Implementation of the Halal Assurance System and MSME Business Development Strategy: The Case of a Coffee Shop

Muhammad Ayyub Muslich\textsuperscript{1*}, Asep Nurhalim\textsuperscript{1}, Mohammad Iqbal Irfany\textsuperscript{1}

Faculty of Economics and Management, IPB University, Agatis Street, Dramaga Campus, Bogor, West Java, 16680, Indonesia,

ABSTRACT

This study aims to help a micro-small-medium enterprise (MSME), in this case Dakara Coffee, meet the requirements of HAS 23000. The identification carried out in this study was in the form of primary and secondary identification to apply the HAS Manual. The HAS Manual is designed based on the actual conditions of Dakara Coffee and contains 11 HAS criteria. The results showed that several identified food and beverage ingredients did not meet the HAS 23000 criteria and did not have supporting documents. Several improvements are then recommended such as replacing materials that do not comply with HAS 23000 and completing documents for food and beverage ingredients. Employing AHP method, the main priority for Dakara Coffee business development is location, followed by various other aspects such as halal management, branding strategy, product innovation, and organisational management.

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- AHP
- Coffee shop
- Halal Assurance System
- HAS Manual
- SME

1. Introduction

The State of Global Islamic Economy Report (SGIE) states that in 2019 the number of the world's Muslim community reached around 1.9 billion people, with total spending on halal products reaching \$2.02 trillion. This figure is projected to continue to increase in line with the increasing number of the world's Muslim community and is estimated to reach \$2.4 trillion in 2024. In addition, based on the same report, Indonesia's Islamic economic indicators in 2020 managed to rank 4th in the world behind Malaysia, Saudi Arabia and the United Arab Emirates. Six halal industry clusters were assessed: halal food and beverages, Muslim fashion, halal pharmaceutical and cosmetic products, halal media and recreation, halal tourism and the Islamic economy. Based on these sharia economic indicators, Indonesia's economic and sharia position is, on average, in the top 10. Two of them have made it into the top five in the world, namely the halal food and beverage sector and the Muslim fashion or clothing sector.

The Indonesian government has determined to make Indonesia the centre of the world's sharia economy by 2024. Therefore, the Master Plan for the Indonesian Sharia Economy (MEKSI) was established in 2019, which is a road map for developing the sharia economy, which aims to strengthen the national economy. In 2020, the master plan was revealed to be the Implementation Plan and Work Plan 2020-2024 based on solid coordination between the stakeholders of the National Sharia Economic and Finance Committee (KNEKS) from the government, academia, industry players, Non-Governmental Organisations (NGOs), and the community. The plan consists of 30 strategic programs focusing on developing and strengthening the halal industry, Islamic finance and social finance, and sharia business and entrepreneurship.

Apart from the target to become the centre of the world's sharia economy by 2024, the impetus for the development of the halal industry also comes from Law Number 33 of 2014 concerning Halal Product Assurance and Government Regulation Number 39 of 2021 concerning the Implementation of the Halal Product Assurance Sector. This regulation requires that all food and beverage products circulating in Indonesia be certified halal, except for those declared haram by religion. The phasing period of halal certification for food and beverages starts from October 17, 2019, to October 17, 2024. Violation of this regulation may result in food and beverage products not being marketed in Indonesia.

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Apart from the target to become the centre of the world's sharia economy by 2024, the impetus for the development of the halal industry also comes from Law Number 33 of 2014 concerning Halal Product Assurance and Government Regulation Number 39 of 2021 concerning the Implementation of the Halal Product Assurance Sector.
This regulation requires that all food and beverage products circulating in Indonesia be certified halal, except for those declared haram by religion. The object of this certification is to make sure that food and beverages comply with local regulations, lack of knowledge about applicable regulations, lack of human resources, and limited funds to invest and make various improvements required by regulations. On the other hand, the business run by MSMEs has an advantage of having requirements that are more feasible because they can provide employment opportunities for the community. Based on data from the Ministry of Cooperatives and Small and Medium Enterprises (Kemenkop UKM) in March 2021, the number of MSME actors in Indonesia reached 64.2 million, which is a road map for developing the sharia economy.

