

Analysis of the Structure, Behavior and Performance of Indonesia Halal Food Industry with Digital Marketing Post Covid-19 Pandemic

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Abstract: Indonesia as a country with the largest Muslim population in the world has a comparative advantage of tremendous opportunities to produce and export food and beverages with good and halal export quality. The condition of the corona virus pandemic or Covid-19 has forced industry players to revise the targets they have set for 2020. The aim of this study is to analyze the Structure, Behavior and Performance of Indonesia Halal Food Industry with Digital Marketing Post Covid 19 Pandemic. Data analysis is carried out descriptively by explaining the description of the analysis of halal food behavior in Indonesia and quantitatively by analyzing the market structure of the halal food industry. The result shows the structure of the Halal Food Market in Indonesia is a monopsony market, the largest company in Indonesia has an average market share of 2.72%, and CR4 averages 3.85%, the growth of the domestic Indonesian Halal Food Industry is relatively stable with an average of 15.68%, the trend tends to decline in 2018 to 3.74%, and the performance of the Indonesian Halal Food Industry has a normal profit rate of 2.74% on average. It is expected that halal food and beverages performance will improve significantly with digital marketing post Covid 19 pandemic with the right government policy in place.

1 INTRODUCTION

The condition of the corona virus pandemic or Covid-19 has forced industry players to revise the targets they have set for 2020. The Association of Indonesian Food and Beverage Entrepreneurs (Gummi) had projected growth in the range of 8% -9% in 2020 KONTAN.CO.ID – JAKARTA. "If GDP is projected to be minus 0.4% to 2.3%, then food and beverage growth is predicted to only be at the level of 4% - 5%,".

Statistics 2018, the population of Indonesia is 252 million people, Gross Domestic Product (GDP) IDR 15,833,943 billion, Medium and Large Industry and Manufacturing GDP 3,119,617 billion (19.70%), the number of companies 29,554 with a total workforce of 6,005,669 people, for medium and large companies for Halal food, the number of businesses is 6,749 with a workforce of 937,599 people. Small Halal Food Industry Number of Businesses 1,741,779 with a workforce of 3,612,058 people. Increasing sales and business continuity of halal food products in addition to traditional marketing and modern digital marketing

so that marketing distribution is spread to foreign countries.

Indonesia as a country with the largest Muslim population in the world has a comparative advantage of tremendous opportunities to produce and export food and beverages with good and halal export quality (Ruangkanjanases, 2019). Imported products are now starting to flood our homeland with various types of attractive packaging. People need to be careful in choosing these products, there could be something hidden behind these food products that are not suitable for consumption by Muslims. Interviews were used in identifying the halal/halalan and toyyib/toyyiban issues, and control points along in storage, which are frequently interrelated (Omar, 2013). Halalan Toyyiban Issues along the Supply Chain (Riaz and Chaudry, 2015) the Hazard Analysis Critical Control Point (HACCP) is an application of halalan toyyiban principles along the supply chain from the source of supply to the customers, which adhere to the halal toyyiban concept stipulated under Islamic law. The halal products should not be mixed with other nonhalal products during the supply chain process as to sustain the products' halal status.

Throughout these activities, various circumstances could expose the food product into risks that would affect the status of the *halalan toyyiban* of a product.

Fatwa of the Indonesian Ulema Council (MUI) Number 26 of 2013 concerning Halal Standards for Products and Their Use. All articles in the document apply not only to consumers, but also business actors. Article 8 in Law Number 9 of 1999 concerning Consumer Protection. The first paragraph in this article states that business actors are not allowed to produce goods and / or services that violate halal provisions. From the two regulations, it is concluded that all food and beverage products that are sold freely in a mandatory manner must be good and halal. Food and drinks that are halal Thyonian or halal and good and nutritious are certainly very useful for us, both for our physical and spiritual needs. MUI has been granted a Halal certificate to ensure the nation's access to food, beverages and halal materials (Nafis, 2019). MUI has also established the standards of halal according to Islamic law. The examination and study are then conducted to issue a fatwa and then a Halal certificate is issued. Halal certification process was not maximized in Indonesia because politics was not integrated and facilities and infrastructure were inadequate.

