

# MANAGEMENT STRATEGY OF THE HALAL STUDIES CENTER AT MUHAMMADIYAH A.R. FACHRUDDIN UNIVERSITY (UNIMAR) IN ENHANCING HALAL LITERACY AWARENESS AMONG THE COMMUNITY OF TANGERANG REGENCY)

Wahyu Fajar Nugraha<sup>1\*</sup>, Abu Naim<sup>2</sup>, Nida Utami<sup>3</sup>

<sup>1</sup>Education Department, Universitas Muhammadiyah A.R Fachruddin, Banten, Indonesia

<sup>2</sup>Management Department, Universitas Muhammadiyah A.R Fachruddin, Banten, Indonesia

<sup>3</sup>Pharmacy Department, Universitas Muhammadiyah A.R Fachruddin, Banten, Indonesia

E-mail: [wahyufan@gmail.com](mailto:wahyufan@gmail.com), [abunaim@unimar.ac.id](mailto:abunaim@unimar.ac.id), [nidaunimar@gmail.com](mailto:nidaunimar@gmail.com).

Received : 01 March 2025

Revised : 15 March 2025

Accepted : 20 April 2025

Published : 02 August 2025

DOI : <https://doi.org/10.54443/morfai.v5i2.3769>

Link Publish : <https://radjapublika.com/index.php/MORFAI/article/view/3769>

## Abstract

This study aims to analyze the management strategies employed by the Halal Study Center of Muhammadiyah A.R. Fachruddin University in enhancing halal literacy among communities in Tangerang Regency, Indonesia. In light of increasing public awareness regarding the halal status of consumable products, improving societal understanding of halal principles is a crucial step toward ensuring ethical and safe consumption. Utilizing a qualitative approach through interviews, observations, and document analysis, this research identifies key strategies, including community education programs, collaboration with governmental and religious institutions, support for halal certification processes among micro, small, and medium enterprises (MSMEs), and the use of digital media to broaden outreach. The findings reveal that these integrated efforts have significantly contributed to raising awareness and encouraging greater compliance with halal principles, particularly among local business actors. The study concludes that effective management, bolstered by strategic partnerships and community engagement, plays a vital role in developing a sustainable halal ecosystem

**Keywords:** *halal literacy, management strategy, halal ecosystem, MSMEs, community engagement, Indonesia.*

## INTRODUCTION

Awareness, as defined by the Official Dictionary of the Indonesian Language (2016), refers to an individual's comprehension or cognitive understanding of a particular subject. In this context, halal literacy awareness refers to the ability to discern permissible (halal) and impermissible (haram) elements in accordance with Islamic dietary regulations. This awareness extends beyond basic recognition of halal labels to encompass a deeper understanding of production processes, ingredient composition, and conformity with Islamic legal standards (Maryam & Sumar'in, 2022). For Muslims, awareness of halal principles constitutes a religious imperative, as the consumption of halal and tayyib (pure and wholesome) products is mandated by divine command, as emphasized in Surah Al-Baqarah (2:168) (Huriah et al., 2022). Accordingly, the government's role in administering Halal Product Assurance (Jaminan Produk Halal, JPH) is fundamental in guaranteeing consumer access to compliant food and beverage products (Waluyo, 2020).

A key manifestation of this governmental responsibility is Law No. 33 of 2014, which mandates halal certification for all goods and services circulating in the market (Yani & Suryaningsih, 2019). This regulation obliges business actors to display halal certification as a consumer protection mechanism (Rafianti et al., 2022). To implement this mandate, the government established the Halal Product Assurance Organizing Agency (Badan Penyelenggara Jaminan Produk Halal, BPJPH), which is responsible for regulatory enforcement and oversight (Khairuddin & Zaki, 2021). The scope of halal product assurance transcends the food and beverage sectors, encompassing a wide array of products and services, including pharmaceuticals, cosmetics, and halal tourism (Ismail et al., 2023). Effective implementation of halal policies necessitates collaboration among key stakeholders, including civil society organizations, academic institutions, and industry players (Khoeren, 2022). These partnerships serve not only regulatory functions but also aim to enhance public understanding and foster halal literacy through educational initiatives.

# MANAGEMENT STRATEGY OF THE HALAL STUDIES CENTER AT MUHAMMADIYAH A.R. FACHRUDDIN UNIVERSITY (UNIMAR) IN ENHANCING HALAL LITERACY AWARENESS AMONG THE COMMUNITY OF TANGERANG REGENCY)

Wahyu Fajar Nugraha et al

Universities, as institutions of education, research, and community engagement, play a pivotal role in promoting halal-related issues. The contemporary halal discourse now extends into lifestyle domains, making it essential to establish Halal Centres as educational and advocacy hubs to enhance public awareness and cultivate a sustainable halal ecosystem (Lubis & Fatwa Syibromalisi, 2023). To maximize program effectiveness, Halal Centres must build strategic partnerships with BPJPH and micro, small, and medium enterprises (MSMEs), thereby supporting the development of the halal industry and increasing societal awareness. Unlike Halal Inspection Bodies (Lembaga Pemeriksa Halal, LPH), which focus on certification and compliance auditing, Halal Centres prioritize education, training, and mentoring—especially through the self-declaration mechanism (Rudiyanto & Alim, 2024). Nonetheless, the successful realization of Law No. 33 of 2014 depends on the presence of robust institutional governance grounded in the principles of strategic management, encompassing planning, organizing, actuating, and evaluation (Kautsar & Julaiha, 2023). As university-based entities, Halal Centres fulfill dual roles: aligning with national halal policy frameworks and upholding the tridharma (education, research, and community service) for the public benefit (Rimayanti et al., 2023).

