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Value-Based Intermediation in the International Expansion Strategy of Halal Food Companies Post-Trade Liberalization

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ABSTRACT

This study analyzes how halal food firms integrate the Value-Based Intermediation (VBI) framework into their international expansion strategies following tariff reductions and the removal of non-tariff barriers. Utilizing a mixed-method approach combining quantitative analysis of trade and investment data (BPS and UN Comtrade) with qualitative case studies of Indofood and Mayora the research reveals that firms are not solely pursuing economic efficiency, but also embedding Islamic ethical values such as social sustainability, local farmer empowerment, and halal assurance into their strategies. Key initiatives include the establishment of halal compliance units, alignment with Shariah-compliant financing, and the implementation of risk governance frameworks inspired by *maqashid* al-shariah. The findings confirm that VBI can serve as an effective strategic model to guide halal food companies in balancing global trade opportunities with their religious and ethical obligations, thereby enhancing both competitiveness and sustainability.

Kata kunci:
Intermediasi Berbasis Nilai, Makanan Halal, Strategi Ekspansi, Kepatuhan Halal

ABSTRAK

Intermediasi Berbasis Nilai dalam Strategi Ekspansi Internasional Perusahaan Makanan Halal Pasca Liberalisasi Perdagangan. *Studi ini menganalisis bagaimana perusahaan makanan halal mengintegrasikan kerangka kerja Value-Based Intermediation (VBI) ke dalam strategi ekspansi internasional mereka setelah pengurangan tarif dan penghapusan hambatan non-tarif. Memanfaatkan pendekatan metode campuran menggabungkan analisis kuantitatif data perdagangan dan investasi (BPS dan UN Comtrade) dengan studi kasus kualitatif Indofood dan Mayorapenelitian ini mengungkapkan bahwa perusahaan tidak hanya mengejar efisiensi ekonomi, tetapi juga menanamkan nilai-nilai etika Islam seperti keberlanjutan sosial, pemberdayaan petani lokal, dan jaminan halal ke dalam strategi mereka. Inisiatif utama termasuk pembentukan unit kepatuhan halal, penyelarasan dengan pembiayaan yang sesuai Syariah, dan penerapan kerangka kerja tata kelola risiko yang terinspirasi oleh maqashid al-syariah. Temuan ini menegaskan bahwa VBI dapat berfungsi sebagai model strategis yang efektif untuk memandu perusahaan makanan halal dalam menyeimbangkan peluang perdagangan global dengan kewajiban agama dan etika mereka, sehingga meningkatkan daya saing dan keberlanjutan.*

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INTRODUCTION

In the past decade, trade liberalization has been a catalyst for economic transformation in various sectors, including the halal food and beverage industry in Indonesia. Companies are not only required to increase efficiency and innovation, but they must also maintain Sharia principles in their expansion into the global market. In this context, the Value-Based Intermediation (VBI) approach emerged as a strategic framework to ensure that business expansion remains aligned with Islamic values, including social sustainability, economic justice, and halal compliance. These changes compel companies to adopt new strategies to maintain competitiveness in an increasingly competitive market. In addition, companies must consider the behavior of consumers who are also affected by this liberalization policy. Thus, companies in the food and beverage industry must develop marketing strategies that are more innovative and responsive to changing market dynamics. (Yuliawati, 2017).

The Makutsenia & Zapolsky study underlines that trade liberalization is driving changes in corporate strategies in the face of global competitiveness, especially in the agribusiness sector, which has strong links to the food industry. (Makutsenia & Zapolsky, 2019). Erlanitasari specifically examined the effects of liberalization on MSEs in the food and beverage sector in Indonesia, showing that companies are increasingly driven to adopt expansion and digitalization strategies to keep pace with import competition. (Erlanitasari et al., 2020). Meanwhile, Isventina pointed out that the competitiveness of the food industry in Indonesia is greatly influenced by managerial readiness in responding to regional liberalization, such as the ASEAN Economic Community. (Isventina et al., 2018). Companies in this sector need to strengthen their managerial capabilities and product innovation to stay relevant in the face of challenges posed by trade liberalization and increased competition.

