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Strategic Priorities for the Development of the Halal Industry in the Region: A Case Study of Bangkalan Regency

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ABSTRACT

Bangkalan Regency has the potential to develop the halal industry, supported by a predominantly Muslim population and the growth of MSMEs in the processing sector. However, there has not yet been a mapping of priority areas and flagship commodities that can serve as the basis for formulating a local-based halal industry development strategy. This study aims to determine the strategic priorities for regional halal industry development in Bangkalan Regency. The Analytical Hierarchy Process (AHP) approach was used, involving 17 stakeholders from local government agencies and halal certification support institutions to evaluate five main criteria: human resources, policy support, infrastructure, partnerships, and raw material potential. The analysis results show that human resources are the most dominant factor in determining development priorities, followed by policy support and infrastructure. At the regional level, the districts of Bangkalan, Socah, and Arosbaya are identified as the main priorities based on production capacity and local resource support. These findings emphasize that region-based halal industry development strategies need to prioritize human resource readiness and access to certification as key factors in regional planning.

Keywords: Analytical Hierarchy Process, Halal Industry, Regional Development, Strategic Priorities, Halal Certification

INTRODUCTION

The development of the halal industry over the past decade has shown significant growth in various countries, including both Muslim-majority and minority countries, such as China, Japan, and even in Latin American countries (Astuti, 2020; ISEF, 2021; Nirwandar, 2021; Santika, 2023; Setiawan & Hasanah, 2023). The increasing awareness of consuming halal products is also driving the expansion of the global halal market, especially in the food and beverage sector (Razali et al., 2021; DinarStandard, 2022). Indonesia, as a country with the largest Muslim population in the world (World Population Review, 2023), has a strategic position in the development of the global halal economy (Shafaki, 2022)

The government's commitment to strengthening the halal industry is realized through Law Number 33 of 2014 concerning Halal Product Assurance, which mandates halal certification for products circulating in the domestic market. This policy aims to enhance consumer protection and the competitiveness of business actors (Heryani, 2022). However, its implementation still faces challenges, especially among micro, small, and medium enterprises (MSMEs). The number of halal-certified MSMEs remains proportionately low compared to the total MSME population, although there has

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been an increase in recent years (Aminah, 2023).

Several previous studies have focused more on consumer behavior towards halal labels (Nurrachmi & Setiawan, 2020; Alfaini & Suprapti, 2023; Nur Fadilah et al., 2020; Kurniawati & Cakravastia, 2023; Nugraha et al., 2022; Nurdin et al., 2019; Rizaty, 2022), sectoral strategies of the halal industry (Razali et al., 2021; DinarStandard, 2022) or strengthening halal institutions (Arsil et al., 2022; Shafaki, 2022; Santika, 2023; Sutikno, 2020). However, studies that emphasize determining strategic priorities for regional-based halal industry development using a multi-criteria approach are still relatively limited.

In that context, local governments play an important role in integrating local resources with national policies. Bangkalan Regency has a strong potential for developing the halal industry, supported by the majority Muslim population and the growth of MSMEs in the processing sector (BPS (2023a); Dinas Koperasi dan Usaha Mikro (2023); Heryani (2022); Apridia & Dahruji (2022); Dinas Perindustrian Kabupaten Bangkalan (2022). However, there is no systematic mapping of priority areas available to support halal industry planning at the regional level.

Unlike previous studies that generally focus on consumer behavior, halal certification compliance, or sectoral development strategies, this research offers a more integrative approach by determining region-based strategic priorities for the halal industry using a multi-criteria decision-making method. This study not only identifies key factors for the development of the halal industry but also systematically maps inter-regional priorities based on stakeholder perspectives. Thus, this research provides a conceptual contribution in the form of a regional-level strategic planning framework for the halal industry that can be replicated in other areas with similar characteristics. Based on these conditions, this study aims to identify region-based strategic priorities for the development of the halal industry in Bangkalan Regency using the Analytical Hierarchy Process (AHP) approach.

RESEARCH METHOD

This research uses a quantitative approach with the Multi-Criteria Decision-Making method called the Analytical Hierarchy Process (AHP), which is widely used in determining strategic priorities and making complex decisions (Supriadi et al., (2018). The research location was purposively set in Bangkalan Regency, considering the potential for halal industry development supported by the dominance of Muslim residents and the growth of MSMEs in the processing sector (BPS, 2022)BPS (2023a); Dinas Koperasi dan UMKM Kabupaten Bangkalan (2023a); Apridia & Dahruji (2022).

The data used consists of primary and secondary data. Primary data were obtained through structured interviews and pairwise-comparison questionnaires with 17 stakeholders with expertise in halal industry development, including local government representatives, halal certification bodies, academics, and representatives of priority districts. In the AHP method, the number of respondents is not determined by statistical sample size but by the level of expertise and relevance to the issues being studied (Supriadi et al., 2018; Dinas Koperasi dan UMKM Kabupaten Bangkalan, 2023b; Nguyen et al., 2023).