The Halal Studies Centre of Muhammadiyah A.R. Fachruddin University (UNIMAR) aims to become a leading reference institution in halal studies, grounded in scientific and technological excellence. To achieve this, a strategic roadmap for 2023–2027 has been developed, positioning the Centre as a national and international hub for academic advancement and community engagement. This roadmap is built upon the four pillars of higher education (caturdharma): education, research, community service, and the integration of Islamic and Muhammadiyah values (AIK). Interviews with the Centre's leadership revealed critical challenges, including the reluctance of business actors to obtain halal certification—often due to assumptions that their products are inherently halal. Additional constraints include limited human resources, financial challenges at the institutional level, and insufficient governmental support for halal education. To address these challenges, Muhammadiyah universities must improve institutional governance, optimize resource allocation, and cultivate cross-sectoral collaborations to enhance program delivery. Effective governance is inherently linked to strategic management. A well-defined strategic management approach enables institutions to identify and achieve long-term objectives (Kautsar & Julaiha, 2023). This process begins with the articulation of vision and mission, identification of internal weaknesses, and mapping of external opportunities and threats. Consequently, the application of strategic management principles is indispensable for Halal Centres to fulfill their educational mandate and contribute meaningfully to the advancement of halal literacy and lifestyle integration within society.

## LITERATURE REVIEW

A structured and methodical approach to achieving organisational goals through planning, execution, and program evaluation is called strategy management. According to Wheelen and Hunger (2015), strategic management includes the following: internal and external environmental analysis, strategy formulation, implementation, evaluation, and Controll. In the context of nirlaba organisations, such as the Halal study conducted by the High, management strategies are crucial in influencing daily activities and sumber daya to achieve the social goal, which is to increase public understanding of Halal issues in a comprehensive manner (Tieman & Ghazali, 2014). The purpose of Pusat Studi Halal as an academic institution is to conduct research, instruction, and social analysis regarding the state of products and services. According to Rofifah (2020), studies on halal in tinggi schools can serve as a catalyst for halal literature, particularly in the globalised world where consumers are increasingly concerned with product quality and safety. This organisation is very important, especially in areas where the majority of the population is Muslim, like Tangerang Province, because it may serve as a bridge between the needs of the general public, halal regulations, and knowledge.

Halal literacy is the ability of an individual to comprehend, analyse, and apply information related to halal principles in day-to-day life. According to Nurdin (2021), halal literature not only expands knowledge about food and nutrition but also covers aspects of daily life, finances, pharmacology, cosmetics, and even halal pariwisata. The low level of halal literacy in the general population might lead to a lack of halal awareness when choosing halal products. Therefore, it is necessary to implement structured initiatives to increase this awareness through educational and strategic efforts carried out by organisations such as Halal research institutes (Kurniawati et al., 2024). The management strategy of Pusat Studi Halal UNIMAR must incorporate community-based outreach, collaboration with government agencies and swasta, and use digital media as a source of halal information. According to a study by Hasanah and Yusuf (2022), digital pendekatan and strategies based on public participation can more effectively increase the socialisation of halal literature. Because of this, it is important to understand how the management strategy implemented by Pusat Studi Halal UNIMAR is designed and implemented to increase the

# MANAGEMENT STRATEGY OF THE HALAL STUDIES CENTER AT MUHAMMADIYAH A.R. FACHRUDDIN UNIVERSITY (UNIMAR) IN ENHANCING HALAL LITERACY AWARENESS AMONG THE COMMUNITY OF TANGERANG REGENCY)

Wahyu Fajar Nugraha et al

literate halal awareness of the Kabupaten Tangerang community in a thorough and comprehensive manner (Noordin et al., 2014).

## METHOD

This study employed a qualitative case study approach to comprehensively explore the strategic management practices implemented by the Halal Studies Center at Muhammadiyah A.R. Fachruddin University (UNIMAR) in enhancing halal literacy. The case study design was deemed appropriate due to its ability to provide in-depth insights into complex organizational phenomena within their real-life context, particularly in the intersection of Islamic educational management and institutional efforts to promote halal awareness. Data collection was conducted using multiple qualitative techniques to ensure rich, credible, and contextually grounded findings. Primary data were obtained through semi-structured interviews with a purposive sample of 15 key stakeholders. These included the leadership of the Halal Studies Center, academic staff involved in halal-related programs, and external partners such as representatives from micro, small, and medium enterprises (MSMEs) and relevant government institutions responsible for halal certification and regulation. The interview protocol was designed to elicit detailed narratives on strategic planning, implementation challenges, and inter-institutional collaboration in halal literacy efforts.

In addition to individual interviews, Focus Group Discussions (FGDs) were conducted with selected MSME representatives to capture collective perspectives, practical experiences, and grassroots-level responses to the center's initiatives. FGDs facilitated interactive dialogue and reflection among participants, which helped uncover shared meanings and community-based interpretations of halal education and its strategic dissemination. Furthermore, document analysis was carried out to triangulate findings and provide contextual grounding. Institutional documents such as strategic plans, annual reports, internal evaluations, MoUs, and halal literacy program outlines were reviewed. This step was crucial in understanding the formal structure, vision, and performance indicators guiding the Halal Studies Center's operations.

To enhance the trustworthiness and rigor of the study, a combination of thematic analysis, data triangulation, and member checking was applied. Thematic analysis allowed for the identification of key patterns and categories relevant to strategic management functions—namely planning, organizing, actuating, and controlling (POAC). Triangulation across data sources and methods strengthened the internal validity of the research, while member checking with selected informants ensured that the interpretations accurately reflected participants' views and institutional realities. This methodological framework was carefully chosen to capture the lived experiences, decision-making processes, and institutional dynamics underlying the strategic promotion of halal literacy. By integrating voices from various internal and external stakeholders, the study aimed to construct a holistic understanding of how Islamic values, managerial strategies, and educational missions are synergized in the development of a sustainable halal ecosystem.

