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### Halal Food Development Strategy: Soar Analysis

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#### ABSTRACT

Conversation about halal industry now has get attention many countries, both countries with resident majority Muslim and non-muslim, one of them halal food and beverages. This study aiming for knowing the development strategy halal food and drinks in Indonesia with use SOAR analysis. The method used with Literature review of study previous then categorized into the the SOAR analysis. The results of study This optimization source Power Human, Consciousness Understanding public about literacy halal food and drinks, providing free halal certification for halal food and beverage UMKM actors, Optimizing all over the potential that exists with halal food branding strategy with utilise digitalization, Creating Cooperation with all line halal industry and Islamic banking to be maintained increasing quality develop.

#### KEYWORDS

*Halal Food,  
Soar Analysis,  
UMKM.*

#### 1. INTRODUCTION

Phenomenon halal food and drinks are issue basic that often discussed and become Topic major in various countries. Demand will product halal food is estimated will Keep going increase Because growth the increasing population increased, reaching two billion people in

57 countries, the majority of whom its population is the Islamic world. Currently, *the Halal Industry Development Corporation (HDC)* make statement that Malaysia's Halal industry is worth US\$30 billion and is estimated will increase by 25% in 5 years to front (Halal Industry Development Corporate (HDC)., 2010) Meanwhile, *the Global Islamic Economy Report 2018/2019* data states that food and Drink hold share largest in *the global halal industry*, worth USD 1.303 billion. Halal food and beverages are projected will grow reaching USD 1.863 billion in 2023. Contribution of the Manufacturing Industry Food and Drink Against GDP 2014-2018 (%), in 2014 it reached 5.32%, in 2015 it reached 5.61%, in 2016 it reached 5.97%, in 2017 it reached 6.14 and in 2018 it reached 6.31%.

In addition, support government to industry food and halal general through Law no. 33 of 2014 concerning Guarantee Halal Products. However, the Law Number 33 of 2014 concerning Guarantee Halal Products, have changed with Constitution Number 11 of 2020 concerning Job Creation, where in the amended Articles There is insert an article that requires perpetrator business micro and small for own halal certificate for product its processing.

Allah ordered to Muslims for consume halal food and good (tayyib). According to Marzuki, Muslims only may Eat halal food and stay away from foods that are prohibited are haram (Marzuki & Ballentine, 2012). Halal food is allowed consumed without hesitation by Muslims accordingly with Islamic law and can obtained with method purchase with use halal income. Halal accreditation is considered as measure measuring food security, guarantee quality and have Lots benefit Good For Muslim and non-muslim consumer (Henderson, 2016).

In a survey conducted by *Dinar Standard and CrescentRating*, LLC in 2012, Muslim travelers were asked about element important things to look for moment traveling. The answer including, halal food (67%), followed by price overall (53%), and experience Muslim friendly (49%). When tourists asked about feature the main thing that Muslims consider for choose their hotel accommodation, answer popular is choice halal food, facilities prayer, non-alcoholic environment, and services recreation separated for women. Report show that expenditure tourist for service food donate almost a quarter until one third from total amount of expenditure tourists. This represents sufficient amount big and significant of the total budget journey tourists. As a result, dissatisfaction with service food can cause dissatisfaction with experience journey in a way whole and will become reason important for traveler For No visit return a destination.

In research conducted by Maryam Taha Mannaaa aspects discussed is about importance availability halal food in determine objective destination tourism. The results of his research show that availability halal food affects intention traveler for visit return purpose, length of stay and type selected accommodation.

Since 2010 Japan has get request about food halal (Adidaya, 2016) 30 institutions halal certification operating in Japan in 2019 proves importance certification the (Japan Halal Business Association (JHBA), 2019) Apart from Japan, South Korea is also a country with minority Muslim have four institution halal certification that was operational in 2019 (Seth, 2019).

