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OPTIMIZATION STRATEGY FOR THE HEBITREN PROGRAM AND HALAL VALUE CHAIN IN DEVELOPING THE SHARIA ECONOMY

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Information	Abstract:
Article History: Received : 27.05.2024 Revised : 09.06.2024 Accepted : 14.06.2024	<i>There is a problem that often arises: Islamic boarding schools are still lacking in terms of income to manage and drive the Islamic boarding school economy. Islamic boarding schools are often only fixated on student dues as a funding source for various purposes, including economic development and infrastructure. Therefore, the researcher intends to analyze one way to encourage the economic independence of Islamic boarding schools through the optimization of the Hebitren program and the potential of the halal value chain for the development of the Islamic economy in Islamic boarding schools. The method used in this study is qualitative, where the researcher goes directly to the location of the case study to obtain information. Then the results of the study are processed and analyzed using the SOAR framework and the IFAS/IFES matrix and then described descriptively. The results of the study show that the most appropriate strategy to optimize the economic independence of Islamic boarding schools through the Hebitren program and the potential of the halal value chain is the SA strategy, namely developing quality human resources and playing an active role in developing business models based on Islamic values, streamlining the concept of halal value chain, managing Islamic boarding school assets, entrepreneurship training, and strengthening business networks.</i>
Keywords: <i>Islamic Boarding School; Halal Value Chain; SOAR analysis; Sharia Economics.</i>	

A. INTRODUCTION

Islamic boarding schools are one of the oldest educational institutions that plays a strategic role in developing the sharia economy and halal industry in Indonesia. Islamic boarding schools are educational institutions that are independent and do not depend on any party (Fitri & Ondeng, 2022). However, often pesantren are considered as marginalized groups that are closely associated with poverty and underdevelopment. Many Islamic boarding schools still position themselves only as religious educational institutions and are apathetic to economic progress, considering them only as worldly affairs. As a result, Islamic boarding schools rely only on their economic drivers from student contributions, community alms, and donations from certain parties.

Seeing these conditions, there is a need for an initiative to alleviate this limitation so that Islamic boarding schools can become the basis for sharia economic empowerment. To achieve this independence, the Ministry of Religious Affairs issued the Islamic Boarding School Independence Roadmap program which aims to develop Islamic boarding schools, not only as educational institutions, but also as a pilot economic movement. There are four strategic objectives of the roadmap, namely strengthening pesantren in carrying out the function of community empowerment by becoming a Community Economic Hub in their environment, strengthening the function of pesantren in producing human resources (HR) who excel in religious science, work skills, and entrepreneurship, strengthening the role of the Ministry of Religion in realizing the independence of pesantren, and strengthening pesantren in managing business units as economic resources.

Therefore, the economic independence of Islamic boarding schools can be improved through the Hebitren program (Islamic Boarding School Economic and Business Association), which functions to develop the Islamic boarding school economy through a business and entrepreneurial approach as well as the potential of the halal value chain to integrate halal products such as food, services, and fashion, as well as ensure their quality and halalness. These two ways can be a driver for improving the pesantren economy.

Ar-Raudlatul Hasanah Islamic boarding school Medan. Established in 1982, this Islamic boarding school adopts the KMI Gontor model and curriculum and is located on Jl. Jamin Ginting Km. 11 Paya Bundung/Jl. Setia Budi Kel. It is one of the Islamic boarding schools in North Sumatra that is active in Hebitren program activities. He joined in 2019 at the beginning of the formation of Hebitren, where he won the title of the best pesantren. He was actively supporting Hebitren by Bank Indonesia in North Sumatra in 2021.

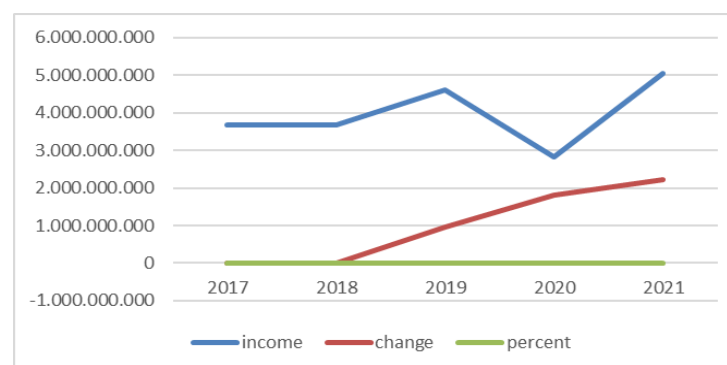
To understand the impact and development of the Hebitren program, it is important to look at the data on the development of the income of the Ar-Raudhatul Hasanah Islamic Boarding School Owned Enterprises from before the existence of the Hebitren program and after the realization of the Hebitren program in the Islamic boarding school. The following is data on the income of Islamic boarding school-owned business entities in 2017-2021 from the results of interviews obtained from resource persons.