The Master Plan serves as a road map for developing Indonesia's sharia economy and providing the nation's economy and providing the nation's economy. In 2020, the master plan was revealed to be the center of the world's sharia economy by 2024. Therefore, the Master Plan is a business development strategy based on internal conditions (strengths and weaknesses), and external conditions (opportunities and challenges).

Regarding halal certification, Dakara Coffee owners and employees are interested in being certified. The data used are primary data obtained from observations and interviews with the management team and employees of Dakara Coffee.

2. Literature review

Consuming halal products for Muslims is vital as a simple form of implementing the ultimate life decisions. Therefore, halal products and consuming them is a matter that must be maintained. Halal is an Arabic term which means allowed, permitted, not prohibited. Halal can also be interpreted as being free from worldly and hereafter dangers. This term is often used in the context of food and drink in daily life according to the provisions of Islam. The definition of halal includes several provisions, including being allowed to be consumed according to Islam, does not contain prohibited elements or materials, does not contain najis, and is not contaminated with unclean or unclean materials in the manufacturing and storage processes.

In Islamic teaching, the number of verses in the Quran that emphasizes the command to consume especially halal food, is a sign for Muslims that there is a clear emphasis on obeying it. It is also a manifestation of a sense of submission, and obedience to Allah's commands, primarily if it is based on faith and sincerity. Apart from being a form of submission to Allah's commands, halal food can also benefit human life. The food and drink consumed can affect the growth and intelligence of the mind, affect nature and beauty, affect the development of children and offspring, affect the acceptance or rejection of prayer and charity, as well as one of the determinants of human safety status in the afterlife (Effendi, 2013).

Halal certification for products circulating in Indonesia is based on several government regulations to protect consumer safety. 3 principal regulations serve as a reference for the formation of halal certification on products. These regulations are Law number 33 of 2014 (Halal Product Guarantee), Law number 11 of 2020 (Cipta Kerja), and PP number 39 of 2021 (Organization of Halal Product Assurance).

2.1 Certification standard

In the certification process, some standards need to be applied. As a Halal Guarantee Institution (LPH), the Indonesian Ulama Council (MUI) has a Halal Assurance System 23000 (HAS 23000), which is used as a standard required in the preparation of the Halal Assurance System Manual (SJH Manual). The HAS manual is one of the requirements that business actors need if they want to register their products and businesses entities with BPJPH so that they can be certified by LPPOM MUI. Halal Assurance System 23000 has 11 criteria in it.

1. Halal Policy. The halal policy is a written commitment to producing halal products consistently. This policy is prepared by the management of the company, and it must be disseminated to the lower management, halal management team, employees, and material suppliers.

2. Halal Management Team. A halal management team is a group that is responsible for implementing plans for evaluating, and improving the halal assurance system in the company. This team is appointed by top management and is required to have written evidence. The halal management team members must be able to determine relevant improvements and strategies, develop, implement, and evaluate a halal assurance system under HAS 23000.

3. Training. Training is an activity to increase knowledge, skills, and attitudes to achieve the targeted level of competence. Relevant

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business entities are required to have a written Standard Operating Procedure (SOP).

4. Materials. The list of required materials includes raw materials, additives, auxiliary materials, primary packaging, lubricants, sanitizers that are in direct contact with the product, washing materials, and media to validate washing results. Raw materials and additives are used in manufacturing products and become part of the composition (ingredients). Auxiliary materials are used for production but not part of the product composition.

5. Production Facilities. Production facilities include buildings, rooms, machinery, and the main equipment and auxiliary equipment used in the production process.

6. Products. Registered products must include all menus sold at the outlet. If the registered product (name, shape, packaging) must meet specific requirements.

7. Written Procedure for Critical Activities. Critical activities are activities that can affect the halal status of the product. Critical activities generally include using new materials for certified products, an inspection of incoming materials, production, washing production facilities, developing and selling new products, storing materials, and transporting used materials.

8. Traceability of certified products from materials that have received LPPOM MUI approval and are produced in production facilities free from pork and its derivatives.