## 2. LITERATURE REVIEW

### Halal food and beverage industry

The word halal comes from the Arabic word which means literally means allowed. The antonym of the word halal is haram which means forbidden. The Qur'an and the words of the Prophet determine choice food that is allowed or no may consumed by Muslims. Guidelines In general, the Qur'an emphasizes that all type halal food and drinks for Muslims except those identified. Therefore, that is all pure and clean food allowed for Muslims except the following:

1. Carcass or animal dead.
2. Pigs, including all product side by side.
3. Slaughtered animals without mention the name of Allah
4. Animals that are killed with way to prevent blood from body they truly drained
5. Slaughtered animals while mentioning names other than Allah
6. All type drink hard, including alcohol and drugs
7. Carnivorous animals with fangs, like lion, dog, wolf, or tiger.
8. Bird with scratch sharp (bird predators), such as eagle, hawk, bird ghost, or bird vulture
9. Land animals like frog or snake.

Organization of Islamic Cooperation (OIC), with participation of 57 countries as its members has emit more from 50 pages report for relevant guidelines for halal food. Meat is one of the topic that became attention special in report there are two elements in determine ability a food: internal and external. Internal elements are related with material food, while element external refers to the way food handled or processed.

For internal factors, food No may originate from and/ or consists of from non-halal sources. In addition, the product No may made from animals that are not slaughtered in accordance Sharia or Islamic law. Halal slaughter is mandatory second throat and esophagus must cut. However, the head no may completely beheaded. Before slaughtering, slaughterer must recite Bismillah (in the name of Allah). Knife slaughter must free from stain and must sharpened before every slaughter. Because of the blood prohibited, then after slaughtered, animal must left alone die and give out blood fully before done barking or cutting (Henderson, 2016).

Element external means that halal food must truly separated from non-halal food and/ or goods unclean. Therefore that, the equipment, supplies and machinery used in slaughtering, handling and processing must cleaned and not contaminated by contact with haram ingredients. In addition, halal food must fully separated from other non-halal foods during preparation, processing, packaging, storage, transportation, and display (Henderson, 2016) The concept of haram and halal includes substance chemistry, materials addition food and ingredients modified food genetically.

Many organizations around the world are involved in legitimacy of Islam (i.e. authentication and verification) of halal products and services. The governments of Islamic countries fully responsible answer for ensure halal slaughter and certification product meat and non- meat. In addition, they play role main in check and validate delivery imported meat

from other non-Muslim countries. Per non-Muslim country, there are many agencies involved in the certification process halal food. For example, the Islamic Food and Nutrition Council of America (IFANCA) is organization in charge answer for supervise and certify production halal food in more from 20 countries (OIC and non-OIC) worldwide. Example other is the Australian Federation of Islamic Councils (AFIC), which is also responsible answer for check the production process meat and non- meat. This includes inspect cleanliness of the cutting area, freezer, packaging and loading area. In Europe, there is the European Halal Certification Institute, which examines industry food, cosmetics and medical as well as agree halal certification. In the UK, at least there are 20 institutions different halal certifications. Production halal food becomes need international and one of the element most important from the halal hospitality sector.

According to Latest Global Islamic Economy Report, Halal food sector will grow until estimated at US\$2.537 trillion in 2019, up from US\$795 billion in 2014, representing 21.2% of expenditure global food (Khaleej Times, 2016). The international halal market is growing with rapidly. The reason behind This many, but especially as results from: (1) distribution fast Islam because the Muslim population has exceeding 1.5 billion (2) increasing Power buy Muslim community (3) request halal food from conscious non-muslims will quality and cleanliness and (4) increasing amount Muslim tourists in the West. The number traveler from the Middle East to Europe, for example, has reach 55 million between 2006 and 2011 (Halkias et al., 2014)

### Definition of SOAR

According to Stavros and Hinrichs, SOAR is framework planning strategic with an approach that focuses on strengths and seeks for understand overall system with enter voice from relevant stakeholders (Stavros & Hinrinch, 2009) Approach This allow organization for building the future through collaboration, understanding together, and commitment for act.

