

Strategy for Developing a Halal - Green Cosmetics Msmes Business Model: a Case Study of CV. Berkah Bersama Tanzif

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The rapid growth of the halal cosmetics industry, accompanied by increasing consumer awareness of sustainability and ethical production, has created new strategic challenges for micro, small, and medium enterprises (MSMEs) in Indonesia. Many halal cosmetic MSMEs face limitations in structured business planning, digital capability, and innovation integration, which may hinder their competitiveness in an increasingly dynamic market. This study aims to formulate a comprehensive halal green business model for CV. Berkah Bersama Tanzif as a strategic response to the evolving halal cosmetics ecosystem. Employing a descriptive qualitative research design, data were collected through in-depth interviews, field observations, and documentation analysis. The analytical framework integrated Business Model Canvas (BMC) mapping with Internal External Factor Analysis, SWOT analysis, and the Quantitative Strategic Planning Matrix (QSPM). The findings indicate that the company has successfully integrated halal assurance principles with sustainability-oriented practices across the nine BMC components, which were refined into a Halal Green Business Model Canvas (HGBMC). Key internal strengths include strong halal values, leadership commitment, complete certification, continuous product innovation, and digital marketing utilization, while external opportunities arise from regulatory support, growing demand for halal-natural cosmetics, and global market expansion. QSPM results identify global halal green market expansion as the most attractive strategic priority, followed by product differentiation and supply chain strengthening. This study contributes to the development of halal-based business model theory by demonstrating how halal governance and environmental sustainability can be systematically integrated to enhance MSME competitiveness in the cosmetic sector.

Keywords:

Halal Green Business Model, Halal Cosmetics, Business Model Canvas, QSPM, MSMEs.

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1. Introduction

The rapid expansion of Indonesia's halal cosmetics market has increased competitive pressure on micro, small, and medium enterprises (MSMEs), requiring more structured and evidence-based business strategies. Although Indonesia is positioned as a key player in the global halal industry, many halal cosmetic MSMEs still operate without an integrated business model that aligns halal compliance, sustainability, and market orientation (Masood et al., 2023; Melati, 2024). This condition creates a strategic mismatch between regulatory demands, evolving consumer preferences, and the internal capabilities of MSMEs, potentially limiting their long-term competitiveness.

The enforcement of mandatory halal certification under Law No. 33 of 2014 has fundamentally transformed halal business governance in Indonesia. Halal compliance now extends beyond ingredient verification to include production processes, supply chain integrity, documentation systems, and managerial accountability (Erliani & Sobiroh, 2022; BPJPH, 2024). For halal cosmetic MSMEs, the inability to embed these requirements into a coherent business model often leads to operational inefficiencies and difficulties in scaling up, emphasizing the importance of business model innovation as a strategic necessity rather than a regulatory formality.

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Simultaneously, consumer behavior in the cosmetics sector has shifted toward products that combine halal assurance with natural ingredients and environmental sustainability. This trend is particularly strong among younger consumers who prioritize ethical values, transparency, and eco-friendly practices in their purchasing decisions (Khotimah, 2025; Pambekti, 2023). As a result, halal cosmetics are increasingly positioned at the intersection of religious compliance and green business practices. However, existing studies tend to examine halal orientation and sustainability separately, providing limited empirical insight into how both dimensions can be systematically integrated within MSME business models (Ali et al., 2023; Hassan & Osman, 2023).

The Business Model Canvas (BMC) is widely used as a strategic tool for mapping value creation, delivery, and capture. Nevertheless, its conventional framework does not explicitly accommodate halal governance mechanisms or sustainability imperatives (Osterwalder & Pigneur, 2010; Jamaludin et al., 2024). Consequently, halal cosmetic MSMEs that apply the standard BMC often struggle to operationalize halal principles and environmental responsibility into actionable strategic components. This limitation highlights the need for an adapted framework, such as the Halal Green Business Model Canvas (HGBMC), that reflects the specific characteristics of halal-oriented and sustainability-driven industries (Masood et al., 2023; Boons & Lüdeke-Freund, 2023).