The decision hierarchy structure is organized based on literature review and initial discussions with experts, consisting of objectives, five main criteria (human resources, policies, infrastructure, partnerships, and raw material potential), and regional alternatives (Adirestuty et al., 2023; Iman Aripin et al., 2020; Sukri, 2021; Sakina, 2020; Gumelar & Heksaputra, 2023; Supriadi et al., 2018).

Evaluation is conducted using a pairwise comparison scale of 1–9 according to the Saaty (2008) approach at Supriadi et al., (2018). Respondent assessment values are aggregated using the geometric mean to obtain a collective decision matrix. The consistency of the assessments is tested through the calculation of the Consistency Index (CI) and the Consistency Ratio (CR), with an acceptable CR threshold of less than 0.10 (Achmad & Karyani, 2020; Setiawan & Hasanah, 2023; Gumelar & Heksaputra, 2023). All analyses are performed using Expert Choice 11 to generate priority weights for each criterion and regional alternative.

RESULTS AND DISCUSSION

Respondent Characteristics

The respondents in this study are stakeholders with competence and experience in developing the halal industry in Bangkalan Regency. In the AHP method, the quality and relevance of the respondents' expertise are prioritized over the number of samples (Supriadi et al., 2018; A total of 17 respondents were involved, consisting of government officials, halal product certification and assistance agencies, academics, and representatives from priority districts. The involvement of these various elements aims to ensure that the assessment process reflects policy, technical, and regional perspectives comprehensively.

Respondent Consistency Assessment

The consistency test shows that the Consistency Ratio (CR) value of 0.05 is below the tolerance limit of 0.10. This indicates that the assessments among respondents in the pairwise comparison matrix are at an acceptable level of consistency (Ally et al., 2023). Therefore, the hierarchical structure and the resulting weighting can be used as a basis for strategic priority analysis without the need for re-adjustment. This consistency suggests that stakeholders' perceptions are relatively aligned in viewing the key factors for developing the halal industry in the region. Based on the analysis in this study, a CR value of 0.05 was obtained. This value can be considered consistent, in line with research (Ally et al., 2023; Gumelar & Heksaputra, 2023; Nguyen et al., 2023) indicating that pairwise comparisons are consistent if CR<0.1, so there is no need to reformulate (Ramesh et al., 2023), or redistribute the questionnaire (Nurmaydha & Mustaniroh, 2019).

Priority Criteria for Developing the Halal Industry in the Region

The weighting results show that human resources (0.332) are the most dominant criterion, followed by mandatory halal policies (0.219), infrastructure (0.188), raw material potential (0.184), and partnerships (0.146). These findings indicate that the success of halal industry development at the regional level is more determined by local actors' capacity than by the availability of physical resources.

This analysis shows that human resources (HR) are the main factor in developing the halal product industrial area in Bangkalan Regency, as seen in Table 6. The dominance of HR factors reflects the importance of business actors' understanding of the halal assurance system, administrative readiness, and their ability to adapt to regulations. In Bangkalan Regency, where the majority of the population is Muslim, awareness of halal consumption serves as social capital that strengthens this readiness. This is because most of the HR in Bangkalan are Muslim, totaling about 1.08 million people, (BPS, 2023a), with a great concern for halal products(Adirestuty et al., 2023), and they are prepared to undergo halal certification (Arsil et al., 2022), through their skills (Nurmaydha & Mustaniroh, 2019), thus supporting the mandatory halal policy (Gumelar & Heksaputra, 2023).

This result aligns with research Apridia & Dahruji (2022) indicating that Bangkalan Regency, where the majority of the population is Muslim, has a 98% Muslim population (Maidah & Hammam, 2022). Muslim HR are taught to avoid haram foods (Mahama et al., 2020), which makes it easier to accept information about product halalness. According to Adirestuty et al. (2023) optimizing halal certification policies is achieved through HR's ability to understand the halal assurance system (SJH). Other studies (Adirestuty et al., 2023; Gumelar & Heksaputra, 2023; Nurmaydha & Mustaniroh, 2019) such as those on halal industry development in Tasikmalaya, are supported by the concerns of food and beverage producers regarding halal certification. Muslim HR criteria also become a priority because they can accelerate halal tourism certification in Bantul, Yogyakarta. The development strategy pursued by halal restaurants as supporting facilities for Sharia hotels is driven by skilled HR.

Meanwhile, the position of policies and infrastructure as the next priorities indicates that regulations and ease of access to certification services function as supporting (enabling) factors. However, the effectiveness of policies still depends on HR's readiness as the industry's main actors.

Tabel 1.
Weighting of Criteria Levels for the Development of Halal Product Processing Industrial Areas in Bangkalan Regency

No	Criteria Level	Weight	Priority
1	Mandatory Halal Policy	0,219	2
2	Infrastructure	0,188	3
3	Human Resources	0,332	1
4	Partnership	0,146	5
5	Raw Material Potential	0,184	4

Source: Processed Primary Data, 2023

Sub-criteria Analysis: Certification Access as a Key Operational Factor

At the sub-criteria level, ease of obtaining halal certification (0.772) is the most prioritized factor. This indicates that administrative barriers and perceptions of procedural complexity remain major issues in the development of the regional halal industry. This finding is reinforced by the fact that some MSME actors remain reluctant to pursue certification because they consider the process to require a significant amount of time and paperwork. The weight was derived from the comparison matrix results, in which respondents considered this sub-criterion more important than the others, making ease of obtaining halal certification the top priority for achieving the goal (Nurmaydha & Mustaniroh, 2019; Maidah & Hammam, 2022; M. Fauzi, 2023; Adirestuty et al., 2023).