Approach This Integrating Appreciative Inquiry (AI) into framework planning strategic for creating inspiring transformational processes organization in reach aspirations and results them. With use AI principles, framework This frame repeat SWOT (Strengths, Weaknesses, Opportunities, and Threats) strategic planning to SOAR (Strengths, Opportunities, Aspirations, and Results) and accelerate effort planning strategic with focus directly to the elements that provide energy life for the future organization.

	Strength	Opportunities
	Internal strength factor	Internal Opportunities List
Aspirations	SA Strategy	OA Strategy
Expectation factors from external	Create a strategy that uses strength for reach aspiration	Oriented strategy to the expected aspirations For utilise opportunity
Results	SR Strategy	OR Strategy
List of measurable outcomes for realized	Create a strategy based on strength for reach measurable results	Oriented strategy to chance For achieve the results that have been measurable

## SOAR Matrix

SOAR Matrix works for compile factors strategic which describes how strength and opportunity external faced company can customized with aspirations and results measurable that it has.

Information SOAR matrix

1. SA Strategy This strategy made with utilise all over strength for reach the expected aspirations.
2. OA Strategy This strategy made for know and fulfill aspiration from every stakeholder who is oriented to existing opportunities.
3. SR Strategy This strategy made for realize strength for reach measurable results.
4. OR Strategy This strategy oriented to opportunity For achieve the results that have been measurable (Asili, 2017).

Through SOAR analysis, each variable will explained in accordance with situations and conditions on halal food and beverages. *Strengths* For to reveal strength What only owned halal food and drinks. *Opportunities*, used for see opportunity business What only owned halal food and drinks. *Aspirations*, for accommodate aspiration or hope from stakeholders, which in matter This originate from manager, owner, employee, consumer and suppliers. *Results*, works for show results What just results halal food and drinks.

## 3. METHODS

Study this use study qualitative through a number of stages Method. Stages First through identification problem through study study previously (Mamik, 2015) especially those in Indonesia. Next done stage data collection, data processing and stages next with use analysis SOAR Matrix.

First step data collection is keyword identification for the data curation process. Development rapid halal food and drinks which include various discipline knowledge as well as identify the right keywords. To criteria keyword identification is halal food and drinks in Indonesia on Google Scholar, since 2022-2018.

Step two is data filtering. Selected articles from the previous step filtered based on criteria certain in the first step. Therefore that, from 19,700 documents issued Because no satisfying criteria filtering; steps This leaving a number of potential studies relevant.

Step three is review article for fulfil eligibility entered in reviews, with review text complete from Article. Criteria in step this refers to the content article in which we follow Lundberg et al. (2006) in identity concealment suggestion articles, including journal name and authors, for avoid subjectivity in manual refinement.

Final step is categorize and summarize findings literature. In the steps here, we extract findings substantial from studies previously and present it in tables and categorize them into the SOAR method.

Name	Objective	Methodology	Results
(Salman, 2022)	Aiming For knowing Guidance Strategies and obstacles The Indonesian Ulema Council (MUI) of North Sumatra in Socialize Halal Certificate On Products Food and Drinks in Medan City	Qualitative descriptive with approach research used is phenomenology.	Guidance strategies used by LPPOM MUI, namely: Training System Halal Assurance (SJH) and CEROL SS23000 Training. Both strategies go through a grouped socialization process according to the target namely the strategy to manufacturer in the form of a halal seminar/ talk show. Strategy to consumer through: halal news and information, friendship, and halal olympiads. The obstacles are is Still lack of perpetrator business that does halal certification and not yet existence detailed regulations from government related obligation halal certification for perpetrator effort. While the challenge is Still happen violation in the form of halal label falsification by manufacturers or companies that do not responsible answer and lack of awareness law public in a way general
(Anshari et al., 2022)	For know level understanding Webinar participants and responses to overall webinar material to the community that has delivered	Study This done during the webinar "Halal Certification for Products" "Food and Beverages" with Zoom meeting media taking place start from 13:00 to 15:30 WITA. The Google Form link will be shared at the end of the day. Activity This.	Information obtained from knowledge Respondent is where more of the 50% of respondents are very aware and agree about understanding halal certification. Respondents own very good understanding about importance halal certification for both of them that is perpetrator business and customers
Ahmad (Baihaki et al., 2022)	Review and analyze regulation legislation about guarantee halal	Study This done with use method study legal normative-empirical	In implementation, regulations the Not yet walk effective caused by many factors, including connection between