Table 1. Revenue Data of Pesantren-Owned Business Entities

Year	Income	Income Changes	Percent
2017	3.675.000.000	-	-
2018	3.670.000.000	-5.000.000	-0,14%
2019	4.620.000.000	950.000.000	25,89%
2020	2.819.000.000	1.801.000.000	-38,98%
2021	5.055.000.000	2.236.000.000	79,32%

Source: Ar-Raudlatul Hasanah Islamic Boarding School

Graph 1. Income of Islamic Boarding School



Source: Ar-Raudlatul Hasanah Islamic Boarding School

The income of Islamic boarding school-owned business entities from 2017 to 2021 above includes independent business units owned by Islamic boarding schools, such as (Isnaini et al., 2015):

Table 2. List of Business Units

No.	Business Units	Male	Female
1.	Student Shops	✓	✓
2.	Canteen	✓	✓
3.	Photo Studio	✓	✓
4.	Laundry services	✓	✓
5.	Printing	✓	✓
6.	Sewing	-	✓
7.	Barbers	✓	
8.	Santri Mart	✓	✓
9.	Phone Booth	✓	✓
10.	LM3/ Production House	✓	✓
11.	Raudhah Fried Chicken (RFC)	✓	✓
12.	Hair Salon	-	✓
13.	Container Stall	✓	-
14.	Raudhah Bakery	✓	✓
15.	Bottled Water (AMDK)	✓	✓

Source: Ar-Raudlatul Hasanah Islamic Boarding School

The data shows significant variations in the financial performance of Islamic boarding schools. In 2017 and 2018, revenue was relatively stable. However, in 2019 there was a surge of IDR 950,000,000 or 25.89%. In 2020, a sharp decrease of IDR 1,801,000,000 or -38.98% was recorded, but it was followed by a drastic increase in 2021 of IDR 2,236,000,000 or 79.32%.

The income table shows that the Hebitren program positively impacts the income of Islamic boarding school-owned business entities. However, what distinguishes the Hebitren program from other economic initiatives is its implementation Halal Value Chain A concept that is the main foundation. *Halal Value Chain* It not only covers aspects of halal product production but also covers the entire value chain, from raw material resources to product distribution and marketing processes to the final consumer (Antonio et al., 2020). In the implementation of this concept, every stage of production and distribution must comply with sharia

principles in Islam, such as not using haram ingredients, maintaining the cleanliness and halalness of the production process, and ensuring transparency and honesty in all business transactions (Bashori, 2020). In addition, it is also important to ensure that the products and services produced have valid halal certification, thereby strengthening consumer confidence in the halalness of the product.

Economic research on Islamic boarding schools, such as the Hebitren program and the Halal Value Chain, has been carried out previously by a team from the Faculty of Islamic Economics and Business IAIN Lhokseumawe (2022), which has successfully implemented the economic empowerment program of the Darul Huffazh Al Arief Islamic Boarding School through the Sharia economic approach, focusing on the replication of Islamic business models, standardization of financial reporting, digital platforms, virtual markets, the establishment of centers of excellence, and the establishment of a national economic and business holding for Islamic boarding schools. However, this study does not discuss in detail the challenges or limitations faced in applying sharia economic principles to empower Islamic boarding schools. Similarly, Hasniaty's (2022) research on 'Analysis of Sharia-Based Business Development in Islamic Boarding Schools' also does not detail specific challenges in implementing Sharia-based businesses in Islamic boarding schools. Meanwhile, the research by Uus Rustiman et al. (2022) discussed the 'Roadmap and Model for Sustainable Islamic Boarding School Business Resilience Based on the Green Economy After the COVID-19 Pandemic in West Java', focusing on the implementation of the roadmap and model in West Java to revive the pesantren business amid a pandemic with green economy principles. The resulting roadmap model aims to map potential, improve infrastructure, develop key commodities, and build economic resilience based on the green economy in West Java.