9. Handling of Products that do not meet the criteria. Products that do not meet the criteria are products that have been certified but have been produced from materials that do not meet the criteria for materials or the criteria for using new materials or are produced in facilities that do not meet the criteria for facilities.

10. Internal Audit. The internal audit verifies the fulfillment of the HAS 23000 criteria by the company's internal auditors. The audit was carried out with several provisions and was objective.

11. Management Review. Management review evaluates the effectiveness of implementing the halal assurance system carried out by management.

2.2 Certification stage

Halal certification for a product and a business entity involves 3 institutions, namely the Halal Product Assurance Agency (BPJPH), the Institute for the Study of Food, Drugs and Cosmetics of the Indonesian Ulema Council (LPPOM MUI), and the Indonesian Ulema Council (MUI). BPJPH acts as an institution that provides halal product guarantees. LPPOM MUI has the task of checking the adequacy of documents, scheduling audits, conducting audits, conducting auditor meetings, issuing audit memorands, and submitting minutes of audit results at meetings of the MUI fatwa commission. Through the fatwa meetings, issuing audit memorandums, and submitting documents, scheduling audits, conducting audits, conducting auditor meetings, issuing audit memorands, and submitting minutes of audit results at meetings of the MUI fatwa commission. Through the fatwa commission, MUI determines the halal status of the product based on the audit results and issues the MUI halal decree. In general, the owner of a business entity will go through several stages in the product registration process.

2.3 Business entity registration through OSS

Business owners are required to register their products and business entities with the Investment Coordinating Board (BKPM). Registration is done online through the Online Single Submission (OSS). After registering, the business owner will get a Business Permit Number (NIB) as a document needed at the next stage.

1. Registration through the halal product guarantee agency (BPJPH)

After obtaining a Business License Number (NIB), business owners can register their products and business entities with the Halal Product Guarantee Agency (BPJPH). Business owners register through the SHalal platform that BPJPH has provided. Data entry and download of the required documents are required. Applications are processed after submitting documents, product and material name lists, product management processes, and halal assurance systems are uploaded on the platform. If all data and documents have been completed, the business owner will get a Document Receipt Letter (STTD) from BPJPH, which is one of the requirements in the certification process.

2. Registration at the halal inspection board

The purpose of this step is for business actors to register their products and business entities with the Halal Certification Examiner Agency (LPH). Business owners must fill in the required data through the CEROL LPPOM MUI. If the data and documents have been submitted through the CEROL platform, then LPPOM MUI will start the audit process. After LPPOM MUI has completed its duties as LPH, the results of the audit series will be forwarded to the Fatwa Commission of the Indonesian Ulema Council (KFMUI). Based on the audit and the data received, the Fatwa Commission of the Indonesian Ulema Council will release halal provisions for registered products and business entities. Halal provisions will be required in the following process.

3. Request for halal certificate issuance

The last part of the certification process is a request to issue a halal certificate at BPJPH. At this stage, business owners need to submit a Document Receipt and Halal Determination obtained through various previous processes. After making a request, a halal certificate will be issued by BPJPH.

2.4 Previous study

Hartoyo’s research (2016) aims to design the Halal Assurance System Manual (Manual SJH) so that it can be implemented by the Pak Min Klaten Chicken Soup Restaurant. This study’s results indicate that the Halal Assurance System criteria have not been fully applied to the Pak Min Klaten Chicken Soup Restaurant. In the absence of one of the restaurants participating in the education program from LPPOM MUI. In addition, there is a lack of supporting documents on critical materials such as chicken meat, a key ingredient in business operations.

Priyoga’s research (2018) aims to maximise the Halal Assurance System (HAS) implementation, which is compiled in a HAS manual and tested in Terminal O’s business processes. The manual is needed as a technical guide to meet food safety and halal product requirements. It indicates that some of the materials used in the production process are not accompanied by supporting documents, especially critical materials such as chicken and beef. The supplier supplies the critical material, and an audit of the supplier needs to be carried out to ensure its halal status.