## RESULTS AND DISCUSSION

### Result

#### **Institutional Profile of The Halal Studies Centre of Muhammadiyah A.R. Fachruddin University (UNIMAR)**

The Halal Studies Centre of Muhammadiyah A.R. Fachruddin University (UNIMAR) was established through an official rectoral decree as part of the university's strategic commitment to advancing halal studies. The Centre is dedicated to halal education, research, product development, and the training of Halal Product Assistance Facilitators (P3H). Its founding supports the broader mission of LPH KHT PP Muhammadiyah in expanding halal assurance services in collaboration with Muhammadiyah-affiliated higher education institutions. Designated as a regional representative of the Halal Centre in Banten, the Centre integrates halal literacy into the university's *caturdharma*—education, research, community service, and Islamic values. It actively assists micro, small, and medium enterprises (MSMEs) in navigating the halal certification process, thereby contributing to the establishment of a sustainable and inclusive halal ecosystem. The vision of the Halal Studies Centre is to be a pioneering and globally respected institution in the development of halal knowledge and services, rooted in Islamic values and committed to community empowerment. Its mission includes (1) promoting halal knowledge through academic research and publication, (2) empowering communities and MSMEs in halal awareness, (3) enhancing the capacity of P3H facilitators through comprehensive training programs, (4) strengthening interdisciplinary and international collaboration, and embedding halal principles into educational and community-based programs for long-term impact.

# MANAGEMENT STRATEGY OF THE HALAL STUDIES CENTER AT MUHAMMADIYAH A.R. FACHRUDDIN UNIVERSITY (UNIMAR) IN ENHANCING HALAL LITERACY AWARENESS AMONG THE COMMUNITY OF TANGERANG REGENCY)

Wahyu Fajar Nugraha et al

Registered under BPJPH Decree No. 79/2023, the Centre is authorized to recruit, evaluate, and report P3H activities. In 2023, it initiated the first P3H recruitment in Banten. The Halal Studies Centre of Muhammadiyah A.R. Fachruddin University also collaborates internationally with University of Malaya, INHART, and Chulalongkorn University to advance halal research and promote international scholarly engagement. Located in Tangerang Regency—home to over 59,000 MSMEs and a Muslim-majority population (93.73%)—the Centre plays a strategic role in strengthening halal awareness and certification, with only 4,518 MSMEs currently certified halal.

## Management Strategy of The Halal Studies Centre of UNIMAR in Enhancing Halal Literacy Awareness for the Community of Tangerang Regency

Strategic management is essential for optimizing the utilization of organizational resources to achieve predetermined objectives effectively and efficiently. It aims to enhance human resource performance and overall institutional operations. In alignment with G.R. Terry's management theory—commonly known as the POAC framework (Planning, Organizing, Actuating, and Controlling)—the Halal Studies Centre of UNIMAR implements four key strategic steps to guide its program development and institutional governance. This approach is consistent with contemporary strategic management practices that emphasize the importance of aligning organizational resources and capabilities with dynamic environmental conditions to achieve sustainable competitive advantage (Liang et al., 2022).

## Strategic Planning of The Halal Studies Centre of UNIMAR in Enhancing Halal Literacy Awareness for the Community of Tangerang Regency

Strategic planning serves as a foundational element in the management of the Halal Studies Centre at Muhammadiyah A.R. Fachruddin University (UNIMAR). This phase establishes the Centre's direction, priorities, and performance indicators to ensure effective and sustainable program implementation. The annual planning process is conducted systematically through institutional work meetings involving internal and external stakeholders, such as university leaders, halal science experts, industry practitioners, and SMEs. Program formulation is grounded in four primary inputs: (1) evaluations from the previous year, (2) a needs assessment of micro, small, and medium enterprises (MSMEs), (3) current regulatory frameworks, and (4) feedback from industry partners. This integrated approach ensures that planning is not only academically rigorous but also responsive to socio-economic realities. The strategic targets planned by the Halal Studies Centre of UNIMAR to increase halal literacy awareness among the community in Tangerang Regency are outlined in the following table:

**Table 1. Strategic Objectives and Key Performance Indicators (KPI) of The Halal Studies Centre of UNIMAR**

No.	Strategic Goals	Key Performance Indicators (KPI)	Annual Target
1	Increase the number of effective and sustainable halal education and socialization activities	Number of halal education and socialization activities	Minimum 6 activities
2	Strengthen the capacity of halal facilitators and assistants	Number of certified halal facilitators	Minimum 25 facilitators
3	Enhance collaboration with local stakeholders	Number of formal collaborations with government, mass organizations, and MSMEs	Minimum 5 collaborations
4	Develop and disseminate halal educational materials according to community needs	Number of halal educational materials created and distributed	Minimum 5 new materials
5	Increase public awareness of the importance of halal certification	Percentage of the population that understands the process and benefits of certification	Increase by 15% annually
6	Encourage MSMEs to obtain halal certification	Number of MSMEs assisted and successfully certified	Minimum 50 MSMEs
7	Enhance the use of digital media and information technology for halal literacy	Number of halal digital content items produced and accessed by the public	Minimum 12 contents/year

All initiatives are documented in the Annual Work and Budget Plan (RKAT), supported by formal cooperation agreements such as Memoranda of Understanding (MoUs) and Memorandum of Agreement (MoA) to solidify external collaborations. Each program is linked to key performance indicators (KPIs), both quantitative

**MANAGEMENT STRATEGY OF THE HALAL STUDIES CENTER AT MUHAMMADIYAH A.R. FACHRUDDIN UNIVERSITY (UNIMAR) IN ENHANCING HALAL LITERACY AWARENESS AMONG THE COMMUNITY OF TANGERANG REGENCY)**

Wahyu Fajar Nugraha et al

(e.g., number of MSMEs assisted) and qualitative (e.g., partner satisfaction and program sustainability). By embedding stakeholder participation from the outset, the Halal Studies Centre at UNIMAR acts as a strategic intermediary—bridging academia, government, and industry—to foster an inclusive and resilient halal ecosystem.

