

# Implementation Of Halal Supply Chain Management In PT. Oreng Osing Banyuwangi

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## ABSTRAK

Penelitian ini menganalisis implementasi Manajemen Rantai Pasok Halal pada Usaha Mikro, Kecil, dan Menengah yang bermitra dengan PT. Oreng Osing Banyuwangi. Permasalahan yang dikaji adalah bagaimana penerapan prinsip halal di setiap tahap rantai pasok. Tujuan penelitian adalah untuk mengevaluasi penerapan dan mengidentifikasi area perbaikan. Metode yang digunakan adalah kualitatif dengan pengumpulan data melalui wawancara, observasi, dan studi dokumentasi. Data dianalisis dengan model interaktif yang meliputi reduksi, penyajian, dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa implementasi telah berjalan pada empat tahap utama: pengadaan bahan baku, proses produksi, pengemasan dan penyimpanan, serta distribusi. Secara umum, prinsip dasar telah diterapkan dengan baik. Namun, penelitian menyimpulkan bahwa dokumentasi formal, sistem ketertelusuran, dan standarisasi pengawasan masih perlu ditingkatkan untuk memastikan integritas halal yang lebih komprehensif. Temuan ini memberikan rekomendasi praktis untuk penguatan rantai pasok halal dan pengembangan sistem pendampingan.

**Kata Kunci:** HSCM, rantai pasok halal, integritas halal.

## ABSTRACT

This study analyzes the implementation of Halal Supply Chain Management in Micro, Small, and Medium Enterprises partnered with PT. Oreng Osing Banyuwangi. The problem addressed is the application of halal principles across all supply chain stages. The research aims to evaluate the implementation and identify areas for improvement. A qualitative method was employed, with data collected through interviews, observation, and document studies. Data were analyzed using an interactive model encompassing data reduction, data display, and conclusion drawing. The results indicate that implementation has been carried out across four main stages: raw material procurement, production processes, packaging and storage, and distribution. Overall, the fundamental principles have been well applied. However, the study concludes that formal documentation, traceability systems, and supervision standardization still need enhancement to ensure more comprehensive halal integrity. These findings offer practical recommendations for strengthening the halal supply chain and developing a support system.

**Keywords:** HSCM, halal supply chain, halal integrity.

## 1. INTRODUCTION

The global halal industry has undergone rapid evolution in the past decade, transforming from a niche market into a comprehensive, trillion-dollar global sharia economic ecosystem (DinarStandard, 2024). This phenomenon is driven by a combination of the world's growing Muslim population, rising income levels, and growing consumer awareness and demand for products and services that are not only halal, but also thayyib (good, quality, safe, and ethical) (Ab Talib et al., 2015).

Indonesia, with its status as the world's most populous Muslim country, is strategically positioned to become the epicenter of the global halal industry ([BPJPH], 2023). Recognizing this potential, the Indonesian government has implemented various strategic policies, one of which is Law No. 33 of 2014 concerning Halal Product Assurance (JPH), which mandates halal certification, a decisive step aimed at providing legal protection and certainty for consumers while boosting the competitiveness of national producers ([BPJPH], 2023).

Within the context of the national economy, Micro, Small, and Medium Enterprises (MSMEs) play a vital role. As the backbone of the economy, MSMEs not only contribute significantly to GDP and employment, but also serve as primary producers of a large portion of consumer goods (Pujawan &

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Mahendrawathi, 2017). Therefore, Indonesia's success in building a competitive halal ecosystem depends heavily on the ability and readiness of MSMEs to adapt and integrate halal principles into all their business processes (Yuliani & Kusuma, 2021).

However, with increasing consumer awareness and stricter regulations, the concept of "halal" itself has undergone a deepening of meaning. Halal assurance is no longer seen as simply a certificate on the final product. Increasingly educated consumers now demand comprehensive halal integrity, encompassing the entire supply chain (Tieman & Ghazali, 2023). This is where the concept of Halal Supply Chain Management (HSCM) becomes crucial. HSCM is a systematic approach that manages the flow of goods, information, and funds from the point of origin (upstream) to the point of consumption (downstream) by ensuring strict adherence to Islamic sharia principles at every link in the chain (Tieman et al., 2012). The goal is to maintain halal integrity and provide transparent traceability assurance for consumers (Haryono & Handayani, 2023).