In addition to structural limitations, halal cosmetic MSMEs face internal challenges related to innovation capability, digital marketing skills, and human resource competence. Externally, they operate in an environment shaped by regulatory enforcement, rapid digital transformation, and intensifying global competition (Erlina Puspitaloka Mahadewi et al., 2024; Sapsuha, 2025). Without a systematic assessment of internal strengths and weaknesses alongside external opportunities and threats, strategic decisions tend to be reactive rather than analytical, reducing their effectiveness in sustaining competitive advantage (Barney, 1991; Teece, 2020).

Despite the growing literature on halal industries and sustainable business models, empirical studies that integrate halal assurance systems, sustainability values, and strategic decision-making tools—such as SWOT and the Quantitative Strategic Planning Matrix (QSPM)—remain limited, particularly within the context of Indonesian halal cosmetic MSMEs (Masood et al., 2023; Jamaludin et al., 2024). This research gap underscores the importance of in-depth case studies to generate context-specific and practically applicable insights.

Based on these considerations, this study examines the strategic development of the business model of CV. Berkah Bersama Tanzif, a halal cosmetic MSME utilizing local natural ingredients and environmentally friendly practices. By integrating Business Model Canvas analysis with Internal External Factor Assessment, SWOT analysis, and QSPM, this study aims to formulate a Halal Green Business Model Canvas (HGBMC) that can enhance MSME competitiveness, sustainability, and resilience in the evolving halal cosmetics market.

2. Methods

This study employed a descriptive qualitative research design aimed at analyzing the business model development of a halal cosmetic MSME within the dynamic halal market environment. The descriptive qualitative approach was chosen because it allows for an in-depth exploration of internal processes, external influences, and strategic business components based on natural settings. Data were collected through semi-structured in-depth interviews with key informants (Owners, production managers, marketing managers, halal certification managers, and consumers.), direct field observations of production and operational activities, and documentation analysis, including certification records, product portfolios,

and digital marketing materials. This triangulation of data sources ensured that the research captured a holistic and accurate representation of the business model under study.

The data analysis procedure followed an interactive model that consisted of three main stages: data reduction, data display, and conclusion drawing. In the data reduction stage, interview transcripts, field notes, and documents were coded to identify recurring themes related to the Business Model Canvas (BMC) components, halal regulation compliance, and sustainability orientation. The reduced data were then organized into visual matrices and thematic charts to facilitate pattern identification. Finally, conclusions were drawn by interpreting the relationships among internal resources, external environmental factors, and strategic decision-making processes, enabling the formulation of a refined Halal-Green Business Model Canvas (HGBMC) tailored to the MSME.

To strengthen the analytical rigor, this study integrated SWOT analysis and the Internal External Factors Assessment to systematically evaluate the strengths, weaknesses, opportunities, and threats influencing the firm. These analytical results were further quantified using the Quantitative Strategic Planning Matrix (QSPM) to determine strategic priorities based on attractiveness scores. All analyses were directly linked to the conceptual framework, which connects environmental dynamics, internal capabilities, and the development of an innovative halal-green business model. The conceptual framework guiding this study is illustrated below.