Assyfa’s research (2018) compiled a Halal Assurance System Manual (SJH Manual) that is simple and easy to implement by business actors as a halal requirement for restaurants. The results of this study indicate that there are obstacles in the supporting documents of the material. It takes a supplier audit on suppliers of critical ingredients such as chicken meat.

Arief’s research (2021) aims to help the Angkringan Typical Jogja restaurant Mas Bowo fulfill the requirements needed in the Halal certification registration process to the BPJPH. It was found that the traceability aspect was only partially applied as some critical materials, such as pieces of chicken meat, are not accompanied by supporting documents. Business processes and procedures are already implemented by the restaurant.

Qushai’s research (2021) helps Kapingas Restaurant meet the requirements needed in the halal certification registration process to the BPJPH. It was found that the traceability aspect had not been fully implemented. Critical materials, such as chicken and beef, are not equipped with supporting documents and need to be audited on the supplier side.

3 Methodology

This research was conducted in September – December 2021 at Dakara Coffee. Dakara Coffee is located at Dramaga – Laladon New Ring Road Number 9 IPB, Dramaga, Bogor. Data collection methods were carried out through direct observation and interviews with the person in charge and employees at Dakara Coffee to obtain primary data. The primary data in this study include the state of the restaurant, list of ingredients, menu list, restaurant layout, restaurant management structure, types of products, procedures or procedures, as well as opinions from Dakara Coffee and other respondents regarding business development. The collected data is then used to compile the HAS manual. Business process identification is also conducted to obtain the data needed to prepare the HAS manual. This identification is an activity of observing the activities that take place during the operation of the business. This identification process is divided into production preparation, production process, and post-production.

Manual of halal assurance system concerning MUI halal requirements (HAS 23000). The preparation of the HAS manual aims to produce guidelines as legal aspects, halal assurance system guidelines as outputs needed by business actors to register their products and business entities with BPJPH for halal certification needs. It should be underlined that debriefing and training are needed to compile a manual for the halal assurance system as a basis for processing and collecting data as a whole (training will be held on September 21, 2021).

Implementation is done by applying the HAS manual designed for routine business activities at Dakara Coffee. The fulfilment of the requirements is formed in the form of a written document that will be used as a reference for restaurants in the production process. All activities carried out by Dakara Coffee will refer to the written document of the HAS manual.

At the end of implementation, analysis and evaluation will be carried out.

3.1 Analytical hierarchy process

The Analytical Hierarchy Process (AHP) is a decision support model describing a complex multi-factor or multi-criteria problem into a hierarchy. Hierarchy is defined as a representation of a complex problem in a multi-level structure. The first level is the goal, followed by factors, criteria, and sub-criteria until the last level is an alternative
In a study (Sekaran and Bougie 2016). The respondent criteria used in this study are the decision makers or management of Dakara Coffee and those in the food and beverage business. They have conducted training and education programs for halal certification for business continuity.

### Tables 1. Respondents

<table>
<thead>
<tr>
<th>Name initial</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>AN</td>
<td>Director of PT. Ardena Artha Mulia and Chairman of the Autonomous Agency for Food and Beverage, HIPMI Jaya</td>
</tr>
<tr>
<td>AR</td>
<td>Dakara Coffee Halal Management Team Member for Material Purchasing</td>
</tr>
<tr>
<td>FD</td>
<td>Dakara Coffee Halal Management Team Member Cooking Section</td>
</tr>
<tr>
<td>WL</td>
<td>Director of PT. Nusantara Catering Success &amp; LifeWetan Restaurant Business Owner</td>
</tr>
<tr>
<td>SJP</td>
<td>Head of Quality Assurance/Quality Control Flash Coffee Indonesia (PT. Ninety Six Degrees)</td>
</tr>
</tbody>
</table>

### 4 Results

The coffee shop case study chosen is Dakara Coffee. Dakara Coffee is located in Bogor, with various processed chicken, beef, and fish menus. Dakara Coffee also provides a variety of beverages, such as coffee, juice, and traditional spice blends. Dakara Coffee is located at Dramaga-Laladon New Ring Road No.9 IPB, Dramaga, Bogor. Currently, Dakara Coffee is led by Kiman Siregar, who is also the owner of the cafe. At the cafe, 15 employees work as cooks, waiters, and baristas.