Based on the background that has been described above, it is necessary to conduct a study and analysis of the strategy to improve the Hebitren program by utilizing the potential of the Halal Value Chain for the economic development of Islamic boarding schools, in line with the vision and mission of Hebitren. In developing this strategy, the author uses the SOAR (Strengths, Opportunities, Aspirations, Results) analysis framework to understand the strengths, opportunities, aspirations, and outcomes of the Hebitren program in the pesantren environment. In

addition, the author will apply the IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) matrices to analyze internal and external factors that affect the success of the Hebitren program in optimizing the sharia economy in the pesantren environment.

The purpose of this study is to map the optimization strategy of the Hebitren program and the potential of the Halal Value Chain by identifying internal and external factors, so as to map the strength and opportunities to achieve the desired outcomes in the development of the Islamic economy in Islamic boarding schools. The benefits of this research are to provide a more holistic and in-depth understanding of the potential and challenges in developing the Sharia economy in Islamic boarding schools, as well as concrete recommendations to increase the effectiveness of the Hebitren program, the potential of the Halal Value Chain, and the development of the broader sharia economy

B. LITERATUR REVIEW

HEBITREN (*Himpunan Ekonomi Bisnis Pesantren*): Islamic Boarding School Business Economic Association

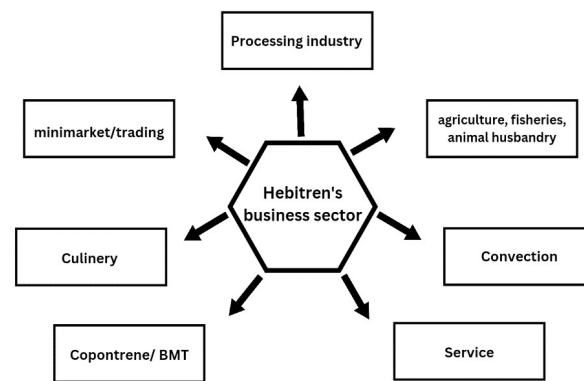
Pesantren business holding called the Islamic Boarding School Business Economics Association (HEBITREN) is one of Bank Indonesia's programs in the form of a forum to strengthen the independence of Islamic boarding schools, which aims to encourage the acceleration of economic strengthening of business units in Islamic boarding schools (Rahmawati & Walyoto, 2022).

Hebitren was formed at the workshop of 110 selected Islamic Boarding Schools on November 19, 2019. The establishment of Hebitren cannot be separated from the support of Bank Indonesia since the first ISEF in 2014 was held in Surabaya. Bank Indonesia (BI) organizes the Indonesia *Jakarta Sharia Economic Convention Center* (JCC), Jakarta. This event was attended by 110 Islamic boarding schools in various regions in Indonesia, declaring the initiation of the establishment of a pesantren holding business that will oversee all economic activities and Islamic boarding school businesses (Universitas Airlangga, 2019).

Identification and mapping are carried out in the formation of Hebitren because pesantren are generally involved in both philanthropic and commercial activities.

Efforts to organize the pesantren economy aim to develop the pesantren economy (Fathoni & Rohim, 2019) and establish regulations and policies that encourage Islamic boarding school business actors to participate in the global market. As a result, pesantren can play an important role in the economic growth of the ummah at the local, national, and international levels. The government, through BI, has pioneered three programs to develop the economic independence of Islamic boarding schools, which are currently used as Hebitren's vision and mission (Saleh & Satriawan, 2020). First, various business units are needed, which can be achieved by cooperation between Islamic boarding schools. Second, the economic development of Islamic boarding schools needs to adapt to the advancement of information technology (Akhiyat & Amin Fadlillah, 2023). For example, Islamic boarding schools can provide a virtual market for their products (Husain Insawan, 2023). The pesantren also provides *Business Matching*. The following are the types of business fields that Islamic boarding schools can develop from Hebitren's internal business model.

Figure 1. Types of business fields of Hebitren members



Source: (Bank Indonesia, 2019)

Third, to ensure effective and efficient accountability among Islamic boarding schools, the Hebitren network needs to be developed. Financial statements also need to be standardized by sharia standards. Hebitren is directed to integrate all Islamic boarding school business units so that it can grow rapidly and reach a wider target group by paying attention to management and institutions that are managed

professionally, and Islamic boarding schools remain focused on developing the education system.(Septiawan et al., 2022) This explanation is reinforced by (Gihani et al., 2021) said that Hebitren is the fourth strategy among the six priorities for community empowerment carried out by Bank Indonesia. This strategy involves replicating business models, virtual markets, central advantages, and establishing a parent business to synergize trade. The purpose of Hebitren is to be a forum to display the superior products of Hebitren member Islamic boarding schools, display the ecosystem of economic independence development based on Islamic boarding schools, and inspire other Islamic boarding schools to join Hebitren. (Kurniawan, 2023).