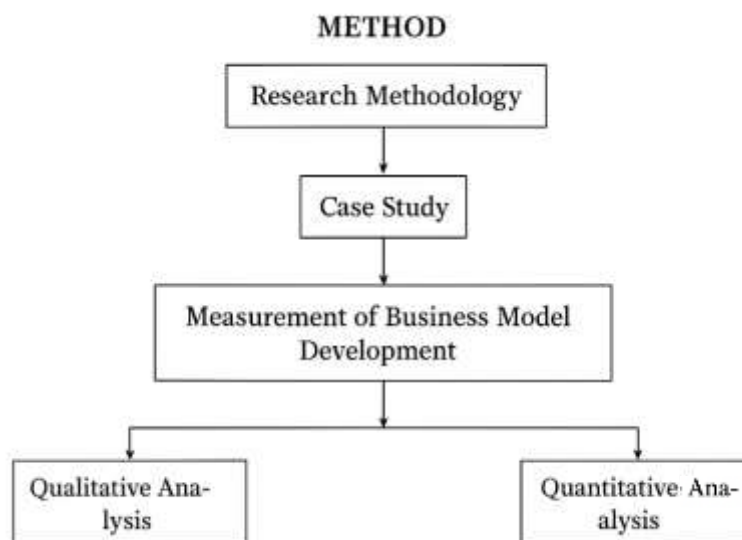


Figure 1. Research Framework

3. Results and Discussion

Business Model Characteristics of the Halal Cosmetic MSME

The analysis of the existing business model indicates that CV. Berkah Bersama Tanzif has established a strong foundational orientation toward halal compliance and the use of natural ingredients. However, the structure of its business model remains partially fragmented across several Business Model Canvas (BMC) components. Production and marketing activities are largely driven by experiential knowledge rather than systematic strategic planning. This finding supports Masood et al. (2023), who argue that many halal MSMEs rely heavily on founder intuition, resulting in limited scalability and strategic coherence. From the perspective of the Resource-Based View (RBV), such reliance constrains the firm's ability to transform internal resources into sustainable competitive advantage (Barney, 1991).

Interview results reveal a significant shift in customer segmentation toward young Muslim consumers aged 18-35 years who actively seek halal-certified, natural, and environmentally responsible cosmetic products. This trend aligns with Khotimah (2025), who found that younger generations prioritize ethical and religious values in cosmetic purchasing decisions. However, the company has not formally embedded this demographic shift into its strategic planning, resulting in suboptimal targeting and communication. Kotler and Keller (2016) emphasize that effective segmentation and positioning are critical for aligning value propositions with consumer expectations, suggesting a strategic gap between market reality and business planning.

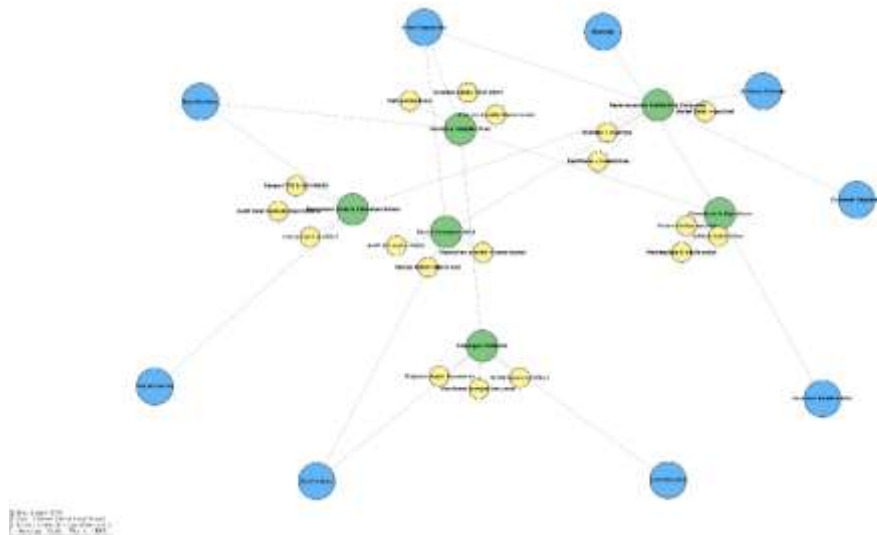


Figure 2. Theme, Interview Results Node

Halal Green Value Proposition and Product Differentiation

The company's value proposition integrates halal integrity, locally sourced natural ingredients such as moringa and turmeric, and eco-friendly bioplastic packaging. This positioning reflects the emerging halal green cosmetics segment, where religious compliance converges with sustainability principles. Ali et al. (2023) note that such integration enhances brand credibility and ethical appeal. Nevertheless, the findings indicate that the company's value proposition is communicated primarily in functional terms, with limited emotional or identity-based branding. Keller (2020) argues that strong brands require symbolic meaning in addition to functional benefits, suggesting that the firm has not fully capitalized on its halal green differentiation potential.

The study found that digital platforms—particularly social media and online marketplaces—serve as the company's main distribution channels. Despite this, digital engagement remains largely tactical rather than strategic, with minimal use of analytics or customer data. This observation aligns with Erlina Puspitaloka Mahadewi et al. (2024), who highlight that many MSMEs adopt digital tools without leveraging their strategic capabilities. Furthermore, customer relationship management is informal and reactive, limiting customer retention and loyalty. Ismail et al. (2021) emphasize that structured CRM systems significantly enhance customer satisfaction and long-term loyalty, indicating an area for strategic improvement.