Access to certification services in Bangkalan Regency has actually been facilitated through the UTM Halal Center, the Ministry of Religious Affairs, and halal product assistance. However, the perception of business actors regarding the complexity of procedures indicates that the aspect of service ease needs to be continuously strengthened. Strategically, these results confirm that reforming service processes and improving certification literacy are key to accelerating the halal industry in the region. (Mahama et al., 2020; Yusoff et al., 2022).

Other sub-criteria such as partnerships with funding institutions (0.716) and training and socialization

(0.503) also indicate the importance of ecosystem support in promoting the sustainability of the halal industry. Therefore, the development of the halal industry requires an integrated approach that combines capacity building, financial support, and improvements in service systems.

Table 2.
Weighting of Sub-criteria Levels for the Development of the Halal Product Processing Industry Area in Bangkalan Regency

No	Level Criteria	Subcriteria	Bobot
1	Mandatory Halal Policy (Adirestuty et al., 2023)	Implementation of Law on Halal Product Guarantee No. 33 of 2014.	0,288
		Government capital assistance.	**0,487**
		Research and development of the halal product industry.	0,225
2	Infrastructure(Gumelar & Heksaputra, 2023)	Access to halal certification information.	0,228
		Ease of obtaining halal certification.	**0,772**
3	Human Resources (Nurmaydha & Mustaniroh, 2019)	Training and socialization.	**0,503**
		Increase the number of halal auditors.	0,114
		Increasing the number of halal product companions.	0,383
4	Partnership (Arsil et al., 2022)	Halal certification body partnership.	0,284
		Partnership of funding institutions.	**0,716**
5	Potential Raw Materials (Dinas Pertanian Bangkalan, 2022)	Farmland area.	0,162
		Agricultural production.	0,464
		Agricultural productivity.	**0,374**

Source: Processed Primary Data, 2023

Regional Priority: Spatial Approach and Cluster Potential

At the alternative regional level, Bangkalan District (0.255), Socah (0.143), and Arosbaya (0.116) are identified as the top priorities. These three areas have relatively strong production bases and a higher concentration of processing sector entrepreneurs compared to other districts (Pribadi et al., 2020; Sari, 2018).

Bangkalan District excels in salak commodity processing, having experience with halal certification and stable production capacity. Socah and Arosbaya Districts demonstrate strengths in marine-based products, such as crackers and fish paste, which have active production networks and business groups. The concentration of commodities and entrepreneurs in these areas indicates potential for development based on production centers or cluster approaches.

Spatially, the three districts are located along a strategic route that is interconnected, allowing for supply chain integration and distribution. This pattern indicates that the development strategy for the halal industry in the region should focus on strengthening existing production centers that already have a commodity base and business networks, so that policy interventions can be more effective and targeted (Mar'atus Syafi'ah & Qadariyah, 2022); Rachman (2020); (Maidah & Hammam, 2022; Wulandari & Hasan, 2023); Maidah & Hammam, 2022; Hur et al., 2020; Murtiningrum & Oktoyoki, 2019; Winardi et al., 2019; Saputri, 2020).

Table 3.
Weighting of Alternative Levels for the Development Location of a Halal Product Processing Industrial Area in Bangkalan Regency

No	Alternative Level	Weight
1	Tanjung Bumi District	0,102
2	Tanah Merah District	0,084
3	Socah District	**0,143**
4	Galis District	0,066
5	Kokop District	0,035
6	Bangkalan District	**0,255**
7	Klampis District	0,112
8	Arosbaya District	**0,116**
9	Konang District	0,039
10	Geger District	0,047

Source: Primary Data, 2023

CONCLUSION AND RECOMMENDATION

The research results indicate that the decision-making model used has met an acceptable level of consistency with a Consistency Ratio (CR) value of 0.05, thus serving as a basis for prioritizing the development of the halal industry in the region. Strategically, human resources emerge as the most critical factor in strengthening the halal industry in Bangkalan Regency, followed by policy support, infrastructure, raw material potential, and partnerships. At the operational level, ease of obtaining halal certification becomes a key element influencing the acceleration of development, along with support for financing, training, and productivity improvement. From a spatial perspective, the districts of Bangkalan, Socah, and Arosbaya are identified as priority areas based on production capacity and commodity advantages, namely salak processed products, seafood crackers, and petis. These findings indicate that regional halal industry development strategies should focus on strengthening the capacity of local actors and simplifying access to certification, so that policy interventions can be more targeted, integrated, and oriented toward enhancing regional competitiveness.

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