Halal Value Chain

The halal principle has become a universal indicator to guarantee the quality of a product and the standard of living. In this concept, there are aspects of human health, safety, security, prosperity, and dignity. The determination of the halal or haram of an ingredient for a Muslim is affirmed in the Quran, as explained in Surah Al-Baqarah verse 173, which mentions the prohibition of carcasses, blood, pigs, and animals that are slaughtered by mentioning names other than Allah.(Bayumi, 2022) Furthermore, Surah Al-Baqarah verse 219 prohibits consuming any form of *khamar* (alcoholic beverages). Surah Al-Maidah verse 3 states that the status of halal animals can be changed to haram if they die because they are destroyed, suffocated, fall because they have horns, are pounced on by wild animals or are slaughtered for idols (Charina & Karisma, 2023).

By referring to these verses, it can be understood that something is considered halal according to Islamic law if it meets the following conditions: (1) It does not contain pigs or ingredients derived from pigs; (2) Does not contain prohibited substances such as human organs, feces, blood, and so on; (3) All ingredients from halal animals must be certified for slaughter by Islamic law; (4) All places of processing, storage, sale and transportation shall not be used for pigs or other illegal goods; if it has been used, it must be cleaned under the provisions of Islamic law; (5) All foods and drinks do not contain *khamar* (THEME 11, 2018).

Halal value chain can be a concept that regulates the halal business ecosystem from upstream to downstream, starting from input, production, distribution, marketing, and consumption (Adila et al., 2023). This concept has several components, including (a) inputs, such as raw materials, capital, labor, and technology used in the production process; (b) the process, which includes stages such as design, manufacture, packaging, and storage to convert inputs into outputs; (c) output, in the form of products or services resulting from the production process; (d) distribution, including the distribution of output from producers to consumers, including transportation, warehousing, and marketing;(Syariah et al., 2024) Moreover, (e) consumption is related to the use of output by consumers, such as purchase, use, and disposal.(Rahmawati & Walyoto, 2022) The Halal Value Chain includes four industrial sectors: the halal tourism industry, the halal cosmetics and medicine industry, the halal food industry, and the halal finance industry from upstream to downstream. The purpose of *the Halal Value Chain is to ensure that the halal products and services produced meet Sharia standards and criteria and provide added value for business actors and consumers* (Kholilah et al., 2022).

SOAR Analysis

SOAR (Strengths, Opportunities, Aspirations, and Results) is a highly positive framework that can be used for strategic thinking and analysis that allows a person, team, or organization to create a strategic strategy or plan to build its future through collaboration, mutual understanding, and a commitment to action.(Umami et al., 2024) This analysis aims to explore and understand the organization's internal strengths, opportunities in the external environment, aspirations desired by the organization, and the expected results of the implementation of the strategy.

SOAR consists of four elements: 1) Strength (S) is an organization's greatest strength and capability, both tangible and intangible assets, that support business continuity and future progress. 2) Opportunity (O) is the part of the external environment that must be analyzed to understand the opportunities that can be leveraged. Taking advantage of these opportunities can provide benefits to the organization if done quickly and appropriately. 3) Aspiration (A) is the hope, vision, and mission that forms trust in products, markets, and other activities, to achieve the

expected vision and increase enthusiasm in improving performance and service. 4) Result (R) is the result achieved in strategic planning to evaluate achieving mutually agreed goals. An attractive recognition and reward system is needed for organizational members to increase motivation to achieve goals.

When analyzing the state of an organization or company, SOAR analysis is the right choice compared to using a SWOT analysis (*Strengths, Weaknesses, Opportunities, Threats*) because SOAR analysis focuses more on a more positive approach, motivating innovation, strengthening organizational identity, overcoming information imbalances, and reducing dependence on external factors. This makes it a more holistic and empowering tool in formulating strategies and achieving organizational goals (Sulaiman et al., 2018).

