



## Strengthening the halal supply chain ecosystem in business unit of pesantren

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### ABSTRACT

To fulfill the halal needs of consumers or the community of Pesantren, the implementation of a Halal Supply Chain in every product is very important. Moreover, in boarding schools that offer various business units, a halal supply chain can be applied to create a halal ecosystem to foster better social change. This study is a qualitative study with a comparative approach on the objects of Darussalam Drinking Water (AMIDAS) and Khizanah Bakery (Manufacturing) and Gambia Market (Retail/Distributor), which are business units of Pondok Modern Darussalam Gontor. The results of this study indicate that the supply chain in the PMDG business unit has been well implemented. Meanwhile, halal supply chain activities are divided into three; first, halal supply chain resources include organization, information management, physical separation, and Islamic human resources. Second, halal supply chain business processes are halal manufacturing and halal logistics. Third, the halal supply chain network for Amidas and Khizanah Gontor Bakery as producers sources materials from manufacturers, produces goods, stores them in warehouses, and distributes them to retailers, sub-retailers, and so on. Gambia as a distributor receives products from producers according to halal standards and then provides them to customers. All halal supply chain activities have been carried out in accordance with Islamic principles.

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## 1. Introduction

The economic sector strongly supports the development of the halal product market, so it impacts the continued promotion of halal products. Halal food is a demand of a community, Meanwhile, market readiness to provide a supply of halal products is still not much promising. The high awareness of consumers to consume halal products based on product halalness, health, and perceived value increasingly encourages consumer interest in buying halal food products. As a result, the halal lifestyle is increasing and increasingly influencing each other in the halal product business (Yulia, 2015).

State of the Global Islamic Economy Report “Driving the Islamic Economy Revolution 4.0.” Indonesia ranks 4th in Halal Food trends, 6th in Islamic Finance, 6th in Muslim Friendly Travel, 3rd in Modest Fashion, 6th in Pharmacy & Cosmetics, 5th in Media & Recreation, and 4th out of 15 countries in the Global Islamic Economy (Standar, 2019).



Picture 1. Ranking of States the Global Economy

In addition, Indonesia ranked 5th in Halal Travel Expenditure, 2nd in Halal Cosmetics Expenditure and 8th in Islamic Finance Assets. Data shows that Indonesia has a development of halal products and the potential in the halal sector. So consumers not only want to get halal products but also halal in making or preparing products (Rasi, 2017). Therefore, the application of the Halal Supply Chain can be a solution. Halal Supply Chain can be defined as the management of the process of handling halal products from raw materials from suppliers to finished products into the hands of consumers; the whole process is based on Shari’a Law so that products are guaranteed to be halal. So the concept of a halal supply chain is crucial in chain activities, starting from the selection of goods, the production process, storage, to distribution to clarify the halal integrity of goods from source to consumer (Ahmad Hidayat, 2020a). In the 22nd century, Indonesia will be demographically. In this period there will be a big one. The number of productive population reaches 40%, so it is estimated to be able to advance the economic level and meet market demand for halal products which are currently also popular (Pratama & Sunardi, 2019).