	products and implementation Constitution to the perpetrator UMKM business in Bekasi City	which seeks review and analyze regulation legislation about guarantee halal products and implementation Constitution to the perpetrator UMKM business in Bekasi City	Organizing Body Guarantee Halal Products (BPJPH) with the Halal Inspection Agency (LPH) and the Indonesian Ulema Council (MUI) and other institutions ministry related Not yet maximum so that hinder implementation guarantee halal products. In addition, the lack of awareness law for perpetrator MSME efforts towards importance guarantee halal products have cause rule about obligation guarantee halal products yet implemented in a way maximum.
(Madani, 2022)	How implementation halal certification Knowing product food and beverage UMKM Regency Kerinci as well as efforts made by the government in apply guarantee halal products against product food and beverage UMKM Regency Kerinci?	Qualitative Methods with approach legal empirical, empirical in nature descriptive with technique data collection through studies documents, interviews, and observations, as well as data analysis	Implementation halal product certification food and beverage UMKM Regency Kerinci still very low. Of the 124 msme in the field culinary, only 2 have been halal certified. Government efforts in apply guarantee halal products for Micro and Small Business (MSME) actors, namely with presenting the Free Halal Certification (SEHATI) program. However implementation guarantee halal products yet maximum, because Still Lots once that has not been halal certified.
(Pratiwi et al., 2022)	For increase MSME performance	Activity packed in two forms namely web seminars (webinars) so that they can reach all over perpetrator business in Indonesia and in form mentoring intensive towards the UMKM Es Gabus '90s located in Surakarta City.	Update design packaging product, improvement knowledge of other MSME actors to interest ownership and procedures to obtain documents legality business, and help acquisition documents said, in the form of Number Distribution Permit (NIE) and Halal Certificate (SH) for fostered msme, Es Gabus '90s.

(Putri, 2022)	For know  Are the perpetrators business Already understand What That halal certification	Activity This started from month January until month May 2022. Stage beginning implementation this, namely do Observation in five tourism centers Culinary (SWK) of Surabaya City with  Analyze situation through discussion	Surabaya City Government has not yet have a clear strategy and target about BPJPH's obligations which state that all Products that enter, circulate and are traded in the territory of Indonesia must own halal certification. Not ready yet  Surabaya City welcomes halal certification. Lack of clear model from Surabaya City Government regarding this halal certification alone, then from That writer want to design the future model will applied in SWK
(Burhanuddin et al., 2022)	Perpetrator business Halal food and drinks are not own understanding as well as good knowledge to service Islamic finance	Study quantitative. The population is perpetrator business halal food and drinks. Filling complete questionnaire online via google form. Data analysis used multiple linear regression	The results of data processing show that literacy Islamic finance has an impact significant to improvement mark plus.
(Mesta et al., 2022)	Give knowledge, understanding and insight about the importance of halal literacy, as well as mentoring for partner in management halal certification.	This pkm activity evaluate literacy participant training before and after training	There is improvement understanding halal literacy from 76.05% to 86.26%. Furthermore done mentoring in management halal certification through online services. It is expected with increasing understanding halal literacy and halal certification, msme in padang city are able to increase productivity to support development of west sumatra as destination halal tourism in Indonesia