**Organizational Strategy of Halal Centre UNIMAR in Enhancing Halal Literacy Awareness for the Community of Tangerang Regency**

Organizing is a critical phase in the strategic management cycle, following the formulation of institutional plans. The Halal Studies Centre of Universitas Muhammadiyah A.R. Fachruddin (UNIMAR) has implemented a structured organizational strategy to ensure the effective execution of its halal literacy programs. The first strategy involves the establishment of a hierarchical organizational structure designed to enhance coordination, clarify authority lines, and streamline operational processes. The Head of the Centre reports directly to the Rector and the Higher Education Council of Muhammadiyah (Majelis Dikti PP Muhammadiyah). Three main divisions operate under the headship: (1) Halal Facilitation Services, (2) Education, Research, and Community Engagement, and (3) Public Relations and Training. This structure supports efficiency in governance and ensures alignment with institutional goals.

**Table 2. Strategic Action Plan and Responsible Units of the UNIMAR Halal Studies Centre fo UNIMAR**

No	Strategic Objective	Action/Activity	Responsible Division
1	Increase the number of halal education and awareness activities	- Organize seminars, workshops, and halal literacy training in various sub-districts	Education, Research, and Community Engagement Division
2	Strengthen the capacity of facilitators and halal companions	- Conduct training and certification for halal facilitators	Halal Facilitation Services Division
3	Increase collaboration with local stakeholders	- Establish MoUs with local government, Islamic organizations, and MSME associations	Public Relations and Training Division
4	Develop and distribute halal education materials	- Create guidebooks, leaflets, and educational videos tailored to local needs	Education, Research, and Community Engagement Division
5	Raise public awareness on halal certification	- Conduct campaigns and consultations on the benefits of halal certification	Halal Facilitation Services Division
6	Encourage MSMEs to obtain halal certification	- Provide assistance for self-declaration and halal certification processes	Halal Facilitation Services Division
7	Improve use of digital media for halal literacy	- Develop halal education content on social media and official website	Education, Research, and Community Engagement Division

The second strategy emphasizes interdisciplinary collaboration by involving faculty members from various academic programs. This approach is aligned with the four pillars of Muhammadiyah higher education (Caturdharma): education, research, community service, and the integration of Islamic and Muhammadiyah values (AIK). In the educational domain, the Halal Centre Studies of UNIMAR has developed a halal-oriented curriculum implemented through an Outcome-Based Education (OBE) framework. A notable example is the 'Halal Product' course in the Pharmacy program, which covers essential topics such as halal regulations, halal ingredients, Halal Product Process (PPH), and the Halal Assurance System (SJPH). This curriculum aims to produce graduates who are well-equipped to become Muslim entrepreneurs in the halal industry. In terms of community service, lecturers are actively engaged in halal literacy campaigns and outreach programs targeting local communities and small and medium enterprises (SMEs). Within the AIK pillar, halal principles are incorporated into various interdisciplinary courses—for instance, the integration of halal management systems into quality assurance courses—thereby embedding Islamic values into academic practice. Through these strategies, the Halal Studies Centre of UNIMAR positions itself as a proactive institution in promoting halal education and advocacy. By fostering interdisciplinary collaboration and applying structured governance, the Centre contributes significantly to the development of a resilient and inclusive halal ecosystem at both regional and national levels.

**Implementation Strategy of The Halal Studies Centre of UNIMAR in Enhancing Halal Literacy Awareness for the Community of Tangerang Regency**

The Halal Studies Centre of UNIMAR has made significant strides in enhancing halal literacy through a variety of initiatives, focusing on education, certification assistance, digital outreach, strategic partnerships, and community engagement. The Halal Studies Centre of UNIMAR’s training programs, particularly the Halal Product Process (P3H) training, have played a pivotal role in enhancing participants’ understanding of halal certification requirements. A key example is a three-day online training session attended by 45 participants from diverse backgrounds. This training provided in-depth insights into halal principles, regulatory frameworks, and product auditing techniques. Feedback from participants indicated a marked improvement in their understanding of the halal certification process, with many expressing increased confidence in assisting small and medium enterprises (SMEs) with halal-related inquiries. Furthermore, the training has equipped participants with the skills to suggest practical solutions for SMEs, helping them prepare for certification and address potential challenges that may arise during the process.

In addition to educational initiatives, the Halal Studies Centre of UNIMAR has played an instrumental role in enhancing access to halal certification for micro, small, and medium enterprises (MSMEs). Through strategic mapping of MSMEs with potential halal product offerings, the Centre provides targeted guidance and technical support throughout the halal self-declaration process. This approach has reduced the barriers that MSMEs—especially those with annual revenues below IDR 500 million—face in obtaining halal certification. For larger enterprises, The Halal Studies Centre of UNIMAR offers more comprehensive assistance, including documentation preparation and ensuring compliance with the verification procedures mandated by halal certification authorities. This dual approach helps ensure inclusivity and strengthens the halal ecosystem, particularly at the grassroots level.

**Table 3. Types of Halal Certification Assistance Provided by the Halal Studies Centre of UNIMAR**

Enterprise Scale	Annual Revenue Range	Type of Certification	Type of Assistance Provided
<b>Micro and Small Enterprises</b>	≤ IDR 500 million	Self-declared Halal Certification	<ul style="list-style-type: none"> <li>- Targeted mapping of eligible MSMEs</li> <li>- Technical guidance on online self-declaration</li> <li>- Documentation simplification</li> </ul>
<b>Medium and Large Enterprises</b>	> IDR 500 million	Formal Halal Certification	<ul style="list-style-type: none"> <li>- Assistance in documentation preparation</li> <li>- Guidance on regulatory compliance</li> <li>- Support during verification and audit stages</li> </ul>

The Halal Studies Centre of UNIMAR has also leveraged digital platforms such as YouTube, Instagram, TikTok, and its official website to extend the reach of its halal literacy programs. These platforms have proven effective in engaging a broader and more diverse audience, including younger generations who increasingly rely on digital media as their primary source of information. The content shared across these platforms includes educational videos, infographics, and success stories of SMEs that have successfully obtained halal certification. These efforts have significantly contributed to public understanding of the halal certification process, while also raising awareness of the importance of halal certification in supporting business sustainability. The Centre’s digital outreach has further highlighted the role of halal certification in strengthening the market position of halal products, both locally and globally.