Implementation of Halal Assurance System (HAS) using The Halal Assurance System Manual (SJH Manual). SJH Manual is a written guide compiled for restaurants to produce halal products composed of the requirements of the MUI halal certificate (HAS 23000) issued by the MUI. Essential factors in Dakara Coffee business development lies look at the role of the halal assurance system or halal management as an essential factor in the development of the Dakara Coffee business. The AHP (Analytical Hierarchy Process) method is used to determine the weight of each factor to obtain a priority ranking.

The critical factors will be given using the pairwise comparison method between one factor and another to see the level of importance. The weight of each factor can be seen in Table 2.

### Tables 2. Results of the pairwise comparison of the main factor groups

<table>
<thead>
<tr>
<th>Factor</th>
<th>Weight</th>
<th>Priority</th>
<th>CR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisational Management</td>
<td>0.128</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Halal Management</td>
<td>0.167</td>
<td>2</td>
<td>0.097</td>
</tr>
<tr>
<td>Branding Strategy</td>
<td>0.161</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Location</td>
<td>0.399</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Product Innovation</td>
<td>0.155</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary Data (2022)

Factors in halal management are compiled based on the halal assurance system manual. These factors are menu and materials, commitment, training, and education. The weight of each factor can be seen in Table 3.

### Tables 3. Results of pairwise comparisons of halal management

<table>
<thead>
<tr>
<th>Factor</th>
<th>Weight</th>
<th>Priority</th>
<th>CR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Menu and Ingredients</td>
<td>0.725</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Commitment</td>
<td>0.200</td>
<td>2</td>
<td>0.254</td>
</tr>
<tr>
<td>Training and Education</td>
<td>0.074</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

Source: own estimation (2022)

Factors in product innovation are price, uniqueness, and taste. The weight of each factor can be seen in Table 4.

### Tables 4. Results of pairwise comparisons of product innovation factor groups

<table>
<thead>
<tr>
<th>Factor</th>
<th>Weight</th>
<th>Priority</th>
<th>CR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price</td>
<td>0.597</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Uniqueness</td>
<td>0.143</td>
<td>3</td>
<td>0.0002</td>
</tr>
<tr>
<td>Taste</td>
<td>0.259</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

Source: own estimation (2022)

### 5 Discussion

3.2 Sampling design

The respondents were selected using the purposive sampling method. The purposive sampling method is based on specific criteria factors in the development of Dakara Coffee's business. The hierarchy is arranged based on a literature review.
Dakara Coffee is one of the leading choices for students and people with urban lifestyles because it has various variants of food and drinks menus, desirable facilities (availability of WiFi internet network, attractive decorations for photoshoots, outdoor facilities, working space) and affordable prices for students. In practice, Dakara Coffee carries out business activities, such as purchasing raw materials, storing materials, cooking and washing ingredients, compiling menus, production, washing facilities, and making food and beverages. Purchases of raw materials are generally carried out every week. Most of these raw materials are stored in refrigerators and freezers to avoid damage to materials more quickly.

5.1 Halal assurance system manual and its implementation

The Halal Assurance System (HAS) is a system that is designed, applied, and maintained with the function of regulating so that materials, production processes, human resources, and procedures can always comply with the criteria in the MUI halal certification requirements (HAS 23000) (LPPOM MUI 2008).

Identification is carried out in the preparation of the HAS manual at Dakara Coffee. Identification is the first step in preparing the halal assurance system manual so the guide can follow the cafe situation. This study identifies several requirements for the halal assurance system that Dakara Coffee has not fully implemented. Fulfillment of the requirements is important so that Dakara Coffee can be certified by LPPOM MUI and become a reference for purchasing and cooking. The available materials are the result of observations and research data collection.

Internal and external training has been prepared. Internal training is scheduled at least once a year, while external training is at least once every two years. The material from the training was about halal regulations, and the 11 HAS criteria. Internal and external training will be held on September 21, 2021.