Table 3. SOAR Matrix

Internal/ External	Strength What are some of the best assets an institution has?	Chance What market opportunities are possible?
Aspiration What are the expectations factors for future targets?	SA Strategy Creating a strategic focus on strength to achieve aspirations	OA Strategy A strategy that aims at aspirations to take advantage of opportunities
Result What is the impact of measurable results?	SR Strategy Create a strategy based on strengths to achieve measurable results	OR Strategy An opportunity-oriented strategy to achieve measurable results

C. METHODOLOGY

This research uses a qualitative method. The object of this research is the Hebitren Program and its Potential *in the Halal Value Chain*. The subject of this study is the Ar-Raudlatul Hasanah Islamic boarding school located on Jl. Jamin Ginting, Km. 11 Paya Bundung/Jl. Setia Bdi, Kel. The source of data in this study is primary data collected through interviews and documentation (literature study). The determination of informants is based on the quality of information related to the research. The data of informants or resource persons of this research are presented in the following table:

Table 4. Data of resource persons

Informant	Position
1	Head of Hebitren North Sumatra & Head of the Ar-Raudlatul Hasanah Islamic Boarding School Hebitren
2	Head of UPT. Business Development Outside Islamic Boarding Schools
3	Head of Islamic Boarding School-Owned Enterprises (BUMP)

The data collection techniques used in this study are carried out through two main methods, namely interviews and documentation. Through interviews, researchers interact directly with respondents to gain in-depth insights into various aspects relevant to the research. On the other hand, documentation is used to collect data from various documents such as financial statements and other related documents that can provide a more comprehensive understanding of the situation of the pesantren. The analysis tool used is SOAR. (Rochdiani, 2021) The data analysis technique used in SOAR analysis is the calculation of weights and rankings using the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices. To calculate weight, there are 2 (two) classifications based on the source of the factor: a) IFE on internal factors, namely strength, and aspiration. b) EFE on external factors, namely opportunity and outcome. With a combination of qualitative approaches, SOAR analysis, and IFAS & EFAS, this research will provide an in-depth understanding of the factors that affect the development of the Sharia economy in the Ar-Raudlatul Hasanah Islamic Boarding School in Medan and will formulate the right strategy to optimize the Hebitren program and the potential of the Halal Value Chain.

D. RESULT AND ANALYSIS

Based on the interviews, the data is used as SOAR analysis material to obtain optimization strategies for the Hebitren program and the potential of the halal value chain at the Ar-Raudlatul Hasanah Islamic boarding school. The SOAR analysis was developed into four parts: S-A, O-A, S-R, and O-R.(Fuadi, 2020) The analysis serves as an alternative strategy to the factors carried out by the Hebitren program. Here are the

strengths, opportunities, aspirations, and results from interviews with three expert speakers in their fields. Then it is formulated into a measurable alternative strategy, namely:

Table 5. SOAR Analysis Matrix of Hebitren Program Optimization Strategy and The Potential of Halal Value Chain

	Power (S)	Chance (O)
	<ol style="list-style-type: none"> 1. Have a large capacity of human resources as a sharia economic actor 2. Applying the concept of the Halal Value Chain in every business unit that is run 3. Have halal certification for managed businesses 4. Conducting business professional training for workers and students 	<ol style="list-style-type: none"> 1. Demand for halal products is experiencing a trend 2. Opportunity for Hebitren to collaborate to form a business match for PT 3. Developments in technology and information that can be used as a means of promotion 4. Collaboration between Hebitren members and external parties (manufacturers, distributors, retailers)
Aspiration (A)	SA	OA
<ol style="list-style-type: none"> 1. Becoming a prototype and center for the development of the sharia economy 2. Increase the capacity of tools and manpower to produce unique and quality halal products 3. Inviting investors for business development capital 	<ol style="list-style-type: none"> 1. has great potential to advance the sharia economy through quality human resources and plays an active role in developing business models based on Islamic values 2. optimizing the potential of the sharia economy by combining the HVC concept and increasing the 	<ol style="list-style-type: none"> 1. Holding an event based on sharia economics to introduce halal products of Islamic boarding schools 2. Maximizing the use of E-commerce & social media as a Marketing Medium 3. Collaborate with local industries and communities to expand networks and introduce halal products for Islamic

Yield (R)	SR	OR
<ol style="list-style-type: none"> 1. Increase in business assets 2. Increased market share/branding 3. Have a good image for consumers 4. Maintain transparency and financial system results 5. Community empowerment around Islamic boarding schools 	<p>capacity of tools and labor</p> <ol style="list-style-type: none"> 3. Increasing the creativity of pesantren human resources can be a selling point to open up investment opportunities 	<ol style="list-style-type: none"> 4. Leverage advanced technology for ease of running a business
<ol style="list-style-type: none"> 1. Increasing the sense of mutual help between Hebitren actors in improving business strategies 2. Building a resilient and expert management team in their field 3. Improve product quality with good quality control 4. Increase in transactions between Islamic boarding schools 	<ol style="list-style-type: none"> 1. Creating an ecosystem for economic independence development based on Islamic boarding schools 2. Emerging as a market leader 3. Providing training on entrepreneurship and Sharia-based business management 	

