
Comparative Analysis of Halal Food Product Competitiveness in Southeast Asia: A Case Study of Singapore and Thailand

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Abstract:

This study aims to analyze the comparison of halal food products between Singapore and Thailand in the context of competitiveness in Southeast Asia. This research uses a qualitative approach, and with a literature study, the analysis tool is a comparative study or comparative study is a study comparing two or more conditions, events, activities, programs and others. The results of the analysis show that Singapore tends to target a wider global market, while Thailand has a focus on the regional market. Both are active in marketing their halal food products at the global level. In terms of Different Marketing Strategies, Singapore stands out in innovative and modern marketing, while Thailand emphasizes local wisdom and traditional wealth in its marketing strategy. In terms of consumer awareness of halalness is increasing in both countries, creating growth opportunities for the halal food industry. Both countries place importance on halal certification to build trust with Muslim consumers, which can influence purchasing decisions and company competitiveness. Thailand is arguably superior in providing halal culinary, because they have quite a lot of Muslim citizens compared to Singapore, and also for the production of culinary sales Thailand is more numerous and diverse, they have many traditional foods that are sold and produced in their market.

Keywords: Halal Food, Competitiveness, Comparative Analysis, Southeast Asia

1. Introduction

Despite not being Islamic countries, Singapore and Thailand have a flourishing halal culinary scene. This is due to the influx of Muslim tourists from their neighboring countries, which prompts these nations to provide culinary options with the halal logo. Even though the Islamic population in both countries is minimal, many local vendors sell halal food, attracting tourists from neighboring countries.

The demand for the halal food market is surpassing the supply in Southeast Asia and the Middle East, with an estimated 1.9 billion people across 112 countries. The average sales of halal products are estimated to be US\$150 billion per year. Islam instructs its followers to conduct all activities based on the directives of Allah Subhanallahu wata'ala, as written in the Qur'an and Hadith (T. Ibn Majmu, 2021). This includes the rules for selecting consumable food, which must be halal. Halal food, according to the Ministry of Religion (2021), does not contain ingredients or elements prohibited for consumption and is processed based on Islamic sharia.

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The growth of the Halal Food industry in non-Muslim countries is on the rise globally. The influx of Muslim tourists visiting these countries is a significant cause. With a population of about 68 million people, Thailand, a non-Muslim country, is also developing its Halal Food industry. The Thai Government is promoting and encouraging Thailand as the "Kitchen of the World" (Ismail, 2018; Daim 2022) by making Halal Food a part of its initiative.

Thailand tops the list in terms of Halal Food exports among the 10 ASEAN countries. The Central Islamic Committee of Thailand (CICT) regulates halal issues, determining and notifying how Thai Halal food products must comply with Islamic principles and international standards. The CICT also approves the use of the Halal logo on Halal food products and functions as a Halal Accreditation Body (HAB). It accredits the Halal Certification Body (HCB), which oversees divisions related to Halal operations for the effective operation of Halal Product Standards.

Singapore, another non-Muslim country, has seen success in its Halal Food industry. In Singapore, all Muslim matters, including halal food, are under the supervision of the Singapore Islamic Ulema Council (MUIS). According to MUIS, halal certificates are voluntary for all businesses in Singapore, with most businesses applying for halal certificates if they target Muslim consumers. Over the past decade, Singapore's halal industry has grown fivefold. As one of the countries with the highest Muslim population and purchasing power, Singapore has a high potential market for halal food after Malaysia and Indonesia in the region. Consequently, in 2021, Singapore was ranked among the top 10 countries for halal food products in the world in Southeast Asia, despite being a non-Muslim country.

Table 1. Ranking 10 Countries On Halal Food Products In The World

RANK	Halal Food Products 2021	Country	Score
1	9	Singapore	65.1
2	20	Thailand	59.2
3	25	United Kingdom	55.0
4	30	South Africa	51.0
5	31	France	48.2
6	32	Belgium	47.5
7	33	Hong Kong	47.5
8	34	USA	47.3
9	35	Spain	46.5
10	36	Taiwan	46.2

Source: MasterCard-CrescentRatingHalalFood Products_indexes_2021.