The reality, Indonesia is still a consumer and this potential is still being wasted. Meanwhile, pesantren are suitable places to support a halal ecosystem where all production and marketing are by the sharia system or guaranteed halal. Pesantren have fulfilled the requirements as an ecosystem to support the creation of social change using economic activity in the form of production, distribution, and consumption (Agama, 2021). In terms of business, Islamic boarding schools have established independence in the economy through the formed business units; this independence can target three aspects, namely the digital ecosystem, the MSME ecosystem, and the halal ecosystem (*Pangkalan Data Pondok Pesantren (PDPP) diakses melalui <https://ditpdpontren.kemenag.go.id/pdpp> pada 10 Desember 2021 Pukul 19:01 WIB*, n.d.). Challenges for pesantrens include the fact that many pesantrens have not yet implemented a halal supply chain management system. It is still sporadic, not optimally coordinated, and many have not fully adhered to halal standards from upstream to downstream (Indra Gunawan & Maryono, 2022), as well as the lack of literacy and human resource capacity in halal supply chain knowledge, and the skill gaps in halal supply chain management, particularly in sourcing, distribution, and logistics processes (Suwanto & Gunawan, 2021). Gontor Islamic Boarding School is one of the largest and most influential pesantrens in Indonesia, with an extensive network and fairly advanced economic activities. The business ventures of Pondok Modern Darussalam Gontor are very diverse, encompassing more than 29 business units managed by the Gontor Waqf Board to fund the operations and welfare of students and teachers (Dewi Iriani et al., 2021). Examples include gas stations, bottled water factories, bakeries, building material stores, and transportation services. Gontor Pesantren thus becomes a strategic representation for studying the halal supply chain in pesantrens. In this study, two business units of the pesantren will be included in the Halal supply chain model of the pesantren, namely AMIDAS (Darussalam mineral water) and Gambia Market. Therefore, Gontor Pesantren as an object of halal supply chain research is very suitable for exploring current issues while also developing applicable and contextual solutions for pesantrens and the halal industry in Indonesia. Therefore, in this article, this latest problem becomes an important challenge in the effort of pesantrens to strengthen their position as drivers of a competitive national halal economy.

## 2. Literature Review

Suwanto and Indra Gunawan in the MABNY Journal: Journal of Sharia Management and Business entitled “Ekosistem Pesantren dalam Mewujudkan Manajemen Halal Supply Chain Menuju Madani Society 5.0.” (Indra Gunawan, 2021). This study uses a qualitative method. As a result, there are four principles of the halal supply chain, namely halal procurement, halal manufacturing, halal distribution, and halal logistics (supply chain). However, implementing halal supply chain management in boarding schools need requires government support, information technology management, human resource management, transportation planning, halal certification, partner relationships, and traceability of halal information.

Mumfarida and Dzikrulloh in the Izdhihar Journal: Sharia Economics Journal entitled “Implementasi Halal pada Proses Produksi Produk Bisnis Pesantren” (Dzikrulloh, 2021). This study used qualitative research methods with techniques of collecting data by interview, documentation and observations. The results of the study concluded that the implementation of halal in the production process of the Madura duck sector in Nur Yasin, Nurul Amanah Islamic boarding schools and the production of tofu at the An-Nafi’iyah Islamic Boarding School were by the Halal Supply Chain and Government Regulation of the Republic of Indonesia No. 31 of 2019 concerning Implementing Regulations of Law No. 33 of 2014 concerning Guarantees for

halal products and the materials used have LPPOM-MUI standards and the tools used have been registered on the Halal Positive List of Materialists.

Tika Widiastuti, et.all in the Maya Global Education Society (MGES) Journal entitled “Obstacles And Strategies In Developing Halal Industry: Evidence From Indonesia” (Widiastuti, 2020). This study used qualitative research methods. The Global Islamic Economy Report 2019/2020, shows that Indonesia is in 4th place in halal development. Even though Indonesia is one of the countries with a Muslim majority. Therefore, this is a big challenge for Indonesia to develop the halal industry.

### 3. Research Method

The type of research used by the researcher is to use the type of qualitative research (Tracy, 2013). The aim or intent of qualitative research is the research that is more focused on describing the state of the nature or nature of the value of a particular object or symptom (Marhaeni, 2019). Comparative-Qualitative (Darmastuti et al., 2018). Research Design is a study aimed at comparing two objects, namely the business units of Gontor pesantren (AMIDAS and Gambia). These two objects are compared because they conduct sales outside the pesantren. This type of research prioritizes the depth of meaning and experience, rather than numbers. Researchers directly observe went to AMIDAS and Gambia Market as well as conducted research with a deeper focus determination (with manajer, employee by unstructured interview) and based on the level of the newness of information that would be obtained from social situations or in the field and because qualitative research was temporary and would develop again. Data validity/authenticity is ensured through triangulation. In this study, it is expected to find a frame in the halal supply chain, so as to find a new model in HSC at the production or distribution level that is in accordance with Islamic concepts so as to achieve a complete halal ecosystem.