Furthermore, the formulation of the strategy is prepared based on the analysis obtained from the implementation of the SOAR Framework through the following stages: a) Creating an internal-external matrix This internal-external matrix is generated when mapping using the SOAR Framework. b) Giving weight to each factor. c) Calculate the ranking and score of each factor. d) Arrange these factors in column 1. e) Weighting of each factor. f) Calculating the rating for each respondent gives a score ranging from 4 (outstanding) to 1 (poor) based on the influence of these factors on the organization's condition. Then it adds up to determine the sum of the factor values. g) Multiply the weight by the rating to get the weighting factor. h) Add a weighted score to get a total score.

Calculating internal and external weights begins with identifying strengths, opportunities, expectations, and results according to the conditions of Ar-Raudlatul

Hasanah Islamic boarding school. Identifying internal and external factors is carried out through discussions with experts in their fields. Data was obtained from the interview with 3 resource persons and divided into several question points. The following are the results of the calculation of internal and external factors that have been successfully identified:

Table 6. IFAS Matrix

Less	Chance	R 1	R 2	R 3	Value	Heavy	Rating	Score
1	Demand for halal products is experiencing a trend	4	4	3	11	0,28	2,75	0,76
2	Opportunity for Hebitren to collaborate to form a business match for PT	4	2	1	7	0,18	1,75	0,31
3	Developments in technology and information that can be used as a means of promotion	4	4	3	11	0,28	2,75	0,76
4	Collaboration between Hebitren members and external parties (manufacturers, distributors, retailers)	4	4	3	11	0,28	2,75	0,76
Total opportunity factor score					40	1,00	10,00	2,58

Less	Result	R 1	R 2	R 3	Value	Heavy	Rating	Score
1	Increase in business assets	3	4	4	11	0,20	2,20	0,45
2	Increased market share/branding	3	4	2	9	0,17	1,80	0,30
3	Have a good image for consumers	3	4	4	11	0,20	2,20	0,45
4	Maintain transparency and financial system results	4	4	4	12	0,22	2,40	0,53
5	Community empowerment around Islamic boarding schools	3	4	4	11	0,20	2,20	0,45
Total outcome factor score					54			2,18
Total External Factor Score					94			4,75

Table 7. EFAS Matrix

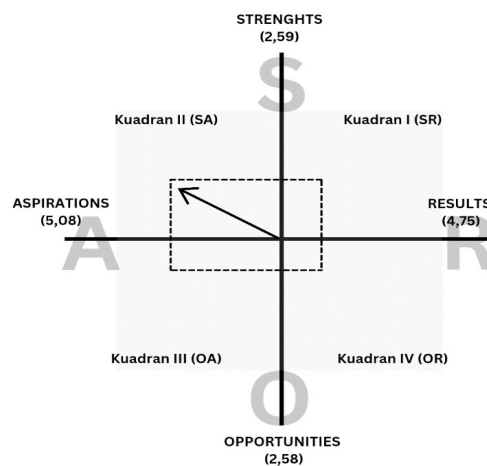
Less	Strength	R 1	R 2	R 3	Value	Heavy	Rating	Score
1	Have a large capacity of human resources as a Sharia economic actor	3	4	3	10	0,24	2,50	0,61
2	Applying the concept of the Halal	4	4	4	12	0,29	3,00	0,88

Value Chain in every business unit that is run								
3	Have halal certification for managed businesses	4	3	2	9	0,22	2,25	0,49
4	Conducting business professional training for workers and students	4	3	3	10	0,24	2,50	0,61
Total strength factor score					41	1	10,25	2,59

Less	Aspiration	R 1	R 2	R 3	Value	Heavy	Rating	Score
1	Making prototypes and centers for sharia economic development	4	3	1	8	0,36	2,67	0,97
2	Increase the capacity of tools and manpower to produce unique and quality halal products	3	2	1	6	0,27	2,00	0,55
3	Inviting investors for business development capital	3	4	1	8	0,36	2,67	0,97
Total Aspiration Score					22	1,00	7,33	2,48
Total Internal Factor Score					63			5,08

After being detained based on the total score, the determination of the position of the Hebitren program at the Ar-Raudlatul Hasanah Islamic boarding school can be described in the EFAS and IFAS matrices as follows:

Figure 2. Position of the SOAR matrix



From the results of SOAR analysis with IFE & EFE matrices, the results of the X value of 2.59 and the Y value of 5.08 were obtained so that the SOAR Diagram which refers to the Cartesian Diagram shows that the position of the Hebitren program is in

quadrant II, it reflects the situation and condition of the Hebitren program in a favorable position, so that the right strategy to choose is an aggressive growth policy (Growth Oriented Strategy).