Based on Table 1 above, it can be observed that among several Asian countries with a Muslim minority, Singapore and Thailand secure the top ranks, with scores of 65.1 and 59.2 respectively. The reasons for this are multifaceted, but one contributing factor is that both countries have neighboring nations with Muslim majorities who frequently

visit. Additionally, Singapore and Thailand have Muslim citizens of their own, which is another reason for the abundance of halal food in these countries.

The geographical location of these countries also makes them ideal centers for halal food production. According to the table above, Singapore leads in halal food production, outperforming Thailand in the production of halal food products. Thailand ranks second, trailing Singapore by approximately 59.3%. Taiwan occupies the last rank with a score of around 46.3%. Consequently, halal food in Singapore is distributed through various halal food product channels (Destriansyah et al., 2023).

The Singapore Government, through the Islamic Religions Council of Singapore, has established the MUIS Halal Certification Standard via the implementation of the General Guidelines for the Development, Implementation, and Management of the Halal System (Citradi, 2020; Ghafoor & Qureshi 2019). Each year, there is a significant increase in the number of halal certifications submitted by business entities to MUIS. This is due, in part, to the growing support and awareness of the potential of the halal food industry, consumers' preference for halal products, and the expansion of food exports to the Islamic world (Aminudin, 2016; Yusrizal & Nasution 2023).

Thailand, as the 10th most Muslim-friendly non-Muslim country in the world, ranks as the 2nd largest exporter of Halal products in the Global Muslim Travel Index (GMTI) among halal food producers. Halal food constitutes 20 percent of Thailand's total food exports, with 60 percent of these exports directed towards Muslim-majority countries such as Indonesia, Malaysia, and Brunei (Jamaludin & Mohamed, 2020). To put it in perspective, the global halal food market is projected to exceed US\$2 trillion by 2027, and Muslims are expected to constitute 25 percent of the global population by 2030. Thailand's food exports are predicted to increase by 8.4 percent by 2022, placing the country as the 13th largest food exporter globally. Thailand has executed several key strategies in the halal food industry, such as augmenting its capacity in Halal certification and formulation and enhancing its research and development of halal food products (Ghofaar, 2019).

Several prior studies have significantly discussed the halal food product industry in various countries, including Singapore and Thailand. The analysis of halal food products in Indonesia focuses on policy examination and implementation to develop competitiveness in Southeast Asia. Consequently, the halal food product industry in Southeast Asia is capable of stimulating economic development in a country's halal food products, with a strategy to optimize the potential for exports and imports of halal food products (Huda & Ismail 2019).

The analysis of the competitive advantages of the Singapore and Thailand halal food product industries in Southeast Asia aims to understand and measure the differences that Singapore has as an opportunity and an effort to be competitive in the Southeast Asia region. It also measures the comparison that Thailand has as an opportunity, as well as the challenges it faces in terms of competitiveness in Southeast Asia (Budtami & Hidayat 2018).

The benefits of this research are twofold: academic and practical. Academically, it provides insight into the divergent efforts of Singapore and Thailand in competing with Southeast Asian countries in halal food products and serves as a study material for future research. Practically, it offers advice and recommendations for competing in the halal food product industry in Southeast Asia.

2. Theoretical Background

1. Halal Food Products

This halal food product is also obtained after obtaining a halal certificate. Halal certificate is a written fatwa from the Indonesian Ulema Council which states the halalness of a product in accordance with Islamic law. This halal certificate is a requirement to obtain a permit to include a halal label on product packaging from the authorized government agency (Manaf, 2017).

As with the words of Allah SWT in surah Al-Baqarah 2: 168, that Allah commands all mankind to eat halal food again thoyib, which reads:

الشَّيْطَانُ إِنَّهُ لَكُمْ عَدُوٌّ مُبِينٌ
يَأَيُّهَا النَّاسُ كُلُوا مِمَّا فِي الْأَرْضِ حَلَالًا طَيِّبًا وَلَا تَتَّبِعُوا خُطُوَاتِ

Meaning: "O people! Eat of the lawful and good things found on earth, and do not follow the steps of the devil. Indeed, the devil is a real enemy to you." Foods that should not be consumed or forbidden by Allah SWT have been explained in surah Al-Maidah 5: 3 which reads:

وَالْمُنْخَنِقَةُ وَالْمَوْقُوذَةُ وَالْمُتَرَدِّيَةُ
حُرِّمَتْ عَلَيْكُمْ الْمَيْتَةُ وَالْدَّمُ وَلَحْمُ الْخِنْزِيرِ وَمَا أُهْلَ لِغَيْرِ اللَّهِ بِهِ
ذَكَائِمٌ وَمَا ذُبِحَ عَلَى النُّصُبِ وَأَنْ تَسْتَفْسِمُوا بِالْأَزْلَامِ ذَلِكُمْ فَسُقُ
وَالنَّطِيحَةُ وَمَا أَكَلَ السَّبُعُ إِلَّا مَا
أَكَمَلْتُ لَكُمْ دِينَكُمْ وَأَتِمَمْتُ
الْيَوْمَ يَسِّرَ الَّذِينَ كَفَرُوا مِنْ دِينِكُمْ فَلَا تَخْشَوْهُمْ وَاخْشَوْنِ الْيَوْمَ
فَمَنْ اضْطُرَّ فِي مَخْمَصَةٍ غَيْرَ مُتَجَانِفٍ لِإِثْمٍ فَإِنَّ اللَّهَ غَفُورٌ رَحِيمٌ
عَلَيْكُمْ نِعْمَتِي وَرَضِيتُ لَكُمُ الْإِسْلَامَ دِينًا

Meaning: "Forbidden to you are that which dies of itself, and blood, and pork, and that which is slaughtered in the name of other than Allah, and that which is strangled, and that which is beaten to death, and that which is killed by falling, and that which is killed by being struck with horns, and that which is eaten by wild beasts, except that which you slaughter, and that which is slaughtered on stones set up (for idols) and that which you divide by arrows; that is an offense. On this day the disbelievers despair of

your religion, so do not fear them, but fear Me...."

From some of the above verses, it can be concluded that Islamic principles and teachings require that humans must consume food or use halal and thayyib goods and services that are not only good for health but also good for survival (Maslul, 2018).

What is meant by halal products are products that meet the requirements of halalness in accordance with Islamic law. The requirements for the halalness of a product include:

1. Does not contain pork and ingredients derived from pork.
2. Does not contain haraam ingredients such as ingredients derived from human organs, blood, feces and so on.
3. All ingredients come from halal animals that are slaughtered according to Islamic procedures.
4. All storage, sales, processing and transportation areas must not be used for pigs. If they have been used for pigs or other non-halal items, they must first be cleaned in the manner prescribed by Islamic law.

2. Southeast Asia

Southeast Asia is a region situated in the southeastern part of the Asian mainland, encompassing Indochina and the islands surrounding the Malay Peninsula. It shares borders with China to the north, the Pacific Ocean to the east, the Indian Ocean to the south, and the Bay of Bengal and the Indian Continent to the west. Geographically, Southeast Asia is divided into two sections: Maritime Southeast Asia, which includes Indonesia, Brunei, Timor-Leste, the Philippines, Malaysia, and Singapore, and Mainland Southeast Asia, which comprises Cambodia, Vietnam, Thailand, Myanmar, and Laos. These ten countries are members of the regional organization ASEAN (Association of Southeast Asian Nations) (Liwe 2019; Imsar 2023).

Southeast Asia is a geographically significant region on the Asian continent, situated south of China and north of Australia. The region is made up of a variety of countries that are culturally, historically, and economically diverse.

Southeast Asia is a regional area with countries that possess the potential to develop various industries and economic-oriented activities, such as trade and investment, offering significant business opportunities globally (Gani, 2019). Several Southeast Asian countries, particularly Malaysia and Indonesia, have the world's largest Muslim populations. Additionally, the majority of regional countries boast abundant natural resources, as well as natural, cultural, historical, and culinary attractions that can draw many tourists, especially Muslims (Nurrachmi, 2019; Muhammad et al., 2018). The development of the halal tourism industry in Southeast Asia has progressed in tandem with the advancement of transportation and information facilities, following various continuous improvement efforts and extensive promotional activities. Moreover, the burgeoning infrastructure and accommodations in various regional countries have facilitated the growth of the halal tourism industry (Razak, 2020).