Strategic partnerships and research collaborations have been another cornerstone of the Halal Studies Centre of UNIMAR’s success. Through partnerships with international institutions such as Chulalongkorn University in Thailand, University of Malaya in Malaysia, and INHART Malaysia, the Centre has engaged in various research activities aimed at advancing halal literacy. These collaborations have included faculty participation in international conferences, organizing calls for papers, and hosting seminars that address key issues within the halal industry. Moreover, the Centre has organized the Halal International Academic Recharge (HIAR) program, which combines seminars and halal-themed educational tourism in Malaysia and Thailand. This program

**MANAGEMENT STRATEGY OF THE HALAL STUDIES CENTER AT MUHAMMADIYAH A.R. FACHRUDDIN UNIVERSITY (UNIMAR) IN ENHANCING HALAL LITERACY AWARENESS AMONG THE COMMUNITY OF TANGERANG REGENCY)**

Wahyu Fajar Nugraha et al

aims to enhance the Centre's capacity and provides international perspectives on halal literacy. In terms of community engagement, the Halal Studies Centre of UNIMAR has actively conducted a range of seminars and workshops aimed at local groups. For example, programs have been designed for entrepreneurs from the Aisyiyah religious organization in Tangerang and for members of PKK (Family Welfare Empowerment) groups in Tangerang. These community-based initiatives provide comprehensive education on the importance of halal certification and its benefits in health, economic, and social terms. Through these programs, participants gain a deeper understanding of halal concepts and are encouraged to play a more active role in raising halal awareness within their own communities. Additionally, these initiatives help motivate local entrepreneurs to apply halal principles to their products and services, contributing to the creation of a healthy, safe, and comfortable environment for consumers.

In summary, The Halal Studies Centre of UNIMAR’s multifaceted approach—spanning training programs, certification assistance, digital outreach, international collaboration, and community engagement—has made significant contributions to strengthening halal literacy, promoting halal certification, and fostering a more inclusive halal ecosystem at both the local and international levels

Evaluation Strategy of the Halal Studies Centre of UNIMAR in Enhancing Halal Awareness among the Community of Tangerang Regency The Halal Studies Centre of UNIMAR has developed a comprehensive evaluation strategy to measure the effectiveness of its halal literacy programs. This evaluation strategy is crucial to ensure that the Halal Studies Centre of UNIMAR’s activities align with its mission and vision, support continuous improvement, and facilitate the achievement of its strategic goals. To monitor program success, the Halal Studies Centre utilizes key performance indicators (KPIs) that track critical metrics such as the number of training participants, certified halal facilitators, halal certificates issued, and halal-related research and publications. These indicators provide valuable insights into the overall impact of the programs, help identify areas for improvement, and guide future strategic planning

**Table 4. Summary of Key Performance Indicator (KPI) Achievement**

Strategic Objective	Key Performance Indicator (KPI)	Annual Target	Performance Achievement (2023–2025)
Increase the number of effective and sustainable halal education and socialization activities	Number of halal education and socialization activities	Minimum 6 activities	9 activities (seminars, workshops)
Strengthen the capacity of halal facilitators and assistants	Number of certified halal facilitators	Minimum 20 facilitators	123 certified facilitators
Enhance collaboration with local stakeholders	Number of formal collaborations with government, mass organizations, and MSMEs	Minimum 4 collaborations	8 MoUs signed (UIN Yogyakarta, MUI, LP UMKM Aisyiyah)
Develop and disseminate halal educational materials according to community needs	Number of halal educational materials created and distributed	Minimum 5 new materials	6 guides and 2 video infographics
Increase public awareness of the importance of halal certification	Percentage of the population that understands the process and benefits of certification	Increase by 15% annually	+12% (based on survey of 200 residents)
Encourage MSMEs to obtain halal certification	Number of MSMEs assisted and successfully certified	Minimum 50 MSMEs	94 MSMEs assisted, 48 certified
Enhance the use of digital media and information technology for halal literacy	Number of halal digital content items produced and accessed by the public	Minimum 12 contents/year	18 contents (YouTube, Instagram, website)

The evaluation process is conducted through a combination of internal audits, surveys, focus group discussions, and performance monitoring. The collected data supports systematic program improvements, ensuring alignment with community needs, industry demands, and academic standards.

Furthermore, the Halal Studies Centre of UNIMAR actively incorporates community feedback as part of its evaluation. Through surveys, focus groups, and training sessions, it gathers participant insights to assess program effectiveness. The Halal Studies Centre of UNIMAR also maintains open communication channels via social media, email, and a dedicated call center to receive ongoing input and suggestions. This feedback loop is vital for adapting programs to better meet participants' needs and expectations. Transparency is prioritized by publishing evaluation reports on the university's official website, providing stakeholders—including the community, business partners, and academic collaborators—access to performance information. Public availability of these reports fosters accountability, builds trust, and invites constructive feedback to inform future strategic decisions (Ahmad & , Ratika Nengs, 2025). By integrating a structured evaluation framework, community engagement, and transparent reporting, the Halal Studies Centre ensures its halal literacy programs remain relevant, effective, and responsive to the needs of MSMEs and the broader community. This comprehensive approach not only drives continuous improvement but also reinforces the Halal Studies Centre of UNIMAR's commitment to the sustainable development of the halal ecosystem.