The company relies predominantly on single-stream product sales, making revenue performance vulnerable to market fluctuations and seasonal demand. This finding supports Sapsuha (2025), who notes that limited revenue diversification is a common weakness among halal MSMEs. From a strategic management perspective, Porter (1985) suggests that firms operating in competitive markets must either pursue cost leadership or differentiation supported by diversified revenue streams. The absence of alternative revenue

mechanisms—such as reseller programs or B2B partnerships—limits the firm’s scalability and financial resilience.

Key internal resources include access to local raw materials and a committed production team. However, the firm faces constraints in human capital related to digital marketing, branding, and research and development. Teece (2020) emphasizes that dynamic capabilities—particularly innovation and learning—are essential for adapting to changing market conditions. The limited institutionalization of innovation activities within the firm mirrors findings by Daud et al. (2025), who observed that MSMEs often engage in incremental rather than strategic innovation.

The analysis shows that the company’s partnerships are primarily limited to local suppliers, with minimal collaboration involving research institutions, certification bodies, or industry networks. Möller and Parvinen (2021) argue that network-based collaboration enhances value creation in complex ecosystems. Similarly, Sapsuha (2025) highlights that strategic partnerships are critical for halal MSMEs seeking to access certification support, innovation resources, and export markets. The lack of diversified partnerships therefore constrains the firm’s growth and learning opportunities.

The IFAS EFAS analysis identifies strong halal compliance and sustainability alignment as key strengths, while weaknesses include limited digital capability and innovation structure. External opportunities arise from growing global demand for halal green cosmetics and government support, whereas competitive intensity poses a major threat. These findings are consistent with Melati (2024). The QSPM results prioritize global halal green market expansion as the most attractive strategy, followed by product differentiation. This outcome aligns with Porter’s (1985) differentiation strategy and reinforces Masood et al.’s (2023) assertion that ethical differentiation is a key success factor in the halal cosmetics industry.

Development of the Halal Green Business Model Canvas (HGBMC)

Integrating all analytical results led to the formulation of the Halal Green Business Model Canvas (HGBMC), which extends the conventional BMC by embedding halal governance, environmental sustainability, structured innovation, and digital ecosystem optimization. This model responds to the limitations identified in traditional BMC applications, as noted by Jamaludin et al. (2024). The HGBMC also supports sustainable business model innovation theory, which emphasizes balancing economic, social, and environmental value creation (Boons & Lüdeke-Freund, 2023; Setyaningsih et al, 2018).



Figure 3. Bussines Model Canvas

Overall, the findings demonstrate that while CV. Berkah Bersama Tanzif possesses strong halal and sustainability foundations, its competitiveness is constrained by fragmented strategic implementation. Consistent with RBV and dynamic capability theories, strengthening innovation, digital capability, and Strategy for Developing a Halal - Green Cosmetics Msmes Business Model: a Case Study of CV. Berkah Bersama Tanzif. Agam Gumawang et.al

strategic partnerships is essential for transforming internal strengths into sustainable competitive advantage. The proposed HGBMC provides a structured and context-specific framework that can guide halal cosmetic MSMEs in navigating market complexity and achieving long-term resilience.

4. Conclusion

This study concludes that the halal cosmetic MSME examined possesses strong foundational strengths in halal compliance, utilization of local natural ingredients, and alignment with sustainability values. However, the existing business model has not been fully structured to support long-term competitiveness, particularly in terms of digital capability, customer relationship management, innovation processes, and strategic partnerships. The integration of Business Model Canvas analysis with Internal External Factor Assessment, SWOT, and QSPM reveals that global halal green market expansion and product differentiation are the most strategic priorities for enhancing competitiveness. The formulation of the Halal Green Business Model Canvas (HGBMC) demonstrates that halal governance and environmental sustainability can be systematically embedded into business model components to support value creation, delivery, and capture within the halal cosmetics sector. Despite these contributions, this study is subject to several limitations that should be acknowledged. The research is based on a single qualitative case study, which limits the generalizability of the findings to broader MSME contexts. Future research is therefore recommended to employ comparative or multi-case designs and incorporate quantitative approaches to validate the effectiveness of the HGBMC on business performance indicators such as profitability, market share, and customer loyalty. Longitudinal studies are also needed to assess the impact of HGBMC implementation over time. Additionally, further research may explore the role of digital transformation, institutional support, and stakeholder collaboration in strengthening halal green business models across different regions and industry segments.

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