Southeast Asia is a region of immense cultural, linguistic, religious, and economic diversity. It is also a popular tourist destination due to its natural beauty, fascinating historical sites, and cultural diversity. As a geographically strategic region, Southeast Asia also plays a pivotal role in global political, economic, and social relations (Shafiq & Iftikhar 2019).

3. Methodology

The author uses qualitative research methods and uses literature study methods with the analysis tool, namely comparative study which is a study comparing two or more conditions, events, activities, programs and others (Sukmadinata, 2020). Research tries to compare halal food products between Singapore and Thailand. Comparative studies that compare situations, events, elements or components that are analyzed are slightly different, such as the chronology of events, the complexity of the situation or the intensity of the event, the causal factors and the consequences, so that the dominant factors behind or caused by a situation or event will be found (Sukmadinata, 2012).

1. Data Source

a. Primary Data

According to Alaslan (2022), primary data refers to information acquired directly from information sources or research informants through interviews and direct observation at the research site. This includes interactions with stakeholders such as producers, distributors, and consumers. This method provides direct insights into the factors influencing the competitiveness of Halal Food products and ensures comprehensive information related to the research.

b. Secondary Data

Secondary data is information obtained from other parties either in the form of people or in the form of records such as literature, books, reports, documents and journals that are documentary in nature. This source is data collected directly by researchers to support the first data source.

2. Research Subject

The research subjects are consumers who prefer halal food products in both Singapore and Thailand, considering the cooperation, support, and assistance provided by government stakeholders in promoting regulatory and certification competitiveness and product innovation. This is part of a comparative analysis of Halal Food products between Singapore and Thailand in terms of competitiveness in Southeast Asia. As per the source (Daughter, 2022), Singapore currently has strict regulations regarding halal food. Halal products must meet certain standards and requirements set by MUIS (Majlis Ugama Islam Singapore), the halal regulatory body in Singapore. Halal certification is highly esteemed by Muslim consumers, and many companies seek to obtain such certification to expand their market share. Thailand has a halal certification body and government policies that support the halal industry. These include incentives for companies investing in halal food production.

In terms of global competitiveness, both countries actively market their halal food

products at the global level. Singapore, with its status as a financial center, often targets a broader global market, while Thailand excels in a regional market with strong export potential.

3. Object of Research

The object of research is identified as a collection of elements that can be individuals, organizations, or goods under investigation (Firman, 2018; Hasibuan et al., 2023). These objects are studied in depth to ensure focused information collection. The primary object of this research is halal food products in Thailand and Singapore, which includes a variety of food and beverage products that are produced and sold, and that meet the halal criteria in compliance with Islamic religious principles.

4. Empirical Findings/Result and Discussions

Comparison of Halal food products between Singapore and Thailand in competitiveness in Southeast Asia is an interesting topic because both countries have a growing halal food industry. Competitiveness theory is the concept of comparing the ability and performance of companies, sub-sectors or countries to sell and supply goods and or services provided in the market. The competitiveness of a country can be achieved from the accumulation of the strategic competitiveness of each company, meaning that the variables to be compared are the ability and performance of the Company.

Ability

The subject also demonstrates the capability to bolster its market share, connect with its environment, continually enhance its performance, and establish a favorable position.

In terms of Implementing High-Quality Standards, Singapore ensures that products adhere to high-quality and food safety standards, in compliance with Halal certification requirements. However, in Thailand, the focus is on effectively utilizing local resources and managing the supply chain, including fostering good relationships with local suppliers.

In terms of Product Innovation, Singapore demonstrates the ability to innovate in developing Halal products to meet changing market trends and consumer preferences. However, in Thailand, the emphasis is on utilizing local natural resources in production, including the use of local raw materials that comply with Halal standards.

In terms of Government Policy, the Singaporean Government has initiated measures to support the halal food industry by implementing strict regulations and standards to ensure halal products meet certification requirements. Meanwhile, the Thai Government has also taken steps to support the halal food industry, including establishing a halal certification body and continuously improving infrastructure to

facilitate halal food production (Hiya & Nawawi 2019).

In terms of Industry Infrastructure, Singapore, despite its limited physical space, boasts modern and clean food production facilities. Singapore's food and beverage industry is renowned for its hygiene and quality standards. Conversely, Thailand has a robust agricultural sector and developed industrial infrastructure, providing some food companies with easier access to natural raw materials for halal products.