(Yanasari & Kusniati, 2021)	For knowing the Strategy of LPPOM MUI Babel in do product concern halal labeled	Descriptive qualitative and comparative used in study field research.	LPPOM MUI Babel strategy: concern on products labeled halal general Already appropriate, because includes; INDHEX (Indonesia International Halal Expo), halal olympiad, halal food goes to school, tourism halal (halal tour), seminar/ talk show, facilitation free halal certification, halal socialization to smes/ companies large, halal socialization through media and social media, merchandise, and MUI administrators implement the principle of “buy and defend” “Halal products of Babel”.
(Refsanjani, 2022)	For find development strategy priorities industry halal food and drinks in the Regency Tasikmalaya with serve various relevant and valid problems and solutions	The method used is the Analytical Hierarchy Process with tool analysis Superdecision.	Aspects is regulation whereas in aspect indicator is manufacturer food and Drink Still not enough concern as well as capacity about halal products. While aspect the highest solution is aspect halal infrastructure and in aspect indicator is training and socialization given by the government to industry halal food and beverages and sharia finance do promotion to industry halal food and drinks regarding product easy sharia financing accessed by the company halal food and drinks
Nurdin (Nurdin et al., 2019)	Potential industry halal products in Palu City	Method qualitative and data collection was carried out through observation, interview in depth, and materials written.	Lack of information received related to the management process halal certificate is problem the main thing that hinders businessman look after halal certificate in the field food.
(Tarigan et al., 2020)	Know protection law to public muslim city of	Study law normative, namely done with method researching material	Weakness coordination between Government Medan City and MUI Medan City and not yet existence regulation

	Medan about product halal food,	library or secondary consisting of from material primary law, material law secondary and materials law tertiary	implementation related Constitution guarantee halal products, as well as Still lack of socialization carried out related guarantee halal products to society. Obstacles external originate from society and actors business Not yet There is awareness society and actors business for do registration halal certification
(Waharini & Purwantini, 2018)	For explore role Islamic banking in development industry halal food in Indonesia	Method qualitative descriptive with review literature	Role Islamic banking does not only limited to financing free sharia based usury (interest), maysir (uncertainty), and gharar (gambling). However, also in all stages of the production process (halal value chain management). The important role that can done Islamic banking to develop and improve industry halal food, including in three halal integrity processes. First at the stage halal control, secondly in the logistics process and finally halal verification stage
(Subianto & Pratiwi, 2018)	Collect and analyze related journals with value chain and perspective awareness public to halal food	Qualitative.	Push public will importance consumption halal food and drinks can promoting the halal value chain (hvc).
(Zahrah & Fawaid, 2019)	Knowing the Halal Food Industry in the Era Industrial Revolution 4.0 and the impact of Industrial Revolution 4.0 on existence halal food in Indonesia	Method descriptive qualitative	4.0 revolution is getting more and more sophisticated, no only give change to manufacturing but also very impactful to globalization, disguise limitations and competition international which can making halal food in Indonesia increasingly well-known, simplifying the ordering process, production halal food, menu update, sales the more wide,

			multiply interest seller via online, open market more expanding, more marketing save, more efficient, easy promotion, materials more halal food easy obtained and improved Power competition
(Amalia, 2020)	Examine the influencing factors intention consume Halal food and drinks for teenagers	Primary data results questionnaire distributed to the teenagers with range aged 16-24 years who are in Jakarta, Bogor, Depok, Tangerang and Bekasi. Analysis with smartpls 3.0. Theory of Planned Behavior (TPB) Approach	Variable subjective norms influence intention for consume Halal food and drinks for teenagers  Attitude no influence intention consume Halal food and drinks for teenagers  Perceived behavioral control does not influence intention consume Halal food and drinks for teenagers
(Setiawati et al., 2019)	For know influence religiosity, awareness will halal food, and attitude to halal food for  Intention buy by generation millennials.	Study quantitative with survey analysis method.	1) halal awareness has an influence significant to attitude to halal food, 2) religiosity, halal awareness and attitude to halal food each has an effect significant to purchase intention halal food and finally, 3) halal awareness mediated by attitudes to Halal food influences intentions buy halal food. While connection between religiosity with attitude towards halal food and relationships between religiosity and intention buy halal food mediated by attitude going to halal food no can supported.
(Nukeriana, 2018)	Analyze implementation halal certification, identifying factor supporters and inhibitors as well as dig and find the role of LPPOM	Study field research with use approach legal sociological	First, implementation halal certification on products food in Bengkulu City has implemented although Still part small from the number of Small and Medium Industries (IKM) in Bengkulu City. Second, the factor Supporter implementation