Previous research over the past five years has provided various critical perspectives. (Haryono & Handayani, 2022) emphasized the complexity of managing halal integrity in a business model involving numerous partner MSMEs. (Pertiwi, 2023) emphasized that HSCM is a holistic assurance system spanning halal sourcing through distribution. (Widodo & Merlinda, 2024) identified resource limitations as a major structural constraint for MSMEs. Meanwhile, (Yuliani & Kusuma, 2021) demonstrated the competitive benefits of implementing HSCM, while (Kurniawati et al., 2022) recommended an integrated mentoring model.

Effective HSCM implementation presents unique challenges, particularly for MSMEs. Limited financial resources, limited technical knowledge, difficulties in ensuring raw material consistency, and logistical complexity are some of the main obstacles (Widodo & Merlinda, 2024). These challenges are further compounded by the business model of PT. Oreng Osing Banyuwangi, which handles products from hundreds of partner MSMEs. In this context, the research questions arise: How is HSCM implemented in the MSME ecosystem of PT. Oreng Osing partners? How is the halal supply chain mapped and controlled? Which points are at high risk of contamination?

The theoretical foundation of this research is based on four conceptual pillars. First, Sharia Management, which is the application of Islamic principles in organizational management to achieve worldly goals (falah) that align with the values of the hereafter (Chapra, 2008). The concept of "halal" is defined as everything permissible by Sharia, free from haram and doubtful elements (Adinugraha & Syam, 2021). Second, Supply Chain Management (SCM) is the integrated management of the flow of materials, information, and funds from suppliers to end consumers (Pujawan & Mahendrawathi, 2017). Third, Halal Supply Chain Management (HSCM) is an extension of SCM that integrates Sharia principles by ensuring halal integrity from the point of origin to consumption (Tieman et al., 2012). Its implementation requires support from key pillars such as government commitment, dedicated infrastructure, traceability technology, competent human resources, supply chain collaboration, and certification and standardization (Ab Talib et al., 2015; Haryono & Handayani, 2023; Pertiwi, 2023). Fourth, MSMEs, as productive business units with limited scale (Jahan, 2023), face unique challenges in implementing HSCM but have the potential to reap significant benefits (Yuliani & Kusuma, 2021).

Based on this background, this study aims to: (1) Map the halal supply chain flow from upstream to downstream; (2) Identify key activities and critical halal points at each stage; (3) Analyze the alignment of practices with ideal HSCM principles; and (4) Evaluate the challenges and opportunities for strengthening HSCM systems at the MSME level.

## 2. METHOD

Penelitian ini This research uses a qualitative approach with a single case study design. A qualitative approach was chosen because it is appropriate for exploring social phenomena in depth within their natural context, focusing on understanding the meanings, experiences, and processes that occur (Creswell, 2014). The case study design was chosen because it allows the researcher to comprehensively investigate HSCM implementation within a specific and unique context, namely the MSME ecosystem partnering with PT. Oreng Osing Banyuwangi, which functions as a "bounded system" (Yin, 2018).

### a. Research Location and Subjects

The research was conducted at PT. Oreng Osing, located in Banyuwangi Regency, East Java. This location was purposively selected because the company is a center for Banyuwangi souvenirs that accommodates products from dozens of local MSMEs, thus representing a relevant business model for studying HSCM implementation within a collaborative ecosystem (Miles et al., 2018). Key informants were identified using purposive sampling and snowball sampling techniques to reach actors familiar with the halal supply chain process. The research subjects consisted of 15 informants, including: 1) Managers and operational staff of PT. Oreng Osing (4 people); 2) MSMEs partnering with the producer (6 people); 3) Suppliers of primary raw materials (2 people); and 4) Consumers and internal supervisors (3 people).

#### b. Data Collection Techniques

Data collection was conducted using triangulation to increase data validity (Patton, 2015), using three main techniques:

**In-depth Interviews:** Semi-structured interviews were conducted with key informants using an interview guide developed based on the HSCM theoretical framework and previous research (Haryono & Handayani, 2022; Pertiwi, 2023). The focus of the interviews included understanding the halal concept, practices at each stage of the supply chain, implementation challenges, and oversight mechanisms. Interviews were recorded and transcribed verbatim for analysis.