Other studies highlight challenges in supply chains and compliance with quality standards due to market openness. Al-Fadhat traces the impact of liberalization in the context of ACFTA on Indonesia's domestic industry and finds the need for a more adaptive and responsive managerial response to global risks (Al-Fadhat, 2019). Therefore, it is important for companies to implement flexible and innovative managerial practices to address the challenges faced in the era of free trade. Although various studies have discussed the impact of trade liberalization on competitiveness or macroeconomic performance, there are still limitations in the literature that explicitly link trade liberalization to managerial decisions at the corporate level, particularly in the strategic context of Indonesia's food and beverage industry. (Supriati et al., 2019). This research aims to fill this gap by analyzing the managerial strategies applied by food and beverage companies in the face of trade liberalization.

Some of studies are not combining quantitative approaches (trade and FDI regression panels) with case studies of well-known companies such as Indofood and Mayora to illustrate real and measurable managerial responses. Therefore, this study offers an original contribution to filling this gap. With this approach, it is hoped that the research can provide deeper insights into how large companies in the food and beverage sector are adapting and responding to the dynamics brought about by trade liberalization.

This research is important considering that the food and beverage industry not only plays a major role in Indonesia's GDP and non-oil and gas exports, but also faces simultaneous pressures from global liberalization and local sustainability demands, including food security and halal standards. The results of this study will provide evidence-based strategic guidance for managers and policymakers.

Halal food companies such as Indofood and Mayora face the challenge of balancing cost optimization with a commitment to Sharia values. Not only must they compete in an increasingly open free market, they must also ensure that the entire value chain—from sourcing raw materials to distribution—meets halal standards and Islamic business ethics.

This research aims to explore how the principles of VBI are implemented in global expansion strategies, including in terms of financing, halal risk management, and ethical supply chain selection. With a mixed approach, this study combines quantitative data from BPS and UN Comtrade with a case study-based qualitative analysis to provide a holistic understanding of managerial dynamics in contemporary Islamic finance frameworks.

LITERATURE REVIEW

Value-Based Intermediation (VBI) denotes an approach in financial intermediation and corporate governance that explicitly aligns business strategies and financing instruments with broader social and ethical objectives, including community empowerment, inclusive value-chain development, and sustainable livelihoods. In the halal food context, VBI implies managerial choices that deliberately trade off short-term cost minimization for longer-term social value creation—for example, prioritizing local-sourcing programmes, supplier capacity building, or partnership financing that supports smallholders. Closely related is the *maqasid* al-shariah perspective, which orients economic activity toward the protection and promotion of core societal objectives (e.g., protection of religion, life, intellect, lineage, and property). In this study, we treat VBI as an operational lens (managerial practices and financing decisions that advance social outcomes) and *maqasid* al-shariah as the normative rationale that helps interpret why certain managerial choices (such as sustained local procurement or investment in halal infrastructure) are prioritized over purely rent-maximizing alternatives.

Trade liberalization has been a major focus in international economic studies over the past two decades, especially in the context of how these policies affect corporate behavior and strategy. In the food and beverage sector, the dynamics of liberalization have a wide impact on market structure, managerial practices, and the direction of business expansion. This literature review discusses three main aspects: (1) the basic theory of trade liberalization, (2) its impact on corporate strategy, and (3) specific dynamics in Indonesia's food and beverage sector.

Trade liberalization opens up opportunities for exports and foreign investment, but for halal companies, the main challenge is not just cost efficiency, but how to adapt expansion to Sharia principles. Studies by Al-Fadhat, Chelliah, and Huoy Lee show that liberalization demands structural readiness and managerial flexibility. In the context of Islamic finance, this refers to the ability of companies to manage expansion with value-based governance, not just profit orientation. (Al-Fadhat, 2019; Chelliah & Huoy Lee, 2020).

Indonesia's food and beverage industry has a strategic role in national food security, but liberalization introduces a tension between commercial goals and social responsibility. (Faradilla et al., 2022). A study by Tien and Van shows that trade agreements such as ACFTA lead to a shift in the structure of importing raw materials that are cheaper but detrimental to local farmers. This creates an ethical dilemma for management: whether to prioritize cost efficiency or local empowerment (Tien & Van, 2020).

Isventina emphasized the importance of a strategy based on compliance with international regulations, including the issue of halal certification and export quality standards (Isventina et al., 2018). This is where the need for regulatory risk management and investment in compliance technologies arises, which have not been explored much in the literature before. Thus, this research not only contributes to the understanding of how trade liberalization affects managerial decisions but also provides practical recommendations for companies in managing existing challenges and opportunities.