## **DISCUSSION**

The Halal Studies Centre of UNIMAR demonstrates a strong commitment to the development of halal literacy in Indonesia, particularly among MSMEs. In this effort, the Halal Studies Center of UNIMAR applies strategic management that involves interrelated steps—planning, organizing, implementing, and evaluating—to achieve the goal of strengthening a sustainable halal ecosystem. According to the Dynamic Capabilities Theory, effective strategic planning must leverage internal organizational resources while adapting to external changes to maintain long-term competitiveness (Teece, 2019). In this context, the Halal Studies Centre of UNIMAR utilizes its knowledge and capabilities to develop programs that address the needs of MSMEs regarding halal certification. The strategic planning adopted by the Halal Studies Centre of UNIMAR focuses on the development of programs tailored to the needs of MSMEs, particularly concerning halal certification. Recent research highlights that effective strategic planning involves the active participation of various stakeholders, including industry players and community representatives, ensuring the alignment of initiatives with the actual needs of MSMEs. This research underscores the critical role of stakeholder engagement in facilitating MSMEs' understanding of the halal certification process, thereby improving its efficiency and accessibility (Aurahma & Arsyianti, 2023). This aligns with the Stakeholder Salience Theory, which emphasizes the importance of recognizing the power, legitimacy, and urgency of stakeholders to prioritize engagement efforts and enhance organizational effectiveness (Shafique & Gabriel, 2022).

In terms of organization, the Halal Studies Centre of UNIMAR has demonstrated high efficiency in establishing an organizational structure that supports the implementation of its strategic programs. This effectiveness is reflected in the establishment of divisions such as Halal Certification Services, Education, and Research, which facilitate better coordination across functions. A well-defined organizational structure provides clarity on roles and responsibilities, enhances operational efficiency, and accelerates decision-making processes in program implementation. This approach is aligned with the Network Organization Theory, which emphasizes that flexible, network-based organizational structures can improve the efficiency of managing and disseminating information and resources (Borgatti & Halgin, 2011). Furthermore, the integration of halal values into the academic curriculum—such as the "Halal Products" course in the Pharmacy Study Program—represents a strategic step in instilling long-term understanding of halal principles among students. This interdisciplinary collaboration also plays a vital role in preparing students to become key players in the halal industry in the future, in line with Human Capital Theory, which asserts that investing in education is crucial to enhancing the capacity and competitiveness of human resources within organizations (Khalique et al., 2023).

The implementation of programs at the Halal Studies Centre of UNIMAR is also designed to be proactive and diverse. In this regard, training tailored to the needs of each type of business, such as online training related to the Halal Product Process (P3H), has had a significant impact on increasing MSMEs' understanding of the halal certification process. The use of digital platforms in training can reach a wider audience, especially the younger generation who are more technologically literate (Santoso & Rachman, 2024), (2024). However, challenges remain in terms of accessibility for MSMEs in areas with limited digital infrastructure. Thus, while online training is highly beneficial, face-to-face methods are still needed to ensure more inclusive participation across all layers of society. This aligns with the Digital Divide Theory (Van Dijk, 2017), which explains that inequality in access to technology may limit the benefits of digital innovation.

# MANAGEMENT STRATEGY OF THE HALAL STUDIES CENTER AT MUHAMMADIYAH A.R. FACHRUDDIN UNIVERSITY (UNIMAR) IN ENHANCING HALAL LITERACY AWARENESS AMONG THE COMMUNITY OF TANGERANG REGENCY)

Wahyu Fajar Nugraha et al

The evaluation process carried out the Halal Studies Centre of UNIMAR marked by transparency and sustainability. The use of clear Key Performance Indicators (KPIs) serves as an essential tool in measuring the success of each program. Objective and data-driven evaluation is crucial to ensuring program effectiveness and enabling continuous improvement (Medne & Lapina, 2019). Additionally, the Halal Studies Centre of UNIMAR is committed to reporting evaluation outcomes publicly, thereby increasing transparency and building stakeholder trust. This is in line with the Performance Management Theory, which suggests that clear performance metrics and transparent evaluation processes help organizations align their strategies with stakeholder expectations (Moura et al., 2022). However, a potential challenge is maintaining objectivity in the evaluation process, particularly in preventing external influences from affecting the results. The evaluation process carried out by the Halal Studies Centre of UNIMAR is marked by transparency and sustainability. The use of clear Key Performance Indicators (KPIs) serves as an essential tool in measuring the success of each program. Objective and data-driven evaluation is crucial to ensuring program effectiveness and enabling continuous improvement (Medne & Lapina, 2019). Additionally, the Halal Studies Centre of UNIMAR is committed to reporting evaluation outcomes publicly, thereby increasing transparency and building stakeholder trust. This aligns with recent perspectives on performance management, which emphasize the importance of measurable outcomes, transparency, and stakeholder engagement to support strategic alignment and institutional accountability (Al Sawalqa, 2020). However, a potential challenge is maintaining objectivity in the evaluation process, particularly in preventing external influences from affecting the results.

The evaluation process carried out by the Halal Studies Centre of UNIMAR is marked by transparency and sustainability. The use of clear Key Performance Indicators (KPIs) serves as an essential tool in measuring the success of each program. Objective and data-driven evaluation is crucial to ensuring program effectiveness and enabling continuous improvement (Medne & Lapina, 2019). Additionally, the Halal Studies Centre of UNIMAR is committed to reporting evaluation outcomes publicly, thereby increasing transparency and building stakeholder trust. This approach aligns with recent research emphasizing that the design of performance measurement systems in nonprofit organizations should consider factors such as organizational purpose, stakeholder expectations, and management practices to ensure strategic alignment and accountability (Moura et al., 2022). However, a potential challenge is maintaining objectivity in the evaluation process, particularly in preventing external influences from affecting the results. One of the strengths of the Halal Studies Center at Muhammadiyah A.R. Fachruddin University is its ability to establish international collaborations with institutions such as the University of Malaya, INHART, and Chulalongkorn University.

