2018).

f. Lack of Halal Logistics Standard

Halal standards are an important part of halal logistics. Halal standards, whether in the form of certifications, licenses, or logos, form

the basis of Halal logistics because they represent a sign of trust and quality, uncompromising halal logistics services. Currently, in Indonesia, there is no specific standard regarding halal logistics. In contrast, specific standards for halal logistics and supply chains are essential in setting guidelines for best practices and important aspects of Shariah-compliant logistics operations. With halal logistics standards in place, any potential “grey areas” and gaps can be addressed, and standard practices can be established throughout the logistics chain. However, the government has not yet issued a standard for halal logistics services, and this is one of the weaknesses of the Indonesian logistics industry. The government needs to make logistics standards as guidelines for business people and experts in carrying out logistics activities following halal criteria. As recommended by (Khoiriyah, 2021) about how halal should be applied and treated according to the logistics process. Halal logistics standards need to be made that are relevant to the halal supply chain rules by BPJPH which represent Islamic principles itself.

External Analysis: Opportunities

a. Global Halal Trade Potential

A Grand View Research report estimates that the global halal food market will reach USD 739.59 billion by 2025 (Grand View Research, 2018). There are at least three main reasons for the significant growth of the global halal market, namely the global Muslim population, significant positive economic growth in Muslim countries, and the emergence of various halal market segments (Reuters, 2016). In addition, the

increased awareness and positive perception of the concept of halal and "good" among consumers, including non-Muslims, also significantly helps drive positive growth for the global halal market (Golnaz et al., 2010). Success in realizing the halal supply chain can be achieved through the collective commitment of various parties to maintain halal procedures in every trade operation. There are at least five rational factors that will greatly influence the development and formation of a halal supply chain, namely (1) trust in quality, (2) maintaining halal integrity in every supply chain, (3) the importance of avoiding doubt, and uncertainty in halal food, (4) norms in the community about halal food and (5) the sensitivity of Muslim consumers to Halal. Clear and detailed information about food products, halal procurement efforts, halal manufacturing, halal distribution, and logistics (Tieman, Vorst, et al., 2012).

b. Extensive Use of Information Technology (IT)

The widespread use of information technology in logistics is undeniable. Businesses across the halal supply chain are adopting IT for monitoring, tracking, and identification purposes. IT expansion and adoption, especially in the use of blockchain technology and the Internet of Things (IoT), presents great opportunities for halal logistics (Tieman & Darun, 2017) believes that blockchain technology can provide better customer and logistics company relationships, asset management, integration, and higher efficiency. In addition, the emergence of the Internet of Things will allow businesses to explore many technologies to better maintain the integrity of the halal supply chain, including halal logistics and operations (Ab

Talib & Wahab, 2021). Therefore, Indonesian Halal Logistics must take advantage of the increased use of IT through appropriate investments in adapting technology according to needs.

c. Potential as a Halal Industry Producer

In recent years the halal industry has grown, seeing the increasing demand for halal products from both Muslim and non-Muslim consumers and recognizing that halal is a concept accepted by both Muslim and non-Muslim communities (Ag Majid et al., 2021). The halal industry in Indonesia is growing rapidly in several sectors, including halal food, finance, travel, fashion, cosmetics, medical, media and entertainment, and other sectors such as health and education. According to a report released by Thomson Reuters, Indonesia is the number one consumer of halal food with a value of US\$ 154.9 billion, and Indonesia is ranked 10th in the category of halal food producers (Waharini & Purwantini, 2018). The increasing demand for halal products, apart from being able to make Indonesia a regional and global halal for halal production and trade, can be utilized as a potential halal industry producer and also encourage the need for halal logistics through distribution, meet the growing demand and at the same time create Halal value in all related aspects.

External Analysis: Threats

a. Halal-Labeled Counterfeit Products

There are threats from external organizations where there are many counterfeit products labeled as halal on the market. For example, a search by the Indonesian Halal Watch (IHW) found several packaged food products with

fake labels. Advances in science and technology and engineering capabilities in the field of food today make it increasingly difficult for someone to know with certainty the halal or haram status of a product. This is a threat to halal logistics services, because halal labeled goods are stored and moved in a certain container. Counterfeit products labeled halal when mixed will cause cross-contamination with other products, and can even cause the loss of halal status to other products without knowing it.