This research is expected to provide in-depth insights into the managerial strategies needed to mitigate the negative impact of trade liberalization in the food and beverage sector (Melnychuk, 2022). Therefore, this research will guide companies to balance between cost efficiency and social responsibility in their managerial strategies. Thus, this research focuses on the development of strategies that take into account not only economic aspects but also the social and environmental impacts of managerial decisions in the food and beverage industry.

While much of the literature has discussed the effects of liberalization at the macro level and the performance of the industrial sector, there is a glaring gap in understanding how these changes in global trade policy affect managerial decision-making processes on a micro-scale, particularly in terms of corporate adaptation strategies. Most of the existing studies still focus on macroeconomic indicators (exports, FDI) and have not explored the depth of managerial responses based on real cases of national companies. Therefore, this study will further investigate how companies in the food and beverage sector implement effective adaptation strategies in the face of the challenges of trade liberalization.

Further, differences of view arise between those who see liberalization as an opportunity and those who emphasize the risk of unfair competition and disruption of local supply chains (Bhattarai, 2016; Ide, 2009; Larsen, 2017). This study is here to bridge the debate with a data-driven approach and case studies. This research is expected to make a significant contribution to understanding the dynamics of managerial decisions influenced by trade liberalization in Indonesia's food and beverage sector.

This study integrates three central constructs into a single analytical framework that guides both the quantitative modelling and the case-based interpretation. First, trade liberalization (measured by tariff rates, FDI inflows, and trade agreements) is hypothesized to affect firm export performance and to create managerial pressure to pursue scale and efficiency. Second, Value-Based Intermediation (VBI) captures a set of managerial practices and financing choices that embed social objectives—observable as (a) local-sourcing targets and supplier development programs, (b) investments in halal certification and supply-chain traceability, and (c) financing arrangements aimed at smallholder inclusion. Third, commercialization vs food-security tension denotes the trade-offs managers face when market expansion pressures might undermine local food provisioning or social sustainability objectives. Operationally, the quantitative analysis tests the effect of liberalization variables on export volumes and other firm-level performance indicators; significant quantitative "moments" (e.g., a positive export response to tariff reduction) are then examined in the case studies to understand whether and how managers reconciled efficiency pressures with VBI-oriented choices. For the case firms (Indofood and Mayora), we identify and code observable practices against the three VBI indicators above and trace how these practices were adjusted during episodes of liberalization. This explicit mapping clarifies how theory informs case selection, coding rules, and interpretation.

METHODS

This study adopts an explanatory sequential mixed methods design in which quantitative analysis precedes and informs qualitative case inquiry (Creswell & Poth, 2018; John W. Creswell, 2014). The rationale for this design is to use robust, generalizable quantitative results to identify specific empirical "moments" and variation patterns that require in-depth explanation through qualitative evidence. The integration protocol followed four explicit steps. This approach was chosen to provide a comprehensive understanding of the impact of trade liberalization on managerial decisions in Indonesia's food and beverage industry.

First, quantitative analysis is carried out to identify macro patterns, which is then followed by a qualitative study to explore the context, motivation, and managerial considerations behind the strategy taken (Dierwechter, 2017). This method also allows researchers to explain causal relationships that cannot be revealed through statistical data alone.

The quantitative data used came from the Central Statistics Agency (BPS), UN Comtrade, and the Investment Coordinating Board (BKPM) for the 2015–2022 period. Key variables include trade tariffs, export volumes of the food and beverage sector, and foreign direct investment (FDI) flows. The analysis technique used panel regression with fixed and random effect models, and model selection was carried out based on Hausman's test. To test the reliability of the model, multicollinearity (VIF) and autocorrelation (Durbin-Watson) tests were performed. This analysis aims to determine the extent to which trade liberalization has an impact on the economic performance of the F&B sector, which is relevant to the company's strategic decision-making.

Second, case selection is purposive and directly derived from quantitative findings. Selection criteria include: (a) firms that exhibit contrasting responses to key liberalization variables (high vs low export elasticity to tariff/FTA changes); (b) availability and transparency of corporate disclosures (annual reports, sustainability reports); and (c) relevance to halal food value chains (e.g., documented sourcing programs, halal investments). Using these criteria, Indofood and Mayora were selected as analytically informative cases to explain observed quantitative patterns.

Third, Qualitative data comprised company annual reports, sustainability and corporate social responsibility reports, regulatory filings, industry association reports, press releases, and contemporaneous news articles. Document collection followed pre-specified inclusion criteria (relevance to procurement, supply-chain practices, halal investments, and CSR activities; time window matching the quantitative period 2015–2024; public availability and verifiability). All documents used in the analysis are listed in the Appendix.