In SCP, the relationship between the three components affects each other, including the existence of other factors such as technology, progressivity, strategies and efforts to encourage sales (Martin, 1994). Specifically, the industrial economy examines the structure, behavior and performance of markets, companies and industries (Jaya, 2019). Previous research StructureConduct-Performance (SCP) Food and beverage products from 2009 to 2013, the market structure was monopolistic (Yuliati, 2017). Unlike the SCP of the beverage industry in Indonesia during the period 2010 - 2014 (Kholik, 2015), the market structure is oligopoly. The difference occurs that the first researchers are food and beverages, the second is only drinks. In order for the research to be different, the authors will examine only halal eating in Indonesia (Pujadi et al., 2020).

PT CDMI Consulting 2018 research shows that the rating of 4 big food companies that are well known to the public in Indonesia, namely: PT Indofood Sukses Makmur, PT Mayora Indah, PT Ultrajaya Milk Industry, and PT. Nippon Indosari (all of them have gone public) as well as being a secondary data source in this study and a data source for the Central Bureau of Statistics for 2020.

Companies can work with all Business to Business, Business to Country companies across industries and build brands, grow market share, and

increase loyalty and customers with the right digital capabilities.

2 LITERATURE REVIEW

For more than half century, the researchers have been analyzing human need sand the way their satisfaction can contribute to increase the quality of life (QOL) or the happiness of individual switch in a society. Starting with the pyramid of need of Maslow (1954), many studies have focused on how to rank needs within a given hierarchy [14], [16], [20] (Max-Neef, 1992; Nussbaum and Glover, 1995; Sirgy et al., 1995). The criteria to order needs is hard to establish; any hierarchy of needs will always be subjective and incomplete for a large number of reasons. Industrial economists study various company policies (the policy of the firm) in dealing with competitors and consumers (including how to set prices for inputs and products, advertising strategies and research and development including how to set prices for inputs and products, advertising strategies (Martin, 1994). The Economics of Industry organization written by Shepherd (1990). Denis W and the book Modern Industrial Organization which states that the modern approaches have three major advantages over the Structure Conduct and Performance (SCP), First, they estimate the market performance rather than use an accounting proxy (Carlton and Perloff, 2005). Second, they use changes in exogenous variables (wage, taxes, demand growth) to explain variations in performance rather than endogenous variables such as concentration ratio and advertising. Third, they are based on maximizing models for individual industries so that hypotheses about behavior can be rested. Porter proposes a five forces model as a tool for analyzing the industrial competitive environment (Porter, 1985). Among them are: (a). Competition between competitors in the same industry. (b). Threats to enter the market for new entrants. (c). Threat of substituted goods (d). Bargaining power of buyers, bargaining power of sellers (Kuncoro, 2007). The SCP relationship as above is also explained in Perloff, Karp, and Golan (2007: 13) that, "In the SCP paradigm, an industry's performance - the success of an industry in producing benefits for consumers - depends on the conduct - behavior - of sellers and buyers, which depends on the structure of the market. The structure, in turn, depends on basic conditions such as technology and demand for a product. Typically, researchers summarize the structure by the number of firms or some other measures of the distribution of firms, such as the relative market

shares of the largest firms." The essence of the SCP approach to industrial organization analysis is the existence of a hypothesis which states that the performance or existence of the market (or industry) is influenced by the behavior of companies in the market, while the company is also influenced by various variables that make up the market structure. The following will describe each section.

2.1 Structure

A market structure consists of all firms and individuals willing and able to buy or sell a particular product at a given time and place (Hirschey and Bentzen, 2016). Market Structure the number of firms in a market and the ease of entry and exit by new firms' determinant the type of structure (Carlton and Perloff, 2005). Strategic behavior a set of action a firm takes to influence the market environment so as to increase its profit (2205, p. 350). Structure are Size Distribution of Firm, Market share, Concentration, Entry Barriers and Lesser elements (W.G. Shepperd (1990, p. 6). Some firms are horizontally integrated dan vertical integrated (Pindyck and Rubinfeld, 2018).

Edward S. Manson (1939,1949) and Sutton (1998) in Carlton and Perloff (2005) market structure influences the behavior of companies that operate in it. In general, it can be seen from the aspects of efficiency, technological progress, market growth, and balance in distribution.