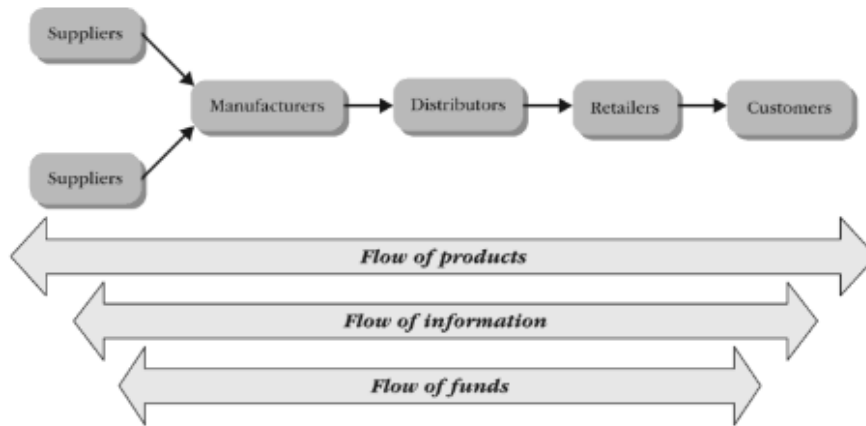
### 4. Result and Discussion

In addition, the potential and trends of halal products have become one of the main discussions at the G20 forum. The G20 is a strategic multilateral platform connecting the world’s major developed and emerging economies. The G20 holds a strategic role in securing future global economic growth and prosperity. Together, the G20 members represent more than 80 percent of the world GDP, 75 percent of international trade and 60 percent of the world population (G20, n.d.).

In Indonesia, halal regulations have been stated in Law No. 33/2014 on Jaminan Produk Halal (JPH). With the presence of Law Jaminan Produk Halal the Halal, it can protect Muslim consumers in choosing goods, and encourage business actors to provide clarity on their products (Diana Susanti, 2021; *Undang-Undang Nomor 33 tahun 2014 tentang Jaminan Produk Halal (UUJPH, n.d.)*).

The halal ecosystem can also be said to be a unified whole and comprehensive order between all the supporting elements in halal production or is a chain of halal production activities that are interconnected in an environment that influences each other. This ecosystem is formed from a supply chain that connects one supply point to another and has value so there is a link that is connected to the value of another form (Indonesia, 2020). Indonesian Halal Ecosystem is based on Law 33 Halal Product Guarantee and Government Regulations No. 31 2019 Halal Product Guarantee. Halal ecosystem forms a halal synergy that supports the halal industry to increase the Muslim market. The supply chain has been shown as a static the system, as a connected

network of organizations that co-operatively work together or a system that consists of all parties involved, directly or indirectly, in fulfilling a customer need (Diansyah, 2022). In Other terms, the supply chain as a network-integrated all entities involved in producing and delivering a product to the final costumers including raw materials, manufacturing, producing, and transportation of the products, packaging, labelling, warehouses system, distribution, and delivery to the final customer

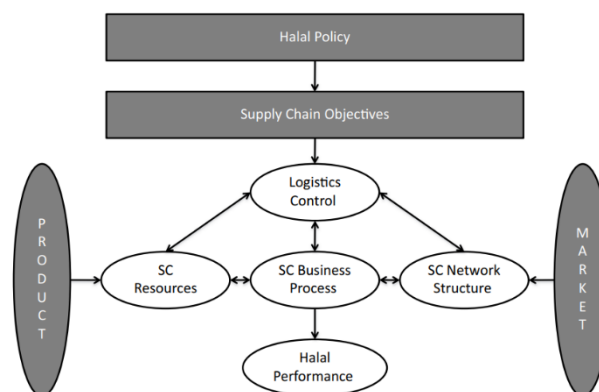


**Picture 2. Suplay Chain Conventional Concept**

Source : Sanders, 2020

The flow of the Supply chain system starts with suppliers who supply and transport raw materials and components to producers or manufacturers. Manufacturers convert materials into finished products and then distributed them to retailers who sell the product (Sanders, 2020).