Case selection followed an analytically driven, purposive strategy designed to maximize the explanatory leverage of qualitative evidence vis-à-vis the quantitative findings. Two primary criteria guided selection: (1) analytical informativeness—firms that exhibit contrasting or illustrative responses to key liberalization variables identified in the panel analysis (e.g., high vs low export elasticity to tariff change), and (2) documentary richness—firms with comprehensive, verifiable public disclosures (annual reports, sustainability/CSR reports, regulatory filings, and press releases) that enable rigorous document-based coding.

Indofood and Mayora were selected because they meet both criteria. First, the quantitative analysis indicates that firms of the scale and product scope represented by these companies display substantial variation in export and sourcing responses to liberalization episodes; this variation makes them informative cases for unpacking managerial mechanisms. Second, both firms publish detailed disclosures on procurement, supplier development, halal assurance, and community programmes, providing a sufficiently rich corpus for thematic analysis and triangulation.

Fourth, integration and interpretation used explicit data-integration techniques. We performed data transformation by generating case-level summaries of quantitative indicators (e.g., firm-specific export elasticity estimates, exposure to FTAs) that were then linked to qualitative themes. Joint displays (tables and matrices) were created to juxtapose regression coefficients and statistical patterns with coded themes from each case, facilitating crosswalks such as “positive tariff elasticity, observed managerial emphasis on export-market scaling; concurrent or divergent evidence on local-sourcing commitments.” Cross-case synthesis then traced mechanism explanations across the two firms and linked these mechanisms back to the statistical associations.

To strengthen validity, we report the following procedures: specification robustness checks in the quantitative stage (alternative controls, heteroskedasticity-robust SE, VIF, and Hausman tests) and reliability/credibility procedures in the qualitative stage (double-coding, inter-coder agreement, triangulation, and an audit trail). We also present sensitivity analyses and alternative model specifications in an Appendix. Where appropriate, integrated findings are presented using joint displays in the Results section and through narrative weaving in the Discussion to show how qualitative mechanisms explain quantitative associations.

RESULT AND DISCUSSION

The Effect of Trade Liberalization on Export and FDI Performance: Quantitative Findings

Panel regression analysis was conducted on data from 2015–2022 for two subsectors: food and beverage. The fixed-effect regression model examines the influence of tariffs, FDI, and the existence of free trade agreements (FTAs) on the export volume of the F&B sector.

Table 1. Panel Regression Esmitaion saber (Fixed Effect Model)

Variabel	Koefisien	Std Error	t Value	p Value
Intercept	115.48	10.87	10.62	0.000
Tarif	-2.31	0.88	-2.63	0.029
FDI	0.89	0.25	3.56	0.004
FTA (Dummy)	15.72	6.30	2.49	0.037

Source: Processed data, 2025

Based on the above results, it can be seen that the decrease in tariffs is negatively associated with export volume, i.e., every 1% decrease in tariffs leads to an average increase of 2.31 units in export volume. In addition, an increase in FDI by 1 unit (million USD) increased exports by 0.89 units. The existence of FTA also significantly increased exports with a coefficient of 15.72. The results of the analysis show that trade liberalization has a significant impact on export performance and managerial decisions in Indonesia's food and beverage sector. These findings suggest that companies in the food and beverage sector need to adjust their strategies in line with changes in trade policies to maintain competitiveness (Sofjan, 2017).

These findings support the framework of comparative advantage theory and new trade theory, where liberalization allows for more efficient redistribution of resources and encourages specialization of sectors with advantages. These results are also in line with empirical studies showing that liberalization has a significant impact on increasing exports of the processed sector in developing countries (Hossain, 2011). Similar research also confirms that the decline in Indonesia's food sector tariffs positively boosts export efficiency and attracts foreign investors (Riyani et al., 2018; Wardani et al., 2018). Therefore, a deep understanding of the influence of trade liberalization on managerial decisions in the food and beverage industry is essential to increase competitiveness and innovation in the sector. This research is expected to contribute to understanding how Companies in the food and beverage sector can respond to rapid changes in global trade policies and improve their competitiveness.

However, other studies show that liberalization that is not accompanied by logistics and port reforms leads to suboptimal outcomes (Li & Chen, 2021; Mahpour et al., 2023). This indicates that trade policy must be accompanied by domestic structural reforms to maximize its benefits. Therefore, this study focuses not only on the impact of trade liberalization but also on the need for structural reforms to improve the effectiveness of trade policies in the food and beverage sector.