**Participant and Non-Participant Observation:** Observations were conducted of the production process at the partner MSMEs' locations, storage and packing activities at PT. Oreng Osing's warehouse, and service processes at sales outlets. Observations focused on identifying Halal Critical Control Points (HCCPs), compliance with hygiene principles, facility separation, and product handling practices. Detailed field notes were taken during and after the observations.

**Documentation Study:** Secondary data was collected to support and verify the primary data. Documents reviewed included: a) Halal Certificates from BPJPH/LPH owned by partner MSMEs and suppliers; b) Standard Operating Procedures (SOPs) or internal records related to procurement and production; c) Product labels and packaging to verify the clarity of halal information; d) Local government policy documents related to MSME development and halal tourism; and e) PT. Oreng Osing's digital content (website, social media) to examine communication regarding product halal certification.

#### b. Data Analysis

The collected data were analyzed using the interactive model of Miles, Huberman, and Saldaña (2018), which includes three interrelated stages conducted simultaneously. The analysis was supported by NVivo 12 software to systematically manage and code the data. The analysis process referred to current qualitative research procedures used in HSCM studies (Kurniawati et al., 2022; Widodo & Merlinda, 2024).

**Data Reduction:** Raw data (interview transcripts, observation notes, documents) were selected, focused, simplified, and abstracted. This process was carried out through coding. Initial codes (open coding) were developed based on the HSCM theoretical framework (e.g., Halal Sourcing, Production Segregation, Traceability) and emerging empirical themes. Example codes: "Code\_P1\_Halal\_Material\_Assurance", "Code\_Infrastructure\_Challenges".

**Data Display:** Reduced data is presented in matrices, tables, flowcharts, and category networks to facilitate conclusion drawing. The data presentation is designed to: a) Map the halal supply chain from upstream to downstream; b) Display findings for each HSCM stage and relate them to the actors involved; c) Identify patterns, relationships, and gaps between field practices and ideal HSCM principles; and d) Present a triangulation matrix to compare the results of interviews, observations, and documents.

**Conclusion Drawing/Verification:** Initial conclusions are formulated in stages based on the patterns found in the data presentation. These conclusions are then verified using several techniques to ensure the credibility of the findings (Miles et al., 2018):

**Source Triangulation:** Comparing perspectives from various informants (management, MSMEs, suppliers).

**Method Triangulation:** Checking the consistency of findings from interviews, observations, and document analysis.

Member Check: Cross-checking data interpretations and initial findings with several key informants to ensure accuracy and meaningfulness.

Peer Debriefing: Discussing the analysis process and preliminary findings with other researchers or supervisors to reduce subjective bias.

By applying these analytical methods and techniques, this research aims to produce in-depth, reliable, and contextual findings regarding HSCM implementation in the MSME ecosystem of PT. Oreng Osing Banyuwangi partners.

### 3. RESULT AND DISCUSSION

#### Result

Based on data analysis from interviews, observations, and documentation studies using the interactive model of Miles, Huberman, and Saldana (2018), the implementation of Halal Supply Chain Management (HSCM) in the MSME ecosystem of PT. Oreng Osing Banyuwangi partners can be mapped into four main supply chain stages. The research findings align with the HSCM framework that emphasizes halal integrity assurance from upstream to downstream, while also uncovering specific practices and contextual challenges at the MSME level (Kurniawati et al., 2022; Widodo & Merlinda, 2024).

##### a. Halal Sourcing

The findings indicate that the majority of MSME partners already have a basic awareness of sourcing raw materials from sources believed to be halal, confirming the findings of Yuliani & Kusuma (2021) regarding increased awareness among business actors. Procurement practices are carried out through two main patterns: (1) purchasing from large suppliers or distributors who already have halal product certification, and (2) purchasing from traditional markets or retail stores, relying on trust and long-term relationships with sellers.

"I buy basic ingredients like flour and cooking oil from official agents with clear halal certification. For fresh ingredients like spices and herbs, I buy them at the market from regular traders who I trust to sell halal products." (Interview with PT. Oreng Osing Store Owner, October 28, 2025).