Measurement of market concentration is generally carried out by using the Hirschman-Herfindahl Index (HHI) calculation using the reference ratio of the 4 largest companies (CR4) in the industry (Shepherd, 1990). The amount of HHI is very sensitive to the largest share of the company, because the smaller the share given by a company, the less the square value of its market share. The following is common model for testing the effects of structure on firm's profitability Rate of Profit = f (Market share, Concentration, Entry barriers, Growth rate) (Shepherd, 1990).

Based on these experts, it can be concluded that what is meant by market structure shows the characteristics of the market, such as the elements of the number of buyers and sellers, the state of the product, the state of knowledge of the seller and the buyer, and the conditions of market entry barriers. The market structure can also be defined as the special environment of a company, with characteristics that affect the determination of prices and firm output. The elements of market structure include: concentration, product differentiation, firm

size, growth and entry barriers, vertical integration and diversification and government regulation.

2.2 Behaviour

According to Ferguson (1994), the term conduct refers to the company's behavior towards the market in determining prices (whether prices are determined independently or by agreement), product and advertising strategies, as well as research and innovation. Strategic behavior is a set of action a firm takes to influence the market environment to increase its profit (Carlton and Perloff, 2005). Rational behavior refers to a decision-making process that is based on making choices that result in the optimal level of benefit or utility for an individual. The assumption of rational behavior implies that people would rather take actions that benefit them versus actions that are neutral or harm them. Most classical economic theories are based on the assumption that all individuals taking part in an activity are behaving rationally (Church and Ware, 2000). The relationships between technical organizations, resource inputs, nature of the labor market and product market, and variables such us as the wage payment schema and supervisory system, all in relation to their effect on the members of the department and behavior with resulted (Warmington et al., 1997). Conducts refer to the behavior (actions) of the firms in a market; to the decisions these firms make and also to the way in which these decisions are taken. It thus focuses on how firms set prices, whether independently or in collusion with others in the market. How firms decide on their advertising and research budgets, and how much expenditure is devoted to these activities, (Paul R. Ferguson, 1988). Conduct are collusion with rivals, strategies against Rivals and Advertising activity (Shepherd. 1990). From various opinions of experts, it can be concluded that in industrial economics, behavior is defined as the means by which companies gain market access. Behavior is a pattern of responses and adjustments to various companies in an industry to achieve its goals and face competition, through product, price, innovation and promotion strategies so that companies can survive and continue to grow from small to large.

2.3 Performance

Market performance is the success of the market in producing benefits for consumer (Carlton and Perloff, 2005). Performance in an industry can be observed through added value, productivity and efficiency. The

added value is the difference between the input value and the output value. Productivity is the result achieved per worker or unit of production factors in a certain period of time. Shephard (1990) One of the calculations that can be used to measure performance is the Price Cost Margin (PCM) for all industries, namely the difference in price and marginal costs calculated from the additional value minus labor costs in the output section. The formula = Prize Cost Margin = Value added - Payroll: Value of product = Prize - Cost / Prize.

Shephard (1990) The structure and behavior then effect the market's performance, as reflected in the firm's prices, cost cutting efficiency rates of innovation, and so fa. Good performance is usually promoted by a competitive structure and behavior. That is, are they being productively efficient, avoiding wasteful use of available factors of production? Also, are they being allocative efficient in producing the 'right' goods and in the 'right' quantities? Light may be shed on these issues by considering aspects of performance such as the relationship between prices and costs, and the level of profits earned (Carlton and Perloff, 2005). Innovation in new technologies will support profit gains and allow large companies to maintain maximum profit (highly profitable positions) (Church and Ware, 2000). Performance is the final result of the overall form of market structure and the impact of industry behavior based on the Structural approach, Behavior and Performance.

From the various opinions of these experts, it can be concluded that industrial performance is the result of work that is influenced by the structure and behavior of the industry where the usual results are identified with the size of market control or the amount of profit of a company in an industry. In more detail, performance can also be reflected in efficiency, growth (including market expansion), job opportunities, personnel welfare, and group pride.

2.4 Digital Marketing

The internet brought changes in the way of marketing products through the system of various new digital marketing tactics, the marketing process (Olsona et al., 2021): (1) prioritizes what company want to produce (2) determines which marketing tactics will be used. Variables considered strategy: prospects, analysis and adoption of other companies that are efficient and effective. The effect of supply chain on new system or product innovation has been widely studied and discussed very well in various literatures.