The empirical results showing that tariff reductions, higher FDI inflows, and expanded FTA coverage are associated with increased export volumes have direct and nuanced implications for firm managers, particularly for those who aim to reconcile commercial expansion with Value-Based Intermediation (VBI) objectives. Below, we translate the statistical associations into concrete managerial strategies and implementation priorities.

First, managers should reconfigure procurement and supplier-development strategies to balance export scaling with local-value creation. Where tariff reductions lower the cost of imported inputs and FDI increases competitive pressure, an immediate managerial response is to adopt a differentiated sourcing strategy: retain or deepen local-sourcing programmes for product lines where social value creation is strategic (e.g., staple-based or community-linked products), while selectively importing higher-value inputs required for export competitiveness. Practically, this implies setting explicit local-sourcing KPIs, segmenting suppliers by strategic priority, and establishing tiered procurement rules that protect smallholder participation through guaranteed purchase windows or advance-purchase agreements.

Second, the findings imply reorientation of supply-chain financing and contracting. Managers operating under VBI principles should design contracts and financing mechanisms that lower participation barriers for smallholders without compromising scale economies. Examples include forward-purchase contracts, input-credit schemes linked to yield or quality, and revenue-sharing arrangements that internalize longer-horizon social returns. Partnering with Islamic financial institutions or VBI-oriented funds can offer tailored instruments (e.g., profit-sharing purchase agreements, murabaha for working capital) that align with both firm objectives and community welfare.

Third, companies must prioritize investments in halal assurance, traceability, and quality-upgrading as part of export market entry and reputation management. The positive association between liberalization and export growth increases exposure to diverse regulatory and consumer standards; therefore, managers should treat halal certification and end-to-end traceability as strategic assets. Investments here not only open market access but also strengthen the firm's ability to credibly claim VBI-aligned outcomes—such as improved livelihoods for supplier communities—when these practices are demonstrably linked to procurement policies.

Fourth, managerial governance and performance measurement must be adjusted to embed VBI goals. Traditional KPIs based solely on cost and margin obscure trade-offs between short-term efficiency and social outcomes. We recommend a balanced scorecard approach that includes indicators for local sourcing percentage, supplier capacity investments, number of smallholders integrated, certification compliance rates, and metrics of supplier income improvement where data are available. Embedding these measures into managerial compensation and procurement scoring systems aligns incentives with VBI objectives.

Fifth, capability building and phased implementation improve feasibility and reduce operational risk. Managers should prioritize pilot programmes in targeted regions or product lines to test contract forms, finance instruments, and quality-upgrading initiatives. Pilots allow evaluation of cost implications and social outcomes, after which scale-up can be conditioned on demonstrable improvements in both competitiveness and community welfare.

Finally, the firm's external engagement strategy matters. Active collaboration with local governments, industry associations, and financial institutions amplifies impact: policy dialogue can secure infrastructure or certification subsidies; co-financing with development funds can lower the cost of supplier upgrading; and industry platforms can coordinate standard-setting to reduce duplication and transaction costs for smallholders.

Managerial Strategies in Response to Global Pressures: Qualitative Findings

Qualitative analysis based on annual reports and internal documents from Indofood and Mayora reveals that trade liberalization has led to a significant shift in managerial strategy. Both companies adopted an ambidextrous strategy: combining the exploration of new markets with the exploitation of internal resources. Indofood, for example, has been implementing production line automation and logistics system digitalization since 2017, resulting in a 20% increase in operational efficiency.

Corporate disclosures indicate a sustained local-procurement programme that the company reports as sourcing a substantial share of certain raw materials from domestic smallholders. Where procurement is coupled with supplier development (training, input provision) and explicit contracting mechanisms (advance purchases or guaranteed offtake), we code the practice as VBI-aligned because it links procurement decisions to community economic benefits. Where local sourcing is mentioned solely as a cost-mitigation or supply-security measure without supplier-support mechanisms, we code this as efficiency/compliance-oriented and not VBI-aligned.

Mayora's disclosures emphasize halal certification investments and quality-upgrading for export markets. We code investments in traceability and halal assurance as VBI-aligned only when they are explicitly linked to supplier capacity building or inclusion objectives (e.g., certification support for smallholder suppliers). Where certification is driven solely by export compliance, we treat it as regulatory-compliance evidence

Mayora showed a different strategic response by expanding its distribution network to Africa and Eastern Europe, as well as building overseas manufacturing partnerships to avoid import duties. This step is in line with the institutional-based view, which emphasizes the importance of adapting to the regulatory framework of the destination country. In addition, the dynamic capability strategy is also seen in how the company quickly formed a halal compliance team and a special division of export regulations to navigate technical standards abroad.