However, formal verification and documentation of halal certifications for raw materials are not carried out consistently. Only 4 out of 10 sample MSMEs could provide copies or photographs of halal certificates for all their critical raw materials. This indicates a gap between awareness and systematic documentation practices, a challenge also identified by (Haryono & Handayani, 2022). Observations at MSME raw material storage locations revealed that most ingredients are stored in sealed containers with labels, but these labels rarely include a specific halal statement or logo.

##### b. Halal Manufacturing Process

At the production stage, efforts to maintain halal compliance appear more structured through the implementation of physical segregation. All observed MSME partner production units implement separate cooking utensils (stoves, pans, pots) and separate storage containers for products to be distributed to PT. Oreng Osing. The 5R principle (Ringkas, Pipi, Resik, Rawat, Rajin) is a commonly adopted operational hygiene guideline, often promoted through mentoring programs from relevant agencies.

"We have special cooking utensils for production for sale. We never mix them with cooking utensils for our families. We maintain the cleanliness of the area and equipment every day according to the mentor's instructions." (Interview with PT. Oreng Osing Store Owner, October 28, 2025).

Internal oversight relies more on the active and personal role of the owner or production manager, rather than on a structured record-keeping system. No daily sanitation checklists or process control records were routinely documented at the MSME level. This pattern reflects the managerial resource limitations often experienced by MSMEs, as researched by (Widodo & Merlinda, 2024). Observations at production sites revealed relatively clean conditions and the absence of non-halal material storage in active production areas.

##### c. Halal Packaging and Storage (Halal Handling & Storage)

PT. Oreng Osing, as the primary aggregator, implements more standardized controls at this stage. All partner MSME products are required to use safe packaging materials approved by the Food and Drug Authority (BPOM). For certain products, PT. Oreng Osing provides standard packaging that includes the halal logo of the partner certification agency and the company logo.

"We have packaging standards. If MSMEs use their own packaging, we require information or proof of the safety and halal status of the packaging materials. This is part of our control." (Interview with PT. Oreng Osing Operations Manager, October 27, 2025).

Storage at PT. Oreng Osing's main warehouse applies the principle of spatial segregation. Halal-certified products are stored on separate shelves or areas from non-halal products or products whose halal status is still being verified. The warehouse area was observed to meet standard conditions: clean, dry, and well-ventilated. However, the storage and traceability management system remains entirely manual, lacking technology such as barcodes or simple information systems to monitor batches and expiration dates in real time, an opportunity for improvement that aligns with the recommendations of (Kurniawati et al., 2022)

#### d. Halal Distribution and Services (Halal Logistics & Service)

Distribution from MSME production units to PT. Oreng Osing's warehouses is the responsibility of each MSME, using private vehicles, without any specific requirements or certifications related to halal vehicles. At retail service points (PT. Oreng Osing outlets), the implementation of halal principles is evident in product presentation and customer service. Products are arranged by category, and halal products are specifically marked on the display. Store staff have received basic training to provide halal product information to inquiring consumers.

"If a customer asks about halal certification, we show the halal logo on the packaging and explain that the products from our partners are certified. We also routinely check expiration dates." (Interview with PT. Oreng Osing Store Owner, October 28, 2025).

The main challenge identified at this logistics stage is the lack of controlled protocols and monitoring for distribution conditions, such as temperature checks for certain products during delivery from MSMEs. Furthermore, there is no standard written procedure for handling products whose packaging is damaged during distribution or storage, which could potentially compromise the product's halal integrity, as highlighted in a study by (Tieman & Ghazali, 2023).

## Discussion

The research findings reveal that HSCM implementation in the MSME ecosystem partnering with PT. Oreng Osing Banyuwangi has shown progress, with a strong foundation of operational awareness and commitment. However, in-depth analysis indicates that existing practices remain at the personal and practical stage of halal assurance, and have not yet fully developed into a documented, measurable, and technology-supported halal management system (Tieman & Ghazali, 2023). This discussion will examine these findings in more depth, referring to theoretical frameworks and previous research.