Not infrequently products labeled halal are products with fake halal certification. There are also 11 imported packaged food products that are not labeled halal and are circulating in the Indonesian market (Hosanna & Nugroho, 2018). Food safety, quality and nutrition, regulatory compliance, and economic competitiveness are at stake, so product counterfeiting must be prevented through a traceability system and halal product certification. There are still many foods, medicine, and beauty service providers in Indonesia that do not comply with the established halal standards, while some tend to abuse the use of the halal logo on their premises. In this case, food, drug, and cosmetic service providers in Indonesia need to ensure the provision of "halalan thoyyiban" products and services and have a halal label from the Ministry of Religion. Because, in general, Muslim consumers rely on halal product logos or labels when they buy the desired product.

b. Halal Logistics Scheme Increases Production Expenses

A halal product can lose its halal integrity during transportation and storage because it

is contaminated with other products that are not halal. Therefore, in addition to meeting the requirements for halal products following the halal product guarantee, halal logistics services must be used to ensure the halalness of a product. In halal logistics, additional fees are charged for services compared to traditional logistics. These additional costs will be considered unfavorable for the logistics plan and will eventually lead to additional production costs.

This additional cost for halal logistics is related to the logistics standards used with adopting the halal concept, which does not allow cross-contamination between halal and haram. Optimizing this halal logistics service requires special halal infrastructure, such as halal warehouses and storage units, halal fleet and packaging, and halal handling equipment, which will increase the overall halal logistics costs. For this reason, most logistics companies do not adopt halal practices, and halal and non-halal products are always transported together or stored in the same warehouse. In this case, public understanding and awareness of the advantages and benefits of halal logistics are needed so that people can receive and use shipping services through halal logistics.

c. There is no Company Readiness

General logistics and halal logistics are the same, and they only differ in the treatment of goods containing haram and non-haram ingredients. Halal logistics ensures that processes in the supply chain separate halal cargo from non-halal cargo. This needs to be done to avoid cross-contamination and ensure that throughout the distribution process, the goods are guaranteed to be halal

following consumer standards (Irma Dwiputranti, 2020). Responding to the enactment of the mandate of the Halal Product Guarantee Law, which requires all producers in Indonesia to obtain halal certificates for selling products, it is necessary to pay attention to the readiness of business actors to fulfill these obligations.

Research related to implementing the Halal Product Guarantee Law has been carried out by the Research and Development Center for Religious Guidance and Religious Services, where in 2016, research was carried out on "The Attitude of Business Actors towards Law No. 33 of 2014 concerning Halal Product Guarantee". From the results of this study, it was found that business actors' willingness to implement the Halal Product Guarantee Act rules in conducting halal certification of their products is still low. Based on the results of the quantitative study, it was found that the average index was 67.06. This is because business actors still consider the cost of certification to be expensive, a burden, and increase costs (M. Arief Mufraini, 2020). This means that business actors do not yet have the readiness to implement halal operations in their production activities. Meanwhile, halal logistics can only transport products originating from halal-certified companies. The company's unpreparedness is a separate threat to halal logistics in the halal supply chain system.

d. Contamination of Illicit Goods

Pollution of illicit goods does not only come from products but can also come from warehousing, storage, and distribution tools (ports, airports, terminals) that may be contaminated. According to (Ali & Hafizd,

2021) halal products give the products sold a place in society, and products have prestige and trust from consumers. Halal logistics is progressing along with the increasing lifestyle and public awareness about healthy living and dangerous goods. As explained by BatarlienEe (2020) in the publication (Lis Lesmini, Dian Anom Baskoro, 2021) that there is an increase in the volume of transportation of dangerous goods, thousands of tons of dangerous goods (Dangerous Goods) are sent through all transportation wheels daily. This means that products that reach consumers every day are at risk of cross-contamination from non-halal goods that are transported and circulated without Special Storage Zones/Racks, Special Cold Rooms, and other schemes aimed at maintaining the halal value of goods.

Indonesia's Halal Logistics Development Strategy: A SWOT Approach

SWOT analysis is a widely used tool for analyzing the internal and external environment to achieve a systematic approach and support for making a decision. A strategy is needed to help companies eliminate stagnation, mainly identifying the internal and external environment. The strategy needed to deal with the external environment can be determined by knowing the factors that are a threat and the opportunities for the company. After that, the next step is to analyze the Internal environment to find out the factors related to the strengths and what are weaknesses of the company (Ramadhan & Sofiyah, 2008). The use of a SWOT analysis helps to identify priority areas for a company and its stakeholders. Without this information gained through a SWOT analysis, it is not possible to know market

potential, interest, and opportunities that can be leveraged to support the overall halal supply chain. Thus the company can adapt by utilizing all the factors that exist in the company environment, then formulate strategies with external and internal approaches to make decisions in the company. Look at table 2 regarding the Halal logistics development strategy in Indonesia using the SWOT approach.