In terms of Halal Certification, Singapore adheres to strict halal certification standards. Halal certification can instill confidence in Muslim consumers, not only in Singapore but also in the international market. Similarly, Thailand maintains stringent halal certification procedures, enabling Thai halal products to compete in a global market that is increasingly aware of the need for halal products.

In terms of Consumer Acceptance, consumers in Singapore, including non-Muslims, tend to favor halal products as these are perceived to be cleaner and safer. Meanwhile, Muslim consumers in Thailand, as well as an increasingly halal-conscious global market, provide opportunities for Thai halal food products to be well received.

Company Performance

The performance of companies in halal food products between Singapore and Thailand shows interesting dynamics in the market competition in Southeast Asia. Singapore, with its modern industrial infrastructure and supportive government policies, creates a conducive environment for halal food companies to thrive. Product innovation, hygiene, and high quality standards are points of excellence, allowing Singaporean companies to appeal to both Muslim and non-Muslim consumers. On the other hand, Thailand, with its wealth of local raw materials and government policies that support the halal industry, shows serious commitment to compete. Thai halal food companies tend to bring culinary diversity and local traditions in their products, appealing to a market that values authenticity. Strict halal certification in both countries gives confidence to Muslim consumers, providing an important boost in expanding market share in this growing region. While Singapore stands out in modern innovation, Thailand emphasizes on local wisdom in creating quality halal products. Thus, the performance of companies in halal food between the two countries reflects a combination of modern and traditional aspects that enrich consumer choices in Southeast Asia.

The performance of companies in halal food products between Singapore and Thailand reflects the key role of both countries in the halal food industry in Southeast Asia. Singapore, as a financial and technology center, has demonstrated the ability to produce innovative halal food products with high quality standards. Companies in Singapore can also take advantage of infrastructure advantages and government policies that support the development of the halal industry. On the other hand, Thailand, with its rich culture and local raw materials, creates halal food products that reflect traditional wisdom and authentic flavors. Thai halal food companies often incorporate local elements in their products, appealing to consumers seeking a diverse

culinary experience. Strict halal certification in both countries provides confidence to Muslim consumers, expanding the competitiveness of their products in the regional market. Overall, the performance of companies in halal food products in Singapore and Thailand creates variety and choice for consumers in Southeast Asia, reflecting a willingness to compete through innovation, quality, and product diversity.

The following is a comparison of Halal food products between the two in the context of competitiveness in the Southeast Asian region:

1. Financial perspective
2. Customer Perspective
3. Internal Business Process Perspective
4. Learning and Growth Perspective

Comparison of Singapore and Thailand Halal Food Products

Comparison of Halal Food products between Singapore and Thailand may involve various aspects, including quality, product variety, well-known brands, regulation, and market characteristics. (Rahman, 2023)

1. Halal Food Product Quality

Singapore is known for its high standards of food safety and compliance with Halal principles (Arif, 2022). Halal Food products in Singapore are often considered to be of excellent quality. Meanwhile, Thailand also has a number of high-quality Halal Food products, especially in the category of processed foods and Thai specialties that have been certified Halal. However, product quality may vary depending on the manufacturer.

2. Product Variety

Singapore has a large multicultural population, so there is a wide variety of Halal Food products from various cultures (Nordin & Hassan 2018). Whereas Thailand is known for its signature dishes, such as Tom Yum, Pad Thai, and other cuisines that are often certified Halal. Halal Food products from Thailand tend to include traditional Thai dishes.

3. Famous Brands

Singapore has several well-known brands in the Halal Food industry, both locally managed and international brands present in the Singapore market. Whereas Thailand also has well-known brands in Halal Food products that are known worldwide, especially in the processed food category.

4. Halal Regulation

Singapore has a strict authority in Halal product certification through the Islamic Religious Council of Singapore (MUIS). MUIS is responsible for granting Halal certification. Whereas in Thailand, the Department of Islamic Affairs is the body responsible for Halal certification. Thailand has been active in promoting Halal products in the global market.

The benchmark for company progress is an increase in performance from time to time. Without an increase in performance, a company may fail to achieve business goals (Kurnia 2023). Performance measurement is needed so that the company's vision and mission are well reflected in the parameters that show the company's performance. The management strategy used by the company to measure work

results can use the Balanced Scorecard (BSC).