	MUI Bengkulu Province in grow awareness consumers and producers food to halal certification in Bengku City		halal certification on products food in Bengkulu City is existence regulations that govern about halal certification, consumer food majority Muslim and producer food majority religious Islam factor the inhibitor is Not yet applicable its effectiveness Constitution about Guarantee Halal Products, lack of information / knowledge about halal certification and lack of awareness law consumers and producers for get halal certificate. Third, the role of LPPOM MUI Bengkulu Province in grow awareness consumers and producers food to halal certification in Bengkulu City is give socialization about halal certification, coaching to Micro, Small and Medium Enterprises (msmes) related to halal certification and stage race writing halal high school level
(Edison & Lestari, 2020)	Analyze draft public Riau Malay in guard halal food, type food What only that shows that public Malay only eat halal and good food,	Studies field that collects data based on interviews, observations and documentation	Community motives Malay only eat food with halal and thoyyib criteria more because of Because customs and traditions that are taught down hereditary through approach advice and teachings of the elders. Type halal food that more lots from prohibited foods.
(Rifa'i, 3 C.E.)	For know Handling about promotion halal food in Taipei City	Method qualitative-descriptive with Spradley model analysis, namely: after determine standard halal food and drinks, then to be continued inventory place halal food in Teipei City	Protection Consumers, Halal labeling itself in Taipei City, Taiwan is issued by the Taiwan Halal Integrity Development Association (THIDA), Taipei Grand Mosque, CMA and individuals. Muslim. Therefore that's it so required study marketing halal food in Taipei City Taiwan the implications No only make it easier Muslim citizens get halal consumption,

			but also opportunities For open business new halal food.
(Lestari, 2020)	Explore role government and Muslim society in general in development halal food and tourism in indonesia	Qualitative descriptive with review library.	Role government in implementation Halal certification has a big influence on the level consumptive tourists. With peeling regulation government related tourism and halal food will give enlightenment will importance wriggling destination halal tourism with serving halal food in indonesia
(Shafie et al., 2019)	Focus to labeling food with see characteristics, functions as well as condition necessary labeling complied with by the issuer food for give knowledge to user For choose goods best	Method qualitative with take approach analysis content than sources like books scientific, turath books, journals, newspapers and websites are researched and analyzed in a way descriptive	Labeling food can seen as one of the method for escort get results profit with various method like use ingredients imitation or forbidden or material quality low that is harmful health users. In the same time kingdom may to advocate more Lots training and courses amplifier power covering inspection and validation labeling from time to time. Therefore, it is necessary carry out or to establish the law that has been set for produce labeling that is allowed ensure safety all party
(L. P. Sari, 2021)	Give alternative from side possible contracts and financing models support Islamic bank financing in industry said, so that expected the role of Islamic banks will the more big in support development industry halal food in indonesia	Library research with approach descriptive qualitative with technique analysis content	The role of Islamic banking today This still minimal in support industry halal food in Indonesia, especially from side financing. From in terms of financing model , financing model partnership / synergy and community can become alternatives in the sector agriculture . While the financing model linkage and ecosystem based suitable applied to the sector industry processing and services food drink.