The owner of Dakara Coffee has appointed the halal management team through a letter of appointment. This team consists of a team leader, employees from the purchasing and receiving of materials, the cooking section, the compounding and serving section, and the washing section. The entire halal management team is a permanent team member of Dakara Coffee. Each team member's duties in implementing HAS have also been described and linked to daily tasks.

Implementation of internal and external training has been prepared. Internal training is scheduled at least once a year, while external training is at least once every two years. The material from the training was about halal regulations, and the 11 HAS criteria. Internal and external training will be held on September 21, 2021, and evidence of implementation is available as a training certificate.

All ingredients used in Dakara Coffee have been identified and supporting documents have been collected. So far, Dakara Coffee has not asked suppliers for supporting material documents. The collection of supporting documents is done by searching the LPPOM MUI website (www.halalmui.org). Based on this search, halal certification documents were obtained from most of the ingredients used by Dakara Coffee. The search was also carried out by looking at the list of non-critical materials (positive list) published by LPPOM MUI. Non-critical materials are materials that have been verified as halal sources.

After identifying the ingredients used by Dakara Coffee and tracing the supporting documents, it was found that several food ingredients were not equipped with documents and the suppliers were also unable to provide information on the ingredients used, namely meatballs, vermicelli, chicken and beef, dim sum, wet noodles, nuggets, sausage, and processed suki-suki. In beverage products, ingredients are not accompanied by supporting documents, namely boba. It was also found that materials not equipped with a halal certificate did not meet the product criteria for certification, namely King Coffee Beer and Ngoro Coffee Beer. This beverage product is a carbonated (soda) coffee drink. The two products do not meet the requirements to be certified halal because they use the word "beer", whereas in the HAS 23000 criteria, all materials to be certified must not contain harm and unclean elements.

Based on observations of all the facilities used by Dakara Coffee which include material preparation, compounding and cooking facilities, beverage preparation, menu presentation facilities, washing facilities and material warehouses, it can be concluded that the Dakara Coffee facilities have met the S.H criteria because no use of pork-derived materials and halal facilities have not been found so that the quality of the ingredients used has been guaranteed. Washing is done with water and liquid soap, equipped with a halal certificate. The adequacy of the washing results is measured by the loss of odours and the cleanliness of the equipment from residual products and materials.

Written procedures for purchasing materials have been developed. This procedure ensures that purchases are made only of the specified materials. Because Dakara Coffee is still in the preparation stage for certification, the purchase reference is a brief ingredient list. If Dakara Coffee is approved, this procedures can be downloaded from the CEROL online system. This list of ingredients will become approved by LPPOM MUI and become a reference for purchasing and cooking. The available materials are the result of observations and research data collection.

Internal audit implementation procedures have been developed. This procedure regulates the implementation of internal audits, which are scheduled at least once a year. A checklist for implementing the internal audit has been prepared with the help of Dakara Coffee's business activities with 11 HAS criteria. An internal audit was conducted on November 8, 2021. There are several weaknesses in implementing the HAS, namely the presence of materials not equipped with supporting documents for materials that meet the criteria, and there are 2 beverage products that use the same beer. Based on the explanation from the halal management team, all audit findings will be resolved immediately before registering for halal certification.

Management review procedures have been developed; these reviews are scheduled at least once a year. The management review carried out on the same day as the internal audit. This review discussed the internal audit results and planned corrective actions to resolve the weaknesses found.

5.2 Essential factors in dakara coffee business development

1. Main factor comparison

The critical factors in developing the Dakara Coffee business that has been described in the Dakara Coffee business development are management, branding strategy, location, and product innovation. The weighting will be given using the pairwise comparison method between one factor and another to see the level of importance. The weight of each factor can be seen in Table 2.

Table 2 shows that respondents chose the location factor as the top priority factor with a weight of 0.389. Then the halal management factor was the second priority with a weight of 0.167, followed by the branding strategy factor with a weight of 0.161, product innovation with a weight of 0.155 and finally, the organisational functional management factor with a weight of 0.128. The Consistency Ratio (CR) is 0.097 or below 0.1, indicating that respondents' weights meet the requirements for pairwise comparisons. Halal management as a second priority shows that the halal assurance system's role is essential in developing a better business.