Market demand for halal ingredients is increasing, especially in the halal food industry. Halal integration in this aspect shows that the processing of materials and transportation & transiting has higher risk than manufacturing while determining the Halal integrity of Halal products. Customers choose the HSC ecosystem as a new freight service industry due to its perceived cleaner-safer & hygienic services. By practicing the halal system, the industry be able to obtain halal certification, one of the global halal market requirement (Sayed, 2022). Halal supply chain management’s basic elements are direct contact with forbidden substances, risk of contamination, and Muslim consumers’ perception. These basic elements are cover in logistics control/halal logistics (Tieman, 2011). Halal Logistics is one new innovation because halal logistics can give the impression of product safety, especially for Muslims consumers, as well as sharia-compliant services.



**Picture 3. Halal Supply Chain**

Source : Tieman, 2011

Logistic Control is divided into (1) *Supply Chain Resources*, that All processes included organization and information management that identifies and communicates the halal status. In addition, SCR includes physical segregation and the Islamic Human Resource concept (Ahmad Hidayat, 2020b, p. 26), in Islam was called Human Resource (HR). The harmonization of these two aspects with the various potentials that they possess leads to humans as God's creatures who are unique and special and perfect and have individual differentiation between themselves and others (Moo, 2022). Humans should develop spiritual values which include: knowledge, religious, artistic, economic, social and political values. Human Resources are people who work in a company or are usually called employees, while Islamic Human Resources mean activities or practices, or policies related to employees based on the Al-Quran, Hadith and general principles of sharia (Koni & dkk, 2021, p. 2). (2) *Halal Business processes*, Supply chain business processes include Halal Manufacturing, Halal Logistics and Halal Purchasing. Manufacturing flow management is a halal control process to maintain product halal status until final consumers. 3) *Supply Chain Network Structure*, The Supply Chain Network Structure states that partners who are invited to do business must meet halal standards. important for the company chooses partners who are halal certified to be involved in the supply chain, to achieve halal supply chains integrity.

Connectivities between various supply chain are essential for enhancing supply chain performance. The Integration Supply chain, integration can result in performance improvements in terms of quality, cost, variety, and service. The Supply Chain is an activity about the flow of goods and services starting from the stage of providing raw materials to the final product until it reaches the consumer (Diansyah, 2022).

Al-Quran and Hadith as sources of Muslim law have regulated which goods are permitted or forbidden. Consuming everything halal is an obligation for Muslims as clearly stated in the Qur'an. In some verses, there is a connection between halal and faith. Halal consumption is an indicator of one's faith, as stated in Surah Al-Baqarah verse 173 (Al Quran Tajwid, n.d.).

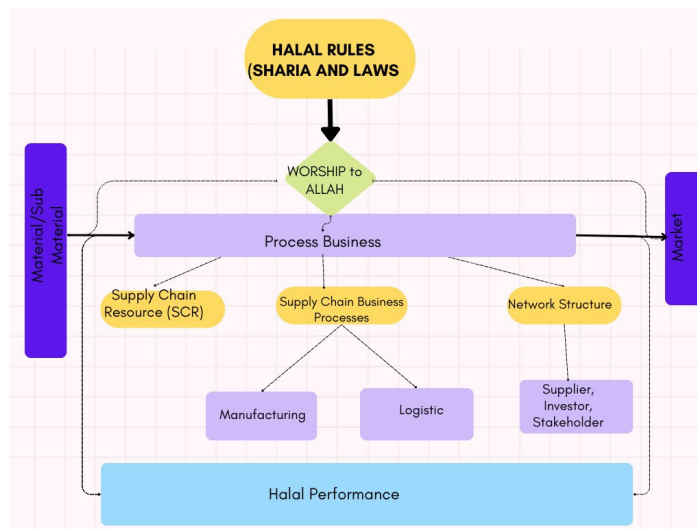
إِنَّمَا حَرَّمَ عَلَيْكُمُ الْمَيْتَةَ وَالدَّمَ وَخَنَّيرَ الْخِنْزِيرِ وَمَا أُهْلَ بِهِ لِغَيْرِ اللَّهِ فَمَنْ اضْطُرَّ غَيْرَ بَاغٍ وَلَا عَادٍ فَلَا إِثْمَ عَلَيْهِ ۗ إِنَّ اللَّهَ عَفُورٌ رَحِيمٌ