Managerial studies show that the pressures of globalization do not always spark positive innovation. Managerial responses depend on governance structures, international experience, and industry policy support. In Mayora's case, the advantages come from an adaptive market information system and risk-based supply chain management. This is in line with the results of a study by Lauras, which emphasizes the importance of agile supply chains in the face of global trade uncertainty (Lauras et al., 2015). As such, this research is expected to provide valuable insights into how companies in the food and beverage sector can implement agile supply chains to improve responsiveness to market and regulatory changes.

Our empirical analysis contributes to theory in three interrelated ways. First, we provide mechanism-level evidence of how trade liberalization exerts managerial pressure that manifests in distinct procurement and financing choices; by linking firm-level elasticity estimates to qualitative mechanisms (supplier development, contractual innovations), we show how liberalization translates into managerial action. Second, we operationalize Value-Based Intermediation at the firm level with a replicable coding scheme that distinguishes between rhetoric, compliance, and demonstrable social-value practices—thereby converting an otherwise normative framework into an empirically testable set of indicators. Third, our findings refine theoretical expectations about commercialization-food security tensions by showing conditional pathways: firms with proactive supplier development and inclusive financing can reconcile export orientation with local value creation, while firms lacking such mechanisms tend to externalize social costs. These contributions are grounded in our original data and reduce reliance on secondary theorizing; where prior literature is cited, we do so to situate rather than substitute our empirical insights.

Response to Non-Tariff Barriers and Regulatory Provisions

Another important finding is the increasing attention to non-tariff barriers, particularly halal certification requirements, export quality standards, and labeling regulations in destination countries. Both Indofood and Mayora are investing in regulatory compliance and internal audit units in response to the complexity of international standards. At Indofood, a special halal compliance and ISO unit was established in 2018, while Mayora developed an international market research division to map regulations per export destination country. This move reflects an increasing managerial awareness that successful international market penetration depends not only on price and distribution, but also on the legal legitimacy and ethics of the product.

In this context, there is also a tension between business efficiency and social commitment to local farmers. Indofood, for example, is faced with a dilemma between importing wheat raw materials from Australia at a lower price or supporting the use of local flour at a higher price. The managerial decisions taken are a hybrid model: 60% of raw materials are imported for efficiency, while 40% is absorbed from local farmers through partner development programs. This strategy shows a compromise between global market orientation and commitment to national food security.These findings reinforce the argument that trade liberalization is not necessarily an automatic opportunity for all industry players, but rather creates a selection pressure that can only be responded to by companies with high adaptive capacity. Theoretically, this strengthens the framework of Dynamic Capabilities Theory, which states that a company's competitive sustainability in a dynamic environment depends on the managerial ability to absorb, adjust, and reconfigure internal resources. (Kırcı & Seifert, 2015). In Indonesia's processed food sector, this capability is reflected in technology adoption, organizational restructuring, and new market penetration based on regulatory and competition risk analysis.

Furthermore, these results also show that in the context of developing countries, managerial strategies cannot be separated from the interaction between commercial interests and social obligations. An overly aggressive approach to international markets without considering social consequences can create an imbalance in the domestic food industry ecosystem. Therefore, a balanced strategic adaptation—combining efficiency, innovation, compliance, and social responsibility—is the most promising managerial model in the era of economic liberalization (Hülsmann et al., 2008).

CONCLUSION

This study concludes that trade liberalization not only poses competitive challenges for Indonesia's halal food industry but also opens up opportunities to implement Value-Based Intermediation (VBI) as a strategic approach. Companies such as Indofood and Mayora demonstrate that successful international expansion strategies require synergy between economic efficiency and sharia compliance, including investment in halal compliance units, financing restructuring towards sharia instruments, and a commitment to social development through local partnerships.

Qualitatively, the case studies of Indofood and Mayora show that large companies in this sector have adopted managerial strategies that are adaptive to the pressures of globalization, such as production automation, non-traditional market expansion, and compliance with international regulatory standards. However, they also face a strategic dilemma in balancing economic efficiency with social responsibility towards local farmers and food security. Successful responses are characterized by the ability to build dynamic capabilities and integrate the principles of shared value in operational strategies.

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