2. Comparison of halal management factors

Several important factors are considered criteria or sub-factors essential to their implementation. In halal management, respondents chose menu and ingredients as the top priority factor with a weight of 0.725, then commitment as the second priority with a weight of 0.200, and finally training and education with a weight of 0.074. The CR in this analysis is 0.254, which indicates that the weighting by the respondents does not meet the pairwise comparison requirement. The halal assurance system cannot be seen from one element alone. Each factor or element in the halal assurance system manual is equally essential to decide whether a product is halal or not.

3. Product innovation factor comparison

Product innovation is often an essential factor in the development of a business. However, this study only occupies the fourth position of the level of importance or priority factor. However, the essential element in the product innovation factor remains interesting. In product innovation, respondents chose price as the top priority factor with a weight of 0.597, uniqueness as the second priority with a weight of 0.259, and taste with a weight of 0.143. The CR in this analysis is 0.0002 or below 0.1, indicating that the respondent's weighting meets the pairwise comparison requirements. Therefore, the management can implement this priority scale as a basis for product development.

4. Suggestions for improvement of HAS implementation

Referring to the results of the identification and implementation of the HAS manual at Dakara Coffee, several aspects are not following the requirements of the MUI halal certificate (HAS 23000). The discrepancy is found in aspects of supporting documents for materials and product names. Materials used in business processes must be accompanied by supporting documents, especially critical materials such as chicken, beef, and processed suki-suki. Because the material meets the criteria, it is not equipped with supporting documents, it is necessary to hold an audit of producers and suppliers to ensure their halal status.
Several supporting and auxiliary materials were also found that already have a halal certificate but are almost entering their expiration date.

The names and products used and offered to consumers must be free from haram and unclean elements. Based on the identification carried out, product names come from brands with haram and unclean elements (beer/khamr). Although the product has its consumer scope, in the process, implementation, and application of halal certification, it is not allowed for business actors to sell, distribute, and offer products both in terms of name and ingredients with elements containing haram and unclean substances. Due to this, the researcher proposes several alternatives so that Dakara Coffee can implement the HAS manual properly. These alternatives include changing names and materials used in business processes and recommending materials in the form of a list (list) that has been certified halal by MUI as an option in the Dakara Coffee business process.

6 Conclusion

The halal assurance system manual was designed to be a written guide for restaurants on the requirements of the MUI halal certificate (HAS 23000). The manual preparation of the halal assurance system can make it easier for restaurants to meet the requirements set by LPPOM MUI.

At the implementation stage, Dakara Coffee has not yet fully implemented a halal assurance system in its business activities. Two of the eleven criteria contained in the manual for the halal assurance system have not been fully met, namely the criteria for materials and products. There are still brands of materials and products that are not following the halal provisions of LPPOM MUI (HAS 23000); where it is forbidden to sell products that contain elements of haram and unclean substances with various scopes, both name, taste, and aroma. This discrepancy motivates Dakara Coffee to have several options, including stopping sales of the product in question and providing recommendations for products with similar flavour but halal certificates. In addition to these discrepancies, some materials (including critical materials) have not been accompanied by complete documents, so further audits are needed on the supplier side. This study recommends similar materials accompanied by an MUI halal certificate as an alternative so that Dakara Coffee can implement the HAS manual for restaurants.

The main priority factors generated through AHP analysis in the development of Dakara Coffee’s business are location as the top priority factor, followed by halal management, branding strategy, product innovation, and employee commitment. However, the consistency ratio value in halal management does not meet the requirements, so no absolute conclusions can be drawn. In product innovation, the importance of each factor sequentially is price, uniqueness, and taste.

This study suggests that MSMEs, including Dakara Coffee, should immediately make improvements to the criteria that have not been fully met with the proposals and recommendations that have been made so that the manual for the halal assurance system can be fully complied with and can immediately enter the halal certification stage. Applying the official regulations and protecting the consumer against the halal status of the products consumed is essential. It is suggested that business actors, especially the owners and the halal management team of Dakara Coffee, can fulfill their responsibilities in the scope of business activities at Dakara Coffee and as suppliers of raw materials.

References