It is found that the integration of producers and buyers of products has significant direct effect on marketing performance, and the wider the marketing scope through the mediation of manufacturing flexibility in business.

Entrepreneurs must maximize the development and use of technology today to make it easier for people to carry out their daily routines. For example, people easily shop by using internet technology if they are busy with other routines. Buying and selling transaction using two types of buying and selling transaction in E-Commerce, namely marketplace and marketplace.

Marketspace is a place buying and selling activity wholesale and retail goods via the internet or commonly referred to as an online store. Trading facilities in the market only come from two directions, namely the seller and the buyer. The working concept is that the goods produced by the seller are provided in this marketplace which are addressed to the buyer.

Marketplace is a gathering place for sellers and buyers in the transaction of selling production goods using internet facilities. In other words, a marketplace is a site in which there are several sellers, so buyers can choose the goods they want to buy from various sellers or shops on the site. Examples of marketplaces in Indonesia include Bukalapak, Lazada, Toko Marketing expansion and increasing turnover and number of customers, companies need to undergo a digital marketing transformation to increase sales and brands, product, or solutions.

Companies can work with all Business to Business, Business to Country companies across industries and build brands, grow market share, and increase loyalty and customers with the right digital capabilities. Example Tokopedia, and others. Marketing expansion and increasing turnover and number of customers, companies need to undergo a digital marketing transformation to increase sales and brands, product, or solutions.

3 METHODOLOGY

The types and sources of data used in this study are 11 years of secondary data from 2008 to 2018 obtained from BPS, the Ministry of Industry and, the Jakarta Stock Exchange. In principle, data analysis is carried out descriptively by explaining the description of the analysis of halal food behavior in Indonesia and quantitatively by analysing the market structure of the halal food industry in Indonesia with the following variables:

3.1 Minimum Efficiency Scale (MES)

At the edge of the market there may be barriers to entry, which impede potential competitor from entering the market to become actual competitor. Anything that decreases the likelihood, scope, or speed of their entry is a barrier to entry (Shepherd, 1990). Barriers to entry as measured by the Minimum Efficiency Scale (MES) and on a larger economic scale will be it is increasingly difficult to enter the industry.

3.2 Growth (G)

Bain, Penrose and others have suggested that industry growth tends to reduce concentration and entry barrier. Growth may also destabilize the market, making it easier for new and smaller firms to rise (Shepherd, 1990) industrial growth (Growth) the rate of industrial growth from one year to the next.

3.3 Price Cost Margin (CPM) Profitability

In general, performance measurement with PCM. The PCM value is used as the dependent variable because PCM describes the profits of an industry and represents the performance variable itself. There is also internal efficiency (X-Eff) X-efficiency occurs in two main forms (1) in buying more inputs than are necessary, and (2) in low effort level by employees (Shepherd, 1990) in this paper. PCM is selected.

4 RESEARCH AND DISCUSSION

4.1 MES

The market structure of the food and beverage industry in Indonesia is seen from the barriers to entry as measured by the Minimum Efficiency Scale (MES) as shown in table 1.

Interpretation Related to Market Structure CR4 = 0 Minimum Perfect competition $0 < CR4 < 40$ Low Effective competition or monopolistic competition $40 \leq CR4 < 60$ Medium to lower Monopolistic competition or loose oligopoly $60 \leq CR4 < 90$ Medium upward Tight oligopoly or competitive dominant firm fringe $CR4 \geq 90$ High Dominant firm with competitive fringe or effective monopoly (near monopoly) $CR4 = 100$ Maximum m Perfect monopoly.

Table 1: Portion of each CR4 Large Company in 2008-2018.

Year	Indofood SM	Mayora Indah	Ultra Jaya	Indosari	MES
2008	0,83	0,65	0,32	0,07	1,90
2009	0,89	1,06	0,36	0,10	2,43
2010	4,66	1,62	0,76	0,13	7,19
2011	2,90	1,46	0,32	0,12	4,81
2012	4,02	1,46	0,39	0,16	6,04
2013	2,88	1,44	0,41	0,18	4,92
2014	3,24	0,12	0,03	0,17	3,57
2015	3,17	0,13	0,05	0,15	3,51
2016	2,12	0,14	0,05	0,15	2,47
2017	2,27	0,11	0,04	0,13	2,56
2018	2,36	0,12	0,05	0,13	2,67
Avg	2,72	0,75	0,25	0,13	3,85

Based on the data above, in the last 11 years the number of CR4 Company's products was at least 1.90% in 2008, the highest was 7.19% in 2010 and in 2018 was 2.67%. The largest portion of each CR4 in Indonesia is Indofood SM only with an average of 2.72, Mayora 0.75, Ultra Jaya 0.25 and Indosari 0.13, the average CR4 is only 3.85%.