#### a. Human Resource Commitment as the Foundation and Limit of Implementation

The commitment of PT. Oreng Osing's management and MSME owners was identified as the primary drivers of HSCM implementation. This finding is consistent with research by (Ab Talib et al., 2015), which identified top management commitment as a critical factor in HSCM success. An interesting local adaptation is seen in the adoption of the 5R concept (a derivative of 5S) as a proxy for sharia hygiene standards, an effective form of practical acculturation to improve operational discipline at the MSME level (Kurniawati et al., 2022). However, human resource capacity in identifying and managing Halal Critical Control Points (HCCP) specific to product type remains limited. This gap, as also identified by (Haryono & Handayani, 2023), indicates that the training provided is still general and does not address the technical-analytical aspects needed to build a robust risk-based prevention system.

#### b. Dominance of the Chain of Trust and Weak Traceability of Evidence

Findings regarding inconsistent documentation of halal certification verification for raw materials confirm the structural challenges in MSME HSCM, where the trust-based chain still dominates the evidence-based chain (Yuliani & Kusuma, 2021). In fact, halal integrity within an ideal HSCM framework requires a traceability system capable of tracking halal status from downstream to upstream with documented evidence (Tieman et al., 2012). The absence of a digitized batch tracking system in PT. Oreng Osing's warehouse represents a critical gap. This situation has the potential to lead to the inability to conduct targeted product recalls if issues are discovered, thus threatening the reputation and integrity of the entire brand, as revealed in a study on the fragility of the halal supply chain (Widodo & Merlinda, 2024).

#### c. Dualistic Motivations for Certification and Challenges to Maintaining the System

Halal certification for partner MSMEs functions in a dualistic manner: fulfilling regulatory obligations (the JPH Law) and serving as a market signal to increase sales value in tourism outlets (Wahyuni, 2022). PT. Oreng Osing, with its position as an aggregator, has created a "cluster effect" that positively encourages MSMEs to pursue certification. However, this study uncovered a weakening phenomenon in the maintenance of the halal assurance system post-certification, such as raw material certificate renewals and internal audits. This suggests that certification motivation may still be driven by external factors (regulations and market demand) and has not yet been fully internalized as a sustainable halal quality culture, a transformation challenge also addressed by (Pertiwi, 2023).

#### d. Collaboration Model as an Enabler and Its Limitations

PT. Oreng Osing plays a crucial role as an integrator and facilitator, providing packaging standardization, centralized storage monitoring, and market access. This vertical collaboration model aligns with the collaborative relationship pillar considered essential for HSCM success, particularly in the context of transcending the resource limitations of individual MSMEs (Pertiwi, 2023). However, the established relationships still tend to be traditional buyer-supplier relationships and have not yet developed into strategic partnerships for joint investment in system development. For example, investing in an integrated digital traceability system that can benefit all parties has not yet become a collective agenda. This reflects the limitations of the mentoring model, which is still top-down and not yet fully collaborative and equal (equal partnership), as idealized in the sustainable MSME development approach (Kurniawati et al., 2022).

#### e. Strategic Implications for Halal Tourism Development

As the spearhead of tourist interactions, HSCM practices at PT. Oreng Osing outlets have direct implications for the Muslim traveler experience. Informative service from staff and clear product presentation contribute to peace of mind, a core component of the halal tourism experience (Abdullah, 2021). Therefore, strengthening HSCM is not merely a matter of compliance but transforms into a real competitive differentiation strategy. In the increasingly competitive global halal tourism market (DinarStandard, 2024), destinations like Banyuwangi can make transparent halal supply chain integrity part of their unique selling proposition (USP).

#### f. Synthesis: Towards a Resilient Halal Ecosystem

Synthetically, the MSME ecosystem partnering with PT. Oreng Osing has successfully built a solid foundation of halal assurance at both the operational and behavioral levels. However, achieving halal ecosystem integrity a state in which halal integrity is guaranteed by a robust, evidence-based, and interconnected system of mutual trust requires strategic leaps. These leaps include: (1) Systematic Digitalization and Documentation to build accountability and traceability; (2) Deepening Human Resource Capacity from mere awareness to competence in halal risk management; and (3) Transforming the Partnership Model from transactional relationships to strategic collaboration for investment in shared systems. Without these leaps, the halal supply chain will remain vulnerable to disruption and risk failing to meet the increasingly demanding standards of regulators and the global market, which increasingly demand absolute transparency and traceability (Haryono & Handayani, 2023; Tieman & Ghazali, 2023).