These collaborations enrich global insights and perspectives in halal research. A recent bibliometric analysis indicates that Malaysia and Indonesia are leading contributors to halal research, with strong international collaborations, highlighting the importance of cross-country partnerships in developing the global halal industry (Suban et al., 2023). This concept aligns with the Open Innovation Theory, which emphasizes how organizations can leverage external partnerships to accelerate internal innovation and strengthen organizational capabilities (Chesbrough & Bogers, 2014). However, a continuing challenge lies in the application of research findings within the industry. To generate greater impact, it is essential to promote the practical implementation of academic findings into business operations. This is consistent with the Knowledge Transfer Theory, which highlights the importance of disseminating academic knowledge into organizational practices to create meaningful and applicable innovation (Foss & Pedersen, 2004). The Halal Studies Centre of UNIMAR continues to strive to improve and expand existing programs to enhance halal literacy in Indonesia, ensuring that every step taken is oriented toward sustainability and tangible positive impacts on society, particularly MSMEs. By addressing existing challenges and optimizing its current strategies, the Halal Studies Centre of UNIMAR can continue to contribute to the strengthening of a more inclusive and sustainable halal ecosystem.

## CONCLUSION

In conclusion, the strategic management implementation at the Halal Studies Centre of Universitas Muhammadiyah A.R. Fachruddin (UNIMAR) demonstrates a highly effective and integrated approach to promoting halal literacy at various levels, from local to global. The Centre's alignment with classical management theories such as POAC (Planning, Organizing, Actuating, and Controlling) and its adaptation to contemporary needs, such as stakeholder engagement and digital transformation, highlight the importance of a dynamic, data-driven, and participatory approach in educational and institutional development. The Centre's organizational structure promotes cross-disciplinary collaboration and ensures the integration of values-based education, combining academic rigor with Islamic ethical principles. The implementation of practical initiatives like P3H

certification, MSME assistance, and the use of digital platforms reflects a commitment to solving real-world problems while fostering a culture of transparency and accountability. Furthermore, the robust monitoring and evaluation mechanisms in place demonstrate a clear focus on continuous improvement and alignment with national and global halal certification goals. UNIMAR's Halal Studies Centre stands as an exemplary model of how academic institutions can bridge the gap between education, community, and industry, playing a key role in advancing the national agenda of Halal Product Assurance. Through strategic collaborations with international partners, the Centre not only elevates its position as a leader in halal studies but also contributes significantly to global halal research and advocacy. The Centre's work highlights the necessity of adaptive, value-driven institutional management in the success of halal literacy initiatives and sets a benchmark for other institutions aiming to contribute to the global halal ecosystem.

## REFERENCES

- Ahmad, & , Ratika Nengs, M. A. (2025). Strengthening Public Trust through Zoning Policies in Student Admissions. *Al-Tanzim: Jurnal Manajemen Pendidikan Islam*, 9(1), 257–269. <https://doi.org/10.33650/al-tanzim.v9i1.10588>
- Aurahma, A., & Arsyianti, L. D. (2023). Strategy to increase the number of halal self-declared certification in Indonesia. *Halal Studies and Society*, 1(1 SE-Articles), 1–6. <https://doi.org/10.29244/hass.1.1.1-6>
- Borgatti, S. P., & Halgin, D. S. (2011). On network theory. *Organization Science*, 22(5). <https://doi.org/10.1287/orsc.1100.0641>
- Chesbrough, H., & Bogers, M. (2014). 3Explicating Open Innovation: Clarifying an Emerging Paradigm for Understanding Innovation. In H. Chesbrough, W. Vanhaverbeke, & J. West (Eds.), *New Frontiers in Open Innovation* (p. 0). Oxford University Press. <https://doi.org/10.1093/acprof:oso/9780199682461.003.0001>
- Foss, N., & Pedersen, T. (2004). Organizing Knowledge Processes in the Multinational Corporation: An Introduction. *Journal of International Business Studies*, 35, 340–349. <https://doi.org/10.1057/palgrave.jibs.8400102>
- Huriah, T., Permana, I., Octavia, M., & Abdul Hamid, S. H. B. (2022). Understanding the purchasing behaviors of halal cosmetics of teenagers in Indonesia using the theory of planned behavior and theory of consumption value. *Bali Medical Journal*, 11(3). <https://doi.org/10.15562/bmj.v11i3.3704>
- Ismail, V. Y., Roswien, A., & Suseno, D. (2023). Pemberdayaan Pelaku Usaha Mikro dan Kecil dalam Sertifikasi Produk Halal di Kabupaten Pandeglang. *Jurnal Pemberdayaan Masyarakat Universitas Al Azhar Indonesia*, 5(3). <https://doi.org/10.36722/jpm.v5i3.1430>
- Kautsar, M., & Julaiha, S. (2023). Langkah-langkah Manajemen Strategik di Lembaga Pendidikan Islam. *Journal of Instructional and Development Researches*, 3(1). <https://doi.org/10.53621/jider.v3i1.203>
- Khairuddin, K., & Zaki, M. (2021). Progres Sertifikasi Halal Di Indonesia : Studi pada Badan Penyelenggara Jaminan Produk Halal (BPJPH) Kementerian Agama dan Lembaga Pengkajian, Obat-obatan dan Kosmetika (LPPOM) MUI Pusat. *ASAS*, 13(1), 101–121. <https://doi.org/10.24042/asas.v13i1.9352>
- Khalique, F., Khan, N., Hasan, F., University, G., Khajuria, G., & Saini, K. (2023). Human Capital Management for Individual and organizational Performance: Theoretical Perspective. *Journal of Informatics Education and Research*, 3. <https://doi.org/10.52783/jier.v3i2.369>
- Khoeren, M. (2022). Bagaimana Sinergi BPJPH, LPH, dan MUI dalam Sertifikasi Halal? Ini Penjelasan Kemenag. In *Kemenag.go.id*.
- Kurniawati, D. A., Vanany, I., Kumarananda, D. D., & Rochman, M. A. (2024). Toward halal supply chain 4.0: MILP model for halal food distribution. *Procedia Computer Science*, 232, 1446–1458. <https://doi.org/10.1016/j.procs.2024.01.143>
- Liang, Y., Lee, M. J., & Jung, J. S. (2022). Dynamic Capabilities and an ESG Strategy for Sustainable Management Performance. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.887776>
- Lubis, R. H., & Fatwa Syibromalisi. (2023). The Role of Halal Center in Increasing Sustainable Economy in the Halal Industry Sector. *Journal of Islamic Economics and Finance Studies*, 4(2). <https://doi.org/10.47700/jiefes.v4i2.6465>
- Maryam, A., & Sumar'in, S. (2022). Analysis of Halal Literacy Level on Halal Awareness and Use of Halal Products. *IQTISHODUNA: Jurnal Ekonomi Islam*, 11(1), 85. <https://doi.org/10.54471/iqtishoduna.v11i1.1004>