*He has only forbidden you 'to eat' carrion, blood, swine, and what is slaughtered in the name of any other than Allah. But if someone is compelled by necessity—neither driven by desire nor exceeding immediate need—they will not be sinful. Surely Allah is All-Forgiving, Most Merciful.*

In this case, Allah SWT food is not only halal but also good (*thayyiban*) (Raif, 2021). Used by humans to obtain energy, support growth and development and maintain health, In Surah an Nahl, 16:114 Allah SWT says which means "So eat from the good, lawful things which Allah has provided for you" (Al Quran Tajwid, n.d.). In the international trade system, the issue of product halal certification and marking has received good attention to providing protection for Muslim consumers around the world as well as a strategy to face the challenges of globalization (Charity, 2019).

In order to create a halal business ecosystem, it is necessary to have a support system that acts as a supervisor and sets guidelines for the management of halal economic activities in the halal industry, in addition to human resources, raw materials, and tools (Harjadi, 2021). Islamic studies about halal ecosystem applied the Supply Chain Resource at Islamic boarding school business units in halal rules is more on the value of piety to Allah in meeting their needs, in halal policies used are more values of obedience as servants of God, this part uniquely explores the possibility of

an integration of halal bussines model implemented a halal ecosystem. The supply chain applied in the pesantren business unit is divided into three parts, almost the same as the Teiman concept, but there are differences in the classification In addition, forms of compliance with the state are also applied in business units such as operational licenses and business feasibility, namely has been verified by The National Agency of Drug and Food Control (BPOM) register number 265213005809 and the Indonesian National Standart (SNI) 3553-2015, has been certified by Halal MUI 07120041491017, ISO 9001:2015. In addition, improving the quality of worship is also maximized as Morning ceremony was held to pray together to renew intentions in working and worshipping Allah SWT as well as conveying to maintain hygiene protocols in production. Erring the water product room. After finishing the work, they clean the place of each section (*Interview with Karel Muntazor, Administration Staff on 10, 2022*). The concept of halal suplaychain that forms the halal ecosystem is as follows:



Picture 4. Halal Suplay Chain in Business Unit of Pesantren

Source : data processed by researchers

At business unit, selecting employees sets several requirements: Honest, Muslim, Trustworthy, Diligent, obedient worship, and Reads the Quran well. Before work there are activities a morning ceremony rally is held to pray together for work safety. In addition to the monthly payday, a speech is held to increase faith and piety. At rest hours it is obligatory to pray in congregation, there is no work during rest hours. If there is overtime when orders increase in the month of Ramadan, there will be additional overtime pay (*W. Taqiyudin, personal communication, June 19, 2022*) Islamic resources are upheld in the Islamic boarding school business unit, with Islamic workers with Islamic habits, the level of production will be optimal, this is supported because of the rights and obligations of workers who are divided not only physically but mentally as well, such as being able to perform worship well, The existence of studies on Islam, these inner rights and obligations are the basic values of the halal business that is formed.

#### Supply Chain Business Process, there are:

1. Halal Manufacturing, Halal manufacturing is defined as the transformation process of halal ingredients or inputs by using halal procedures on halal outputs (*Rasi, 2017*). Raw material, supporting materials is an indicator used to produce an item (*Mohamed et al., 2018*). To build a halal ecosystem, the practice of worship is always practiced in this case in the process and

production results that are intended not only to make a profit but based on Islamic values, namely worship. With these values, workers will do their jobs well and rightly and they are afraid to commit sinful deeds. and Halal Manufacturing has been halal and The tools used for product packaging are good to maintain packaging quality.