The MES calculation above explains that during 2008 to 2018 the market structure of the halal food industry in Indonesia was in the form of monopolistic competition, because MES was carried 10%, the level of competition was very sharp, barriers to market entry were very small, only 3.75% or relatively without significant obstacles.

4.2 Growth

Table 2: Growth of the Indonesian Halal Food Industry 2008- 2018 (Million Rupiah).

Years	Sales	Growth	%Growth
2008	438.044	19.180	1,23
2009	446.558	8.514	1,94
2010	444.762	-1.796	-0,40
2011	647.344	202.582	45,54
2012	718.677	71.333	11,01
2013	830.050	111.373	15,49
2014	1.096.695	266.645	32,12
2015	1.212.638	115.943	10,57
2016	1.623.948	411.310	33,91
2017	1.905.191	281.243	17,31
2018	1.976.531	71.340	3,74
Average	1.030.948	141.606	15,68

Based on the data above, the growth rate of the halal food industry in Indonesia in the last 11 years was IDR 438,044 million in 2008, which continued to increase to IDR 1,976,531 million, in 2010 minus 0.40% and the highest growth in 2011 was 45.54%. The growth of the halal food industry in Indonesia has fluctuated, with an average growth of 15.68%. The trend of the growth of the halal food industry tends to decline.

4.3 PCM

Table 3: PCM of the Indonesian Halal Food Industry 2008-2018 (Million Rupiah).

Years	Sales	Growth	%Growth
2008	438.044	10.456	2,38
2009	446.558	11.457	2,56
2010	444.762	11.952	2,68
2011	647.344	24.284	3,75
2012	718.677	24.167	3,36
2013	830.050	23.338	2,81
2014	1.096.695	29.001	2,64
2015	1.212.638	30.748	2,53
2016	1.623.948	44.908	2,76
2017	1.905.191	47.728	2,50
2018	1.976.531	43.201	2,18
Average	1.030.948	27.385	2,74

Industry performance is analyzed by looking at the Price Cost Margin (PCM) profitability indicator, the Halal Food Industry in the last 11 years 2.38% in 2008 was relatively stable until 2018 at 2.18%. The lowest PCM was 2.18% in 2018 and the highest was 3.75 in 2011 with an average rate of 2.74%.

Analysis of the relationship between structures and other factors that affect performance can be analyzed using the Ordinary Least Squares (OLS) method, Best Linear Unbiased Estimation (BLU) (unbiased and good estimator (BLU) is usually done with classical tests and feasibility tests of minimal correlation models. 50% This is done because the use of the OLS method is considered the most appropriate to describe the relationship between variables and its use is also easier than other methods in describing the regression results.

4.4 Classic Text

4.4.1 Data Normality

Table 4: PCM, MES and Growth Data Normality Test.

Information	Jerque-Bera	P > 0,05	χ^2 (chi square) B.P Godfrey	$p\chi^2 > pJB$
PCM	2.733977	0.254873	0,6738	Norma l
MES	3.140401 5	0.207628	0,6738	Norma l
Growth	1.240525	0.537803	0,6738	Norma l

PCM, MES and Growth of the three variables $p > 0.05$ and $\chi^2 > pJB$, it can be concluded that the three residual variables are normally distributed then it can be analyzed using the normal distribution.

4.4.2 Autocorrelation Test

Autocorrelation test produced by Durbin Watson (DW) 1.527812 and between 0.758 > 1.527812 < 1.604 it can be said that there is no autocorrelation problem.

4.4.3 Heteroskedasticity Test

Heteroskedasticity of the Brush Pagan Godfrey Test model χ^2 (chi square) 0.6738 greater than 0.5 means that there is no heteroskedasticity problem.

4.4.4 Multicollinearity Test

Variance Inflating Factor (VIF) Cantered VIF variable MES = 1,004 and, G = 1,004 all of them are taken 10, then the two variables are said to have no multicollinearity problem (Gujarati and Porter, 2013).