Discussion

This study offers a comprehensive analysis of the potential and challenges in developing halal logistics in Indonesia. Utilizing a SWOT analysis, key strengths—such as the growing Muslim population and Indonesia's global recognition in halal tourism—highlight the country's solid foundation to emerge as a key player in the global halal logistics industry. However, critical weaknesses, including the absence of specific regulations and insufficient halal logistics infrastructure, were also identified. This paper further explores strategies to support the growth of Indonesia's halal logistics sector and discusses practical implications for stakeholders in advancing sustainable halal logistics in the country.

The SO (Straight-Opportunity) strategy is a strategy to use the company's internal strengths to seize opportunities that come from outside the company. Therefore, in developing the halal logistics industry, the Indonesian government needs to focus more on winning opportunities in the global market. Taking advantage of the huge market power, Indonesia can take a role as an actor in halal logistics. The utilization of Information Technology (IT) will help

promote and socialize the community in general, and in particular in Islamic educational institutions in Indonesia, to use the available halal products and services. In addition, it can be narrated as a potential industrial field through halal logistics educational institutions. The existence of an Islamic Organization is one of the entities that can be a force as a pioneer in encouraging halal MSMEs in the country, whether they are engaged in making goods or engaged in logistics services. Given the high potential of Indonesia's halal tourism, the halal logistics scheme is important for both domestic and foreign tourists. Thus, industries engaged in halal logistics have a place in society. Halal logistics is the preference of the Muslim community and producers to use their services. Because there is a guarantee in the form of halal status that can be maintained in the hands of consumers.

Table 2.

SWOT Strategy for Halal Logistics Industry Development

<i>Strengths (S)</i>		<i>Weaknesses (W)</i>
<ol style="list-style-type: none"> 1. The growth of the Muslim population; 2. Leading Halal Tourism; 3. The growth of Islamic education institutions is getting bigger; 4. Islamic Organization Support; 		<ol style="list-style-type: none"> 1. Inadequate regulation; 2. Lack of company knowledge about halal logistics and dangerous goods; 3. lack of coordination between industry players and the government; 4. Lack of researchers and experts; 5. Lack of halal logistics infrastructure; 6. There is no standardization of halal logistics
<i>Opportunities (O)</i>	<i>Strategy SO</i>	<i>Strategy WO</i>
<ol style="list-style-type: none"> 1. The potential of global halal trade; 2. The use of information technology (IT) extensively; 3. Opportunity as a halal logistics manufacturer; 	<ol style="list-style-type: none"> 1. The government is more focused on capturing opportunities in the global halal market (S1, S2, O1, O3). 2. Utilizing IT to promote halal products and services in Islamic educational institutions (S3, O2). 3. The government encourages the development of Halal MSMEs pioneered by Islamic Organizations (S4, O3). 4. The government encourages Millennials as actors as well as iconic halal industry (S2, S3). 	<ol style="list-style-type: none"> 1. The government needs to issue SOPs in the halal logistics sector (W1, W6, O1, O3). 2. Extensive socialization and training of IT-Based Halal Logistics scheme (W2, W3, O2). 3. The government needs to include a halal industry curriculum in universities (W4, O1, O3). 4. Develop logistics technology, in the form of 2D barcodes for verification and control purposes at vulnerable points (W4, W5, O2).
<i>Threats (T)</i>	<i>Strategy ST</i>	<i>Strategy WT</i>

- | | | |
|---|---|---|
| <ol style="list-style-type: none">1. Counterfeit products labeled as halal;2. The halal logistics scheme adds to the production burden;3. Contamination of illicit goods; | <ol style="list-style-type: none">1. Intensifying the socialization of the advantages of halal products and services (S1, T1, T2).2. Stakeholders participate in building a halal brand in the community (S4, T1, T2).3. The government cooperates with educational institutions to make innovations in developing the halal logistics industry (S3, T2). | <ol style="list-style-type: none">1. The BPJPH institution cooperates to organize Halal Certification with the government up to the village level (W2, T1, T3).2. The government builds a special infrastructure for halal logistics (W5, T2, T3).3. BPJPH should cooperate with the Ministry of Trade to detect illegal contamination of Export and Import products (W3, W4, T3).4. Adopting Halal Logistics Standards developed in leading countries (S6, S1, T1, T3). |
|---|---|---|