(Putra et al., 2021)	Test Consumer Purchase Intention to product food halal in the community in the city of Banda Aceh with using the Theory of Planned Behavior	Study survey with use questionnaire as the instrument. The population used in study This is people in the city of Banda Aceh	Results analysis regression show that Attitude variables, subjective norms, and perceived behavioral control have an influence positive and significant to Intention to Buy Halal Food.
(Faraudis et al., 2019)	Storage process halal and non-halal ingredients at Spice Beach Club Bali as well know existence halal food at Spice Beach Club Bali	Study descriptive qualitative	1) In storage halal and non-halal materials are carried out in One place and every material will made into One receptacle according to types and categories material mentioned, 2) Existence Halal dishes at Spice Beach Club Bali are loved by guests. This can seen from booking to halal dishes around 91.7%. If you look at it, most of large food menu from Spice Beach Club Bali is halal food
(R. P. Sari et al., 2021)	Get alternative strategies used by the startup makananhalal.id in develop his business	Methodology used qualitative descriptive and using interview deep with SWOT matrix	(1) Alternative SO Strategy expands network halal food throughout the DKI Jakarta area using social media For promote makananhalal.id and join become driver partners. (2) Alternative WO Strategy with make social media accounts with content interesting For increase traffic. Hold live quizzes or giveaways on social media during system off, and expand area coverage and distance delivery so that at least the DKI Jakarta area can be reached accessing makananhalal.id. (3) Alternative ST Strategy with do cooperation of business people jastip to make pre-orders on the makananhalal.id application. Held promotion and marketing that makananhalal.id is more flexible compared to application others, and (4) alternative WT

			strategies: establishing cooperation with perpetrator business restaurant that has not been opened open online delivery, increase range distance delivery more from 25km as an improvement for compete with application competitors. Research furthermore focus on digital marketing strategy for business halal food.
(Hakim & Yusuf, 2020)	For increase understanding halal consumption in society specifically PCA Aisyiyah congregation.	Methods used is assistance that includes socialization, workshop, training, practice direct, and evaluation.	The community still Not yet fully own understanding related halal food and halal products, with activity This there is improvement understanding in society
(Peristiwo, 2019)	Determine development, opportunities and challenges chain halal supply in industry Indonesian halal food.	Methods used is method descriptive qualitative	Food and halal science such as Now this, competition For need more halal food tall from abroad, therefore That company halal food must maintain production, with applications and companies technology other must respond consumer more fast
(Salam & Makhtum, 2021)	How far is the implementation guarantee halal products through halal certification for product Food and beverage UMKM in Sampang Regency	Study approach qualitative descriptive	Product Featured food and beverage UMKM has great potential in realize halal ecosystem so that next in order to be able to optimally find the right strategy in realize design industry halal food.
(Nurhidayana & Juniarti, 2021)	For analyze and discuss about influence religious beliefs, subjective norms, and halal awareness with intention buy halal food	Use analysis multiple linear regression with the SPSS program.	Between religious beliefs and intentions purchase, subjective norms and intentions buy, halal Awareness, and intention buy is significant

(Setyaningsih & Marwansyah, 2019)	Test influence halal and halal certification through interest decision consumer in buy product food.	Structural equation modeling (sem) is carried out with amos  Device soft used for analyze data	Research result show that halal certification has an effect significant to interest consumer with mark correlation 0.246; halal awareness has positive influential to decision customer with mark correlation 0.208; quality service own influential positive to decision customer with mark correlation by 0.180
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#### 4. RESULTS AND DISCUSSION

Purpose of existence SOAR analysis was developed, namely for measure capacity individual in think about strategy four functional elements in dynamics future orientation in the century to 21. The SOAR model changes SWOT analysis, which is already very well established, in matter factors internal weaknesses of the organization as well as external threats it faces to in factors aspirations (*aspirations*) that are owned company as well as desired measurable results achieved. SOAR analysis argues that factor deficiencies and threats can bring up feeling negative for members organization, so that lower motivation For do your best (Stavros & Hinrinch, 2009).

Stage SOAR Analysis According to (Rothwell et al., 2015)SOAR displays the 5-I approach that started with initiate to help organization look for know (*inquire*) strengths, opportunities, aspirations, and outcomes; imagine (*imagine*) the future best; innovate strategy, *initiative* strategic, plan, system, design, and structure; and inspire (*inspire*) plan strategic and strategy for create results positive. SOAR uses approach all over system (*stakeholders*) for thinking strategic, planning, and leading.