Balanced Scorecard was first developed by Robert Kaplan and David Norton of Harvard Business School in early 1990. Balance scorecard consists of two words, namely balanced, which means balanced which is able to measure the company's performance from two sides covering the long and short term. While Scorecard means a score card used to record work scores. Basically, the Balance Scorecard (BSC) is a balanced card that is used as a medium to measure the operational activities carried out by a company. With BSC, the company becomes more aware of the extent of movement and development that has been achieved. The existence of BSC also helps companies to provide a comprehensive view of the performance of the company.

In BSC, there are 4 perspectives that should be measured, namely customer, financial, business process and learning/growth perspectives. Let's get to know more about the 4 BSC perspectives below:

a. Financial perspective

Financial perspective is closely related to the company's income and expenses. In other words, the company must be able to manage finances well so that its finances continue to be stable. For example, operational costs, production costs, raw material costs, labor costs, including profits from sales activities.

The cost of rent and property in Singapore can be one of the highest in the world. Strategic location and infrastructure accessibility may account for costs. Companies need to consider optimal location and space efficiency to manage these costs. Meanwhile, rental and property costs in Thailand can be more affordable compared to Singapore. However, the location and production facilities chosen will affect these costs. Then, labor costs in Singapore can be high due to relatively high wage rates. However, work efficiency and worker skills can also be a deciding factor in overcoming these costs (Nalurita et al., 2018). Meanwhile, labor costs in Thailand are generally lower than Singapore. This can help reduce the burden of operating costs, especially for production work.

The cost of obtaining and maintaining Halal certification can be a factor in operating costs. The certification process may involve additional costs for testing and maintaining quality standards. Whereas the cost of Halal certification in Thailand may be lower compared to Singapore, but may vary depending on the certification body and the complexity of the product.

Table 2. Comparison of Singapore and Thailand Country Cost Expenditure

Cost	Singapore	Thailand
Production Cost	5%	50%
Operational Costs	5%	15%
Raw Material Cost	45%	12%
Labor Costs	10%	10%
Rental Fee	35%	13%

Source: MasterCard-CrescentRatingProductHalalFood_indexs_20221.

Based on the table above, it can be seen that the cost expenditure on each factor, from Singapore, it can be seen that the largest cost expenditure is in the cost of raw materials, because their country on average exports food ingredients from abroad, because the source of raw materials is very limited in their country such as fish, meat, vegetables and others. While Thailand, the biggest cost comes from production, they produce a variety of culinary both halal and non-halal. Thailand has various types of culinary that make tourists and local residents love it so much that they produce a lot of food.

Both income and expenses must be recorded coherently and clearly. So that the financial party can observe the rate of financial growth of the company concerned. There are three benchmarks in a financial perspective, namely:

1. Growth from the increase obtained during the business process. For the growth of the increase, both countries are experiencing growth, because with the loyalty of consumers to their sales it can increase business growth. Based on the Mastercard Crescent Rating source, the growth of culinary in Singapore is 20% annually and Thailand is 40% annually.
2. Decrease assets to the optimal direction and maximize investment strategies.
3. Decreased costs and increased work productivity, The three benchmarks above can be used as guidelines for running a business. That way, the company owner knows which stage the company is in.

b. Customer perspective

Customer perspective is closely related to the way the company serves customers. In this case, every customer must be treated properly. That way, they feel satisfied with the service provided. The existence of good service will certainly increase customer loyalty to the company.

In terms of Multiculturalism, Singapore has a very multicultural population. Consumers may have diverse taste preferences and demand variety in the Halal products offered. Meanwhile, Thailand has an effect on consumer preferences for Halal products. Consumers may be more familiar with products that are in accordance with local traditions and religious values.

In terms of the Importance of Halal Certification, Consumers in Singapore who identify themselves as Muslims may highly prioritize products that have Halal certification. This may be influenced by the desire to comply with halal principles. Whereas in Thailand has a large number of diverse local Halal products Consumers may prefer local products that reflect the cultural and culinary diversity of the country. For sales turnover between Singapore and Thailand have different budgets, this can be seen from the different currencies of the country and also the cost price for sales. For the turnover of Singapore based on idntimenews.com it ranges up to 100 thousand Singapore dollars per year and Thailand reaches 300 thousand bath per year. The turnover generated by the country is very large every year because there are also more and more enthusiasts from domestic and foreign consumers.