The WO (Weaknesses-Opportunity) strategy is a strategy to companies can minimize internal weaknesses by taking advantage of opportunities in the company. As a government regulator, it is recommended to make related regulations targeting the development of the halal industry, one of which is making Standard Operating Procedures (SOP) for halal logistics. The government needs to consider halal logistics in the teaching syllabus. The thing that is quite urgent, namely introducing halal logistics to business actors in the socialization plan as a potential service industry. Introducing the halal logistics industry with a unique ability value in carrying out its operations has a wide market segment but few business actors. Another concrete step is to develop the halal industry in educational institutions. This can create massive halal business actors, encourage many researchers from the university environment, make technological innovations that are developmental, and create experts, especially

in the halal logistics sector.

Through the strategy Strength-Threat (ST), the company seeks to avoid or reduce threats originating from the company's external environment. Encourage and promote socialization to instill awareness to the public about the importance of consuming products and services labeled as halal, meaning that the product is guaranteed to be "halal" and "good" for consumption. This is an aspect of excellence compared to conventional products and services, the existence of a guarantee against haram contamination both from the content of the substance, how to obtain it, and how to process it. If possible, BPJPH, through the research and development agency, develops an innovative 2D barcode technology printed on the label. So, this significantly reduces the spread of counterfeit products labeled as halal in the market, which are considered dangerous for consumers. Building a halal brand in the community is no less important; in this case,

stakeholders participate and contribute as halal agents in various fields of work. Stakeholders, in this case, can come from Islamic organizations, Islamic educational institutions, and halal industry business actors.

The Weakness-Threat (WT) strategy is technique companies use to survive by reducing internal weaknesses and avoiding existing threats. In this case, there needs to be an understanding between policymakers, business actors, and the public regarding the circulation of products and services that do not yet have a halal label. The enforcement of halal authority is deemed necessary to support its development in the community, even at the village level if necessary. Indonesia needs to plan infrastructure development with a special halal logistics scheme, which includes logistics activities such as storage, warehousing, transportation, and ports and airports. Coordination in government institutions needs to be built, BPJPH in collaboration with the Ministry of Trade, Ministry of Education, Ministry of Transportation, and others, deemed necessary to realize Indonesia as a New Home for the world's Halal Industry. Thus the collaboration of various parties with the Ministry of Religion opens new markets for various halal businesses and services and will increase per capita income. Human Resources are developed with training steps for company crews or business actors to gain knowledge and expertise in the field of halal logistics so that there is readiness for companies to operate halal logistics procedures in the future. And it is possible for the Indonesian government to adopt and conduct research on halal logistics standards that have developed in leading ASEAN

countries such as Malaysia.

Conclusion

Based on the SWOT analysis, Indonesia can leverage its internal strengths by prioritizing the global halal market, fostering halal MSMEs with support from Islamic organizations, and engaging millennials as influential figures in the halal industry. Additionally, leveraging information technology to promote halal products and services within Islamic educational institutions is crucial. To counteract external threats, it is essential for stakeholders to collaboratively build a strong brand for halal products and services. Halal certification bodies should partner with the government to extend certification to the village level and work with the Ministry of Trade to identify illegal contaminants in imports and exports. Implementing leading industry standards in halal logistics is also vital.

Theoretical implications of this research indicate that halal logistics is not just a market need but can also become a lifestyle choice for Muslim communities. This perspective expands the traditional view of logistics from a mere delivery process to an integral component of daily life. Further empirical research is needed to explore how halal logistics can be integrated into the social and cultural fabric of Muslim communities. For sustainable development in the halal logistics industry, the government must invest in specialized infrastructure, enforce stringent halal logistics standards, and provide training and education for skilled workers. Collaborative efforts with logistics companies, certification bodies, and other stakeholders are crucial for building strong partnerships and ensuring the global integrity of halal

products. By taking these steps, Indonesia can maximize its internal strengths and address external challenges to foster a robust and high-quality halal logistics industry.

Suggestion

Despite these recommendations, practical implementation challenges need further attention. Infrastructure limitations and insufficient human resources in rural areas may impede the application of halal certification at the village level. Addressing these issues requires structured training programs and financial support from the government to develop appropriate halal logistics infrastructure. Furthermore, establishing a collaborative framework among the government, certification bodies, and logistics companies is essential to ensure the integrity of halal products throughout the supply chain. Developing stricter and more measurable halal logistics standards is also necessary to maintain product compliance.

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