## 4. CONCLUSION

Based on a comprehensive analysis of the implementation of Halal Supply Chain Management (HSCM) in the MSME ecosystem partnering with PT. Oreng Osing Banyuwangi, this study concludes that commitment to halal principles has been embedded and operationalized throughout the supply chain. However, it is still in the operational foundation (halal assurance) stage, which has not yet fully transformed into a documented, measurable, and resilient halal management system. Specifically, HSCM implementation has been implemented at four key stages of the supply chain, each with its own unique characteristics and challenges.

At the raw material procurement stage, trust-based sourcing remains dominant, particularly for fresh raw materials. Although awareness of choosing halal sources exists, formal verification through documented halal certification has not yet become routine practice. Pressure from PT. Oreng Osing has begun to encourage a shift toward evidence-based sourcing for packaging raw materials, indicating the crucial role of the focal company in raising standards. These findings align with research by Yuliani & Kusuma (2021), which uncovered a gap between behavioral commitments and support systems at the upstream level of the MSME supply chain.

In the production process, the internalization of the values of cleanliness and prudence (ihtiyath) is clearly visible through the implementation of facility separation and the 5R principles, which are effective forms of behavioral control. However, this halal assurance system remains personal and implicit, relying on culture and direct supervision without the support of structured procedural documentation such as sanitation logbooks or defined Halal Critical Control Points (HCCP). This confirms the findings of Kurniawati et al. (2022) that while the 5Rs provide a sound foundation, they need to be complemented by a record-keeping system to achieve auditable halal assurance.

In the handling and storage stages, PT. Oreng Osing plays an effective role as a gatekeeper by implementing centralized control through standardized halal packaging and physical segregation in the warehouse. However, the current system remains manual and analog. The lack of traceability technology is a major obstacle to achieving real-time traceability and effective product recall capabilities, critical elements of modern HSCM, as emphasized by Tieman & Ghazali (2023) and Pertiwi (2023).

In distribution and service, the integration of halal principles into the customer experience has been successfully established through informative product and service arrangements, contributing to the peace of mind of Muslim travelers (Abdullah, 2021). However, the distribution stage from MSMEs to the central warehouse remains a missing link, with contamination risks not formally mitigated due to the lack of standards for transportation vehicles.

Holistically, the collaborative model developed by PT. Oreng Osing has been a strong enabler for MSMEs to enter the halal ecosystem, creating halal awareness and basic operational controls. However, to adapt to the increasingly stringent demands of the global halal market and evolving regulations, this ecosystem needs to transition from a model that relies on personal commitment and physical control to one supported by information systems, accountable documentation, and strategic partnerships to invest in technology.

Based on these conclusions, this study offers several strategic recommendations:

For PT. Oreng Osing as the Focal Company: It is recommended to develop and implement a Simple Digital Traceability System. This system can begin by assigning a batch code to each product shipment from partner MSMEs and digitally recording it in the receiving warehouse. This initial investment will significantly improve tracking and traceability capabilities, opening up opportunities for certification and broader market access. Additionally, PT. Oreng Osing needs to develop Halal Logistics Guidelines that outline basic requirements for product delivery, such as vehicle cleanliness and the use of closed containers, and disseminate these guidelines to all partner MSMEs.

For Partner MSMEs: It is recommended to gradually build a well-documented Halal Document Archive. This archive should include, at a minimum, copies of halal certificates for all basic raw materials and packaging, as well as a list of approved suppliers. This step lays the foundation for evidence-based sourcing practices and will facilitate audits or certification renewals. Implementing a simple Production Daily Record that records production dates, raw materials used, and initial hygiene checks is also highly recommended to improve internal process accountability.

For the Regional Government (Banyuwangi Regency Department of Industry, Trade, and Tourism): It is recommended to design an Integrated HSCM Mentoring program that not only focuses on awareness training, but also provides technical assistance in the preparation of simple SOP documents and consultation on the implementation of a basic traceability system. This program can be facilitated through partnerships with academics and Halal Certification Institutions. In addition, the regional government can consider incentives, such as ease of licensing or special promotions, for MSMEs and focal companies such as PT. Oreng Osing that have implemented a documented and traceable halal assurance system, as a concrete effort to build Banyuwangi's brand as a trusted halal tourism destination.

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