So from there we conclude that if the service is good, then the system is good too and vice versa, if the service is bad, consumers will definitely look for another company that has a better system. There are also measures set by the company in the customer perspective, including:

1. How big is the sales turnover.
2. The level of profit earned by the company.
3. How many customers you get.
4. Percentage of customer loyalty to the product.
5. Customer satisfaction level.
6. Customer profitability level.
7. Customer needs.

c. Internal Business Process Perspective

In the internal process perspective, the company assesses the size and synergy of each work unit. To measure this point, company leaders must regularly observe how the internal conditions in the company. In terms of Supply Chain Management Singapore, as a logistics and trading hub, may have very sophisticated supply chain management. Companies need to ensure efficiency and transparency in their supply chain to optimize business processes. Engagement with local resources and efficient supply chain management can help companies capitalize on cost advantages and local availability of raw materials.

In terms of Technology Implementation, the use of technology in Singapore in production processes and business management can be key to success. Automation systems and technology-based solutions can help improve operational efficiency. Whereas Thailand has an effective use of technology, although perhaps at a more modest level than Singapore, can help companies improve production efficiency and business management. Whether everything is carried out in accordance with the established methods or even deviate from the regulations. The capabilities and expertise of each employee will result in good internal business processes. In addition to the increase in the number of consumers, the turnover and profits earned by the company will also increase. There are three things that need to be considered in the perspective of internal business processes, including:

1. The innovation process relates ideas to the production of goods.
2. The operations process relates to the day-to-day activities and routines performed by internal departments.
3. The post-sales process deals with the right marketing methods to increase sales turnover.

d. Learning and Growth Perspective

Employees are an important element that companies must maintain. Without employees, the company's growth and development process will face many obstacles. Employees also function

as support in financial and customer perspectives. Therefore, what the company plans can achieve maximum targets. Singapore has Provides comprehensive training to employees regarding Halal principles, including an in-depth understanding of Halal

certification requirements and Halal practices in production. While Thailand ensures that employees understand the principles of Halal and have an in-depth understanding of local culture and values that can affect Halal production in Thailand.

In Singapore Establish an expertise development program that includes technical skills in the Halal production process, quality management, and product innovation. While in Thailand Provide specific technical training related to the Halal production process, including an understanding of equipment, raw materials, and processing.

In Singapore Develop partnerships with educational institutions and research centers to provide access to the latest knowledge in the Halal industry and engage students for internships or research collaborations. Whereas in Thailand employees speak different languages, developing language skills, especially English or languages commonly used in the industry, can help in better communication and collaboration.

In addition to the presence of employees, companies also need to pay attention to what kind of work systems and procedures need to be implemented within the company. It is good if all elements are well controlled and coordinated so that there is harmony during the business. There are three things that are used as benchmarks in this perspective, including:

1. Employee capability or ability.
2. Ability to manage information systems.
3. Motivation, encouragement, and lines of responsibility

5. Conclusions

Compliance with Halal Standards: Both countries, Singapore and Thailand, have halal certification bodies that refer to international standards. Halal food products produced in both countries generally comply with globally recognized international standards.

1. Global Competitiveness

Singapore tends to target a broader global market, while Thailand has a focus on the regional market. Both are active in marketing their halal food products at a global level.

2. Consumer Awareness

Consumer awareness of halal is increasing in both countries, creating growth opportunities for the halal food industry.

3. Company Performance

Strict regulations and halal certification from Muis provide confidence to Muslim consumers, and companies tend to prioritize these to build trust and reputation. Government policies that support the halal food industry and halal certification bodies in Thailand provide incentives for companies to invest in halal food production. Both countries place importance on halal certification to build trust with Muslim consumers, which can influence purchasing decisions and the competitiveness of companies.

4. Excellence

Thailand is arguably superior in providing halal food, because they have quite a

lot of Muslim citizens compared to Singapore, and also for the production of culinary sales Thailand is more numerous and diverse, they have many traditional foods that are sold and produced in their markets

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