2. Halal Logistic, The logistics service provider has become a key supply chain partner in extending halal integrity from the source to the point of consumer purchase. Although logistics activities and processes can be outsourced, the responsibility of halal integrity still lies with the brand owner (Tiemann, 2011). Are: a). halal Warehouse is a dedicated space for storing and handling products and materials that comply with shariah, Production and storage areas have been separated. Inside the warehouse, items have been separated, starting from plastic cups, plastic bottles, labels, gallons, and cartons. Storage space used with clean conditions or no dirt that causes *najis*. With such a room, the value of the product and the value of trust from consumers will be maintained All items are grouped and divided on each side of the warehouse.b) Halal Transport, Halal and non-halal products are not mixed in the same load carrier or a container/ common vehicle. It is a clear difference in transportation in any vehicle (Luki Trihardani, 2017). The product is guaranteed halal, so there is no separation of products in delivery. (S & Haleem, n.d.)
3. Halal Supply Chain Network Structure states that partners who are invited to do business must meet halal standards like as Investor, stakeholder also the costumer. The Supply Chain Network connects all supply chain management processes to perform halal performance. Supply Chain Network ensures that all material suppliers, manufacturing, purchasing, retailers, and sub-retailer until customers meet halal standards (Tiemann, 2011). a) Halal Purchasing, Cooperation network between business unit suppliers or partners called Halal Procurement/ Halal Purchasing (Baharuddin, 2015). Halal procurement is defined as halal purchasing, involving activities that focus on protecting halal integrity along the supply chain First, purchases of products by the company from material suppliers in the form of plastic bottles, glass bottles, gallons, labeling, and cartons. Second, retailers purchase products from the company spread throughout the Inter-city, Inter-Province. Third, product purchases by sub-retailers to retailers. Fourth, product purchases by customers from sub-retailers.b)halal retailing, Most of the retailers are Muslim and have been emphasized to separate products from non-halal products, every shipment to amidas retailers checks this.

Pesantren Gontor implements a halal supply chain not only technically but also spiritually (May Shinta Retnowati, 2023), with a worship-oriented supply chain approach, where every supply chain activity is seen as a part of worship and devotion to Allah. This is reflected in the integration of Islamic values, such as honesty, trustworthiness, and the intention of worship, throughout the procurement, production, distribution, and consumption processes within the Pesantren environment. However, overall amidas retailers are halal exclusive retailers because they only sell halal products. The theory of the halal supply chain states that a halal supply chain needs to adhere to four key principles: halal manufacturing, halal distribution, halal logistics, and halal procurement. These four tenets are combined with spiritual values at Gontor, ensuring that the supply chain fulfills both technical halal requirements and acts as a platform for da'wah and prayer. The halal supply chain theory's spiritual component is reinforced by Gontor's worship-oriented supply chain, which views every procedure as an act of devotion to Allah and an attempt to promote communal well-being. The worship-oriented supply chain at Gontor strengthens the spiritual dimension within the halal supply chain theory, making every process a part of devotion

to Allah and an effort to ensure the welfare of the community. Therefore, the implementation of a spiritually-based halal supply chain at Pesantren Gontor not only meets technical halal standards but also has a tangible impact on product quality, customer loyalty, and public trust. The implementation of the halal supply chain at Pesantren Gontor strengthens halal supply chain theory through the unique worship-oriented aspects of the pesantren. Furthermore, the halal supply chain is carried out comprehensively, emphasizing technical halal aspects as well as spiritual values. This is evident in the procurement, production, distribution, and consumption of goods at the pesantren, where Islamic principles such as honesty, integrity, and the intention to worship are integrated.

## 5. Conclusions

Synergy to create a halal business ecosystem requires not only human resources, raw materials, or instruments, but also a support system that acts as a supervisor and sets rules for the management of halal economic activities in the halal sector of the economy. Supply Chain Resources at Islamic boarding schools provide a greater emphasis on the significance of piety to Allah in order to meet their demands; these policies also place a greater emphasis on obedience as God's servants. to be able to Guaranteed quality of the meaning of the halal label itself, so that the label of halal is not only as branding on products only but also having high integrity on values Inherent Islam The concept of halal supply chain in the Islamic boarding school business unit in its business activities, both sources of raw materials, business processes consisting of supply chain resources, supply chain business processes (manufacturing and logistics), network structure, to the market is based on the value of worship to Allah.

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