There are several Indicators on halal food and drinks in SOAR Matrix, as following: (Mahsun et al., 2022)

No	Type	Draft	Indicator
1	Strength	Internal Factors	a. Potential of Muslim Society the largest in the world  b. Availability support governance specifically from various ministry.  c. Priority program free halal certification from BPJPH.  d. Facilities and environment adequate.
2	Opportunities	Internal Factors	a. Support from society



			<ul style="list-style-type: none"> <li>b. Cooperation from various parties and investors</li> <li>c. Support policy government</li> </ul>
3	Aspirations	External Factors	<ul style="list-style-type: none"> <li>a. Achieving community road maps Islamic economics through halal food and drinks</li> <li>b. The Awakening culture friendly Muslim sustainable</li> <li>c. Support utilization technology information and digitalization.</li> </ul>
4	Result	External Factors	<ul style="list-style-type: none"> <li>a. Increasing stakeholder trust and satisfaction</li> <li>b. The creation quality halal food and drinks through standard certification international</li> <li>c. The creation cooperative and productive cooperation network</li> </ul>

	<b>Strength</b>	<b>Opportunities</b>
	<ul style="list-style-type: none"> <li>a. Potential of Muslim Society the largest in the world</li> <li>b. Availability support governance specifically from various ministry.</li> <li>c. Procedures and systems are in place formed</li> <li>d. Priority program free halal certification from BPJPH.</li> </ul>	<ul style="list-style-type: none"> <li>a. Support from society</li> <li>b. Cooperation from various parties and investors</li> <li>c. Support policy government</li> </ul>
<b>Aspirations</b>	<b>SA Strategy</b>	<b>OA Strategy</b>
<ul style="list-style-type: none"> <li>a. Achieving community road maps Islamic economics through halal food and drinks</li> </ul>	<ul style="list-style-type: none"> <li>1. Optimization Source Power man with carry out socialization of workshops in frame increase quality Halal</li> </ul>	<ul style="list-style-type: none"> <li>2. Awareness Understanding public about literacy halal food and drinks already start</li> </ul>

b. Achievement introduction local products through activity economy friendly micro Muslim	food and drinks are appropriate standard. As for the strategic efforts that can be implemented to manufacturer in the form of a halal seminar/ talk show. to consumer through: halal news and information, friendship, and halal olympiad (salman salma)	increase (Burhanuddin et al., 2022) (Mesta et al., 2022) (Amalia, 2020) (Subianto & Pratiwi, 2018) (Setiawati et al., 2019) (Nukeriana, 2018) (Edison & Lestari, 2020) (Putra et al., 2021) (Faraudis et al., 2019) (Hakim & Yusuf, 2020) (Peristiwo, 2019) (Setyaningsih & Marwansyah, 2019) (Nurhidayana & Juniarti, 2021) matter the Of course must supported with create association between stakeholders interest involving various party
c. Support utilization technology information and digitalization		3. For the government presenting the Free Halal Certification (SEHATI) program (Ahmad) (Shafie et al., 2019), INDHEX (Indonesia International Halal Expo), halal olympiad, halal food goes to school, halal tourism (halal tour), seminars/ talk shows, facilitation free halal certification, halal socialization to SMEs/ companies big, halal socialization through media and social media, merchandise. (Yanasari & Kusniati, 2021)

Results	SR Strategy	OR Strategy
a. Increasing trust and satisfaction <i>stakeholders</i>	4. Optimizing all over the potential that exists as well as increase Power pull food and Drink with increase quality facilities and infrastructure. Of course with <i>halal food branding strategy</i> with utilise	5. Creating Cooperation with all line halal industry and Islamic banking to be maintained increasing quality developing. (L. P. Sari, 2021)
b. The creation quality halal food and drinks through standard certification international		

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c. The creation cooperative and productive cooperation network	digitalization the industrial revolution 4.0 is getting more and more develop. (Zahrah & Fawaid, 2019)
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## 5. CONCLUSION

From the results of the discussion and data analysis, there are 5 strategies offered by the author. in development strategy halal food and drinks namely optimization source Power Human, Consciousness Understanding public about literacy halal food and drinks, Providing free halal certification for halal food and beverage UMKM actors, Optimizing all over the potential that exists with *halal food branding strategy* with utilise digitalization, Creating Cooperation with all line halal industry and Islamic banking to be maintained increasing quality develop.

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