4.4.5 Regression Test

T test and F test

Partially MES to PCM t count (2.292) t table (1.96) it can be concluded that MES and G variables partially probity, 0.05 means a significant effect on CMP. The effect of MES and G simultaneously has a significant and positive effect on PCM. The results of

Table 5: The Influence of MES and Growth on the PCM of the Indonesian Halal Eating Industry 2008-2018.

Variable	Coefficient	Std. Error	t Statistic	Prob
C	2.009365	0.240838	8.343238	0.0000
MES	0.109762	0.047873	2.292784	0.0490
G	0.018823	0.006336	2.970807	0.0178
R-Squared	0.622892	Mean dependent var		2.745618
Adjusted R		S.D. dependent var		0.445769
squared S.E. of	0.528615	Akaike info criterion		0.696889
regression Sum	0.306054			
squared		Schwarz criterion 0		0.805406
residual	0.749352	Hannan-Quinn		
Log				
Likelihood	-0.832892	critter.		0.628485
F-statistics Prob(F-	6.607033	Durbin Watson stat		1.627812
statistic)	0.020224			

the F probability test are 0.020, smaller < 0.05. R 0.6228 and Adjusted R-squared 52.86. The MES and G variables together have an effect on 53% of PCM, the remaining 47% by other variables. The results of this test indicate that the combination of the MES and G variables contributes significantly to PCM.

The established of the regression model, the reliability test R is greater than 0.50. Calculation of R obtained R 0.622892 R Squared 0.528615 there is a significant correlation 53% and both variables can explain 43% of Y and the remaining 47% by other variables.

Regression

$$PCM = \beta_0 + \beta_1MES + \beta_3G + \epsilon_i$$

Where:

$$PCM (Y) = 2.009365 + 0.109762 + 0.018823 + e$$

$$\text{Constance (a)} = 2.0093 \text{ MES (x1)} = 0.109762$$

$$\text{Growth (x2)} = 0.018823$$

From the multiple regression equation, it can be described as follows:

- a. If there are no additional MES and G variables (equal to 0), then the total PCM = IDR 2,009,365 million.
- b. If MES increases by Rp. 1 billion, the number of PCMs increases by Rp. 11 billion 3). If G increases by Rp. 1 billion, the PCM will increase by 1.8 billion.

5 CONCLUSIONS

5.1 Conclusion

- a. The structure of the Halal Food Market in Indonesia is a monopsony market, the largest company in Indonesia has an average market share of 2.72%, and CR4 averages 3.85%.
- b. The growth of the domestic Indonesian Halal Food Industry is relatively stable with an average of 15.68%, the trend tends to decline in 2018 to 3.74%.
- c. The performance of the Indonesian Halal Food Industry has a normal profit rate of 2.74% on average.
- d. Buying and selling transaction using two types of buying and selling transaction in E-Commerce, namely marketplace and marketplace. The internet brought changes in the way of marketing products through the system of various new digital marketing tactics, the marketing process.
- e. Companies can work with all Business to Business, Business to Country companies across industries and build brands, grow market share, and increase loyalty and customers with the right digital capabilities. Determines which marketing tactics will be used. Variables considered strategy: prospects, analysis and adoption of other companies that are efficient and effective.

5.2 Recommendations

- a. Monopsony market structure, the number of companies is too many, newcomers easily enter the market so that the level of competition is very high, it is advisable to the Government, especially the Ministry of Industry and Trade, to make regulations for the Indonesian Food Industry which makes it easy for export-oriented good and halal products.
- b. As the largest Muslim country in the world, and various types of halal food available today, it has

- comparative advantages selling good and halal food products to various countries, one way or another, the food producers are relatively small companies, the government advises in trade fair events, and the industry provides the widest possible for the Indonesian halal food industry.
- c. There are many companies in Indonesia, even though they have gone public but all of them are small, so that the company's performance is not optimal, it is suggested that several large companies including those that have gone public mergers, innovation and the use of high technology so that the cost efficiency can ultimately compete with other food companies in other countries in the international world. d. Indonesia as the most populous Islamic country in the world has the potential to become a halal food producer not limited to exports and imports but can promote marketing expansion in various countries of the world by undergoing digital marketing transformation to increase sales and branding, products or solutions.

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