Next, the SOAR combination strategy will be determined based on that information: 1) SA (*Strengths Aspirations*) strategy is a strategy that uses full strength to achieve the expected aspirations. 2) The OA (*Opportunities Aspirations*) strategy is created to identify and meet the aspirations of each opportunity-oriented stakeholder. 3) SR (*Strengths Responses*) strategy is a strategy that utilizes strengths to overcome threats and take advantage of opportunities to achieve aspirations. 4) OR (*Opportunities Responses*) strategy is a strategy that focuses on measurably achieving results.

After combining the SOAR matrix strategy, analyze the model using the sum of the SR, OA, SA, OR strategy scores. By adding the total quadrant scores in the EFAS and IFAS matrices, for example, SA=S=A, the values obtained are:

Total SA strategy score: $2.59 + 5.08 = 7.67$

Total OA strategy score: $2.58 + 5.08 = 7.66$

SR total strategy score: $2.59 + 4.75 = 7.34$

Total OR strategy score: $2.58 + 4.75 = 7.33$

Table 8. Strategy Combination Matrix

	Power (S)	Chance (O)
	SA Strategy	OA Strategy
Aspiration (A)	Using power in a chance for benefit = 7.67	Minimizing losses with existing opportunities = 7.66
	SR Strategy	OR Strategy
Yield (R)	Using violence to prevent threats = 7.34	Minimizing weaknesses and preventing threats = 7.33

From the results presented, four strategic quadrants were formed, namely SR Strategy (quadrant I), SA (quadrant II), OA (quadrant III), and OR (quadrant IV). Based on the calculation results, the highest score of 7.67 was obtained in the SA strategy (quadrant II). This shows that the Hebitren program has great opportunities and sufficient strength to achieve its goals. The OA strategy also obtained a fairly high

score, which was 7.66. This high score indicates that by implementing an OA strategy, the Hebitren program can focus on achieving its goals and minimize weaknesses with existing opportunities.

One of the sharia economic empowerments at the Ar-Raudlatul Hasanah Islamic boarding school is distributed through the Hebitren program, a collaborative effort between the government and the Ministry of Religion to assist Islamic boarding school operations. The Hebitren program provides materials in the form of money and conducts entrepreneurship workshops and training for Islamic boarding schools to equip business development. From this assistance, the pesantren can build sheep farming, food businesses, opening agricultural land, and so on.

According to Mr. Mifthakuddin, the first speaker, *"Prior to the existence of this Hebitren program, the Ar-Raudlatul Hasanah Islamic boarding school utilized human resources, student contributions, ZISWAF, and the development of business units independently without assistance from any group."* Islamic boarding schools independently build the pesantren economy by pioneering one business unit at a time as an additional livelihood. This argument is in line with the findings of (Yuliana & Tarigan, 2022) Who explained that the private status of Islamic boarding schools in North Sumatra must be able to overcome operational costs in Islamic boarding schools. The way to solve this problem is to build a business in Islamic boarding schools.

After the economic empowerment of Islamic boarding schools through this Hebitren program, the Ar-Raudlatul Hasanah Islamic boarding school began to feel positive impacts such as halal certification in several product packaging produced and is currently trying to improve its halal labeling on each product to increase buying and selling power in the community. For example, in research (Latifah & Yusuf, 2024) explained the urgency of halal certification in increasing the Sharia economy's growth in Indonesia: First, the Halal Value Chain (HVC) consisting of the agriculture, halal food and beverage, Muslim fashion, and Muslim tourism sectors will grow by 4.5 to 5.3%. This statement shows that the potential of the halal value chain is currently moving rapidly to advance the economy, especially the pesantren economy, as a forum for Sharia development. Not only halal certification, there are

stages of implementation of the *Halal Value Chain concept* in each business unit managed by:

1. Sourcing. a) Halal Suppliers: Ensure all raw materials and inputs used in production from halal-certified suppliers; b) Selection of raw materials: Choose raw materials that are halal and *tayyib*, free from haram and harmful elements.
2. Production: a) Halal production process: implements a process that complies with halal standards, including cleanliness, sanitation, and using tools only used for halal products. b) Sharia supervision: involves a supervisor or auditor who ensures each production stage is under halal regulations.
3. Processing: a) Sharia-compliant processing: processing products in a way that is by sharia principles, avoiding contamination with non-halal ingredients. b) Cleanliness: ensure cleanliness in the processing process to maintain the purity and quality of the product
4. Packaging: a) Halal packaging: using halal packaging materials and ensuring hygiene during the packaging process. b) Labeling: include a recognized halal label on the product to give confidence to consumers.
5. Distribution. Halal supply chain: maintaining halal integrity in the entire supply chain, from producers to distributors to end consumers.
6. Marketing and Sales. Promotion of halal products: marketing products by emphasizing halal and *thayyib* aspects, as well as its health and hygiene benefits.
7. Retail: a) Halal store: provides products or outlets that maintain halal standards, and provides clear information about halal products to consumers. b) Proper storage: ensure halal products are stored in a proper manner to prevent contamination and maintain quality.
8. Customer Service: a) Consumer education: providing information and education to consumers about the advantages of halal products marketed and their benefits. b) After-sales service: providing good sales services, including handling consumer complaints and input immediately and appropriately regarding halal aspects and product quality.

Although the results of this study show positive benefits, several challenges need to be overcome, such as:

1. limited capital and resources. The demand for Bottled Drinking Water (AMDK Raudhah) products is increasing, but the tools and labor are inadequate.
2. Lack of utilization of digitization as a marketing forum to introduce their products. Raudhah Bakery brand bread products owned by the Ar- Raudlatul Hasanah Islamic boarding school are produced from halal ingredients and processes, so it would be good if the marketing strategy to the outside audience were optimized. This opinion is in line with the research (Ramadini et al., 2023) Digital marketing can add to a wider reach of target consumers and build strong product branding. Therefore, it is necessary to prepare a marketing plan so that the marketing strategy is more targeted and measurable.
3. Utilizing relationships with internal members of the Hebitren program and outside the Hebitren program.

The three points above are common problems that are often faced by Islamic boarding schools when trying to develop the sharia economy. For example, at the Al Ittifaq Islamic boarding school (A & Ekonomi, 2022) explained the weaknesses and became obstacles such as not promoting through advertising media, there is still a shortage of farmers who cooperate so that there are many demands that cannot be met, the Al-Ittifaq Islamic Boarding School cooperative does not have its own information technology system, and the lack of understanding of IT benefits by employees of the Al-Ittifaq Islamic Boarding School Cooperative in managing the cooperative business. It is different from research (Yuliana & Tarigan, 2022) stated that the MSME empowerment program in Islamic boarding schools found several obstacles or obstacles, namely the lack of experts in Islamic boarding schools, the lack of mentoring and training to the Islamic boarding schools in the implementation of MSME empowerment. Based on these findings, it is recommended that the government and Islamic economic actors in Islamic boarding schools work together further to introduce their brands through digitalization and e-commerce integration and reach a wider consumer base. Periodic evaluations of the program's impact on

revenue, economic sustainability, and compliance with halal standards are needed for improvement and innovation. In addition, increasing collaboration and knowledge sharing between Hebitren program members is important for shared growth and learning.

E. CONCLUSION

The results of the SOAR analysis using the EFE&IFE matrix formulated the SA strategy with a score of 7.67, placing it in the second quadrant. The Hebitren program at the Ar-Raudlatul Hasanah Islamic Boarding School can devise a strategy based on strengths and aspirations for measurable outcomes. The SOAR matrix highlights the growth position through factors of Strengths and Aspirations, underscoring the significance of Islamic economic principles such as justice, shirkah, a sustainable inclusive approach, and *maslahah*. The strategies proposed include human resource development, improving halal value chain efficiency, effective asset management, entrepreneurship training, and strengthening business networks. To enhance brand visibility, the program should focus on digitalization and e-commerce integration to reach a broader consumer base. Periodic evaluations of the program's impact on revenue, economic sustainability, and adherence to halal standards are essential for ongoing improvement and innovation. Additionally, collaboration and knowledge sharing among members of the Hebitren program are crucial for growth and collective learning, aiming to empower a more advanced sharia economy.

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