**MANAGEMENT STRATEGY OF THE HALAL STUDIES CENTER AT MUHAMMADIYAH A.R. FACHRUDDIN UNIVERSITY (UNIMAR) IN ENHANCING HALAL LITERACY AWARENESS AMONG THE COMMUNITY OF TANGERANG REGENCY)**

Wahyu Fajar Nugraha et al

- Medne, A., & Lapina, I. (2019). Sustainability and continuous improvement of organization: Review of process-oriented performance indicators. *Journal of Open Innovation: Technology, Market, and Complexity*, 5(3). <https://doi.org/10.3390/joitmc5030049>
- Moura, L. F., Lima, E. P., Deschamps, F., Van Aken, E., Gouvea da Costa, S. E., Duarte, R., & Kluska, R. A. (2022). What Role Do Design Factors Play in Applying Performance Measurement Systems in Nonprofit Organizations? In *Administrative Sciences* (Vol. 12, Issue 2). <https://doi.org/10.3390/admsci12020043>
- Noordin, N., Noor, N. L. M., & Samicho, Z. (2014). Strategic Approach to Halal Certification System: An Ecosystem Perspective. *Procedia - Social and Behavioral Sciences*, 121, 79–95. <https://doi.org/10.1016/j.sbspro.2014.01.1110>
- Rafianti, F., Krisna, R., & Radityo, E. (2022). Dinamika Pendampingan Manajemen Halal Bagi Usaha Mikro dan Kecil Melalui Program Self Declare. *Jurnal Sains Sosio Humaniora*, 6(1). <https://doi.org/10.22437/jssh.v6i1.19732>
- Rimayanti, R., Wicaksono, A. T., Khairunnisa, K., & Hafidzi, A. (2023). Pelatihan Pendamping Proses Produk Halal (PPH) secara Online oleh Halal Center Universitas Islam Negeri Antasari Banjarmasin. *Darmabakti : Jurnal Pengabdian Dan Pemberdayaan Masyarakat*, 4(1). <https://doi.org/10.31102/darmabakti.2023.4.1.70-80>
- Rudiyanto, R., & Alim, M. N. (2024). Akuntabilitas Proses Sertifikasi Halal Berbasis Self Declare Pada Halal Center Universitas Trunojoyo Madura. *Muttaqien; Indonesian Journal of Multidisciplinary Islamic Studies*, 5(1). <https://doi.org/10.52593/mtq.05.1.06>
- Santoso, L., & Rachman, A. (2024). DIGITALISING HALAL CERTIFICATION: The Dynamic of Regulations and Policies Concerning Halal Certification in Indonesia. *Jurisdictie: Jurnal Hukum Dan Syariah*, 14(2), 265–293. <https://doi.org/10.18860/j.v14i2.24115>
- Shafique, K., & Gabriel, C.-A. (2022). Vulnerable Stakeholders' Engagement: Advancing Stakeholder Theory with New Attribute and Salience Framework. In *Sustainability* (Vol. 14, Issue 18). <https://doi.org/10.3390/su141811765>
- Suban, S. A., Madhan, K., & Shagirbasha, S. (2023). A bibliometric analysis of Halal and Islamic tourism. *International Hospitality Review*, 37(2). <https://doi.org/10.1108/ihr-05-2021-0038>
- Teece, D. J. (2019). A capability theory of the firm: an economics and (Strategic) management perspective. *New Zealand Economic Papers*, 53(1), 1–43. <https://doi.org/10.1080/00779954.2017.1371208>
- Tieman, M., & Ghazali, M. C. (2014). Halal Control Activities and Assurance Activities in Halal Food Logistics. *Procedia - Social and Behavioral Sciences*, 121, 44–57. <https://doi.org/10.1016/j.sbspro.2014.01.1107>
- Van Dijk, J. (2017). Afterword: The state of digital divide theory. In *Theorizing Digital Divides*. <https://doi.org/10.4324/9781315455334>
- Waluyo, A. (2020). The developmental policy of halal product guarantee in the paradigm of maqasid syariah in Indonesia. *Ijtihad: Jurnal Wacana Hukum Islam Dan Kemanusiaan*, 20(1). <https://doi.org/10.18326/ijtihad.v20i1.41-60>
- Yani, M. T., & Suryaningsih, S. A. (2019). Muslim Consumer Behavior And Halal Product Consumption. *Al-Uqud : Journal of Islamic Economics*, 3(2). <https://doi.org/10.26740/al-uqud.v3n2.p161-173>