

The Development of the Halal Business Concept in the Digital Economy Era: A Literature Review

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ABSTRACT

This study aims to analyze the concept of Islamic Leadership in modern organizations and identify Sharia values that can serve as the foundation for developing an ethical, adaptive, and maslahah-oriented leadership model. The development of modern organizations presents various leadership challenges, including integrity crises, abuse of power, declining trust in leaders, excessive orientation toward material achievement, and the need for leadership capable of integrating performance with moral responsibility. This study employs a library research method using a qualitative and descriptive-analytical approach. The research sources consist of scholarly journal articles, academic books, previous studies, and literature discussing Islamic leadership, Islamic management, organizational ethics, and modern leadership. The literature was analyzed through a process of concept identification, thematic classification, comparison of ideas, and synthesis to obtain an understanding of the characteristics of Sharia value-based leadership. The findings indicate that Islamic Leadership is built upon the integration of the values of tawhid, amanah, 'adl, shura, ihsan, sidq, responsibility, and maslahah orientation. These values are not only related to the personal character of leaders but can also be applied to decision-making, human resource management, conflict resolution, communication, supervision, and the achievement of organizational goals. This study concludes that Islamic Leadership is highly relevant to modern organizations because it offers a leadership model that integrates professional competence with moral integrity and spiritual responsibility.

Keywords: Islamic Leadership; Sharia Values; Islamic Management; Ethical Leadership; Maslahah

INTRODUCTION

The development of digital technology has brought about structural changes in economic and business activities. Digitalization enables production, marketing, distribution, transactions, and consumer communication to be conducted through increasingly integrated technological networks. The emergence of e-commerce, marketplaces, social media, digital payment applications, financial technology, cloud computing, artificial intelligence, and various information systems has transformed the way companies create and deliver value to consumers. These changes have not only occurred in conventional businesses but have also shaped new directions in the development of halal businesses. Halal business is one of the sectors that holds a strategic position in the development of the Islamic economy. Fundamentally, the concept of halal is not merely concerned with whether a product is permissible or impermissible for consumption, but also with how the product is produced and delivered to consumers. From the perspective of Islamic business, economic activities should ideally not be oriented solely toward profit but should also consider halal and thayyib principles, honesty, justice, amanah, responsibility, and public benefit. Therefore, halal business has a broader character than merely conducting commercial activities involving products carrying a halal label (Firnando & Wahyudi, 2024).

The development of literature on halal value chains demonstrates an increasing focus on the relationship between product halalness and the entire value creation process. A review of 120 publications on halal value chains indicates that themes such as food supply, decision-making, and supply chain management have become important areas in the development of this field. This finding indicates that halal integrity is increasingly understood as a value-chain

issue rather than merely a matter concerning the final product. This development becomes increasingly important as halal businesses enter the digital ecosystem. In conventional transactions, consumers can relatively easily interact directly with sellers and observe products physically. In digital transactions, consumers often encounter only product photographs, descriptions, reviews, certification information, halal logos, and various claims presented through digital platforms (Santoso et al., 2022). Consequently, there is a fundamental change in the relationship between information, trust, and consumer decision-making. This condition creates what may be referred to as a digital information gap in halal business. Consumers need to know whether a product is genuinely halal, but their ability to verify this directly is limited. The farther consumers are removed from production processes and supply chains, the greater their dependence on information provided by business actors, platforms, certification institutions, and digital communities. Research on halal e-commerce indicates that digital consumers do not only consider the functional aspects of products but also construct perceptions of halalness through symbols, information, digital communities, and perceptions of a platform's Sharia compliance (Bashori et al., 2024).

Therefore, trust has become an increasingly important element in digital halal business. Halal certification can function as a credibility signal, but consumer trust does not depend solely on the existence of a certificate. Consumers also require information quality, transparency, seller reputation, platform reputation, and consistency between halal claims and actual business practices. Recent research on digital halal markets has also placed digital halal marketing, social media engagement, and certification transparency among the important factors in building consumer trust. At the same time, digitalization provides significant opportunities for the development of halal businesses. Business actors, particularly micro, small, and medium-sized enterprises (MSMEs), can utilize digital platforms to expand their markets without having to establish large physical distribution networks. Social media can be used to build brands, marketplaces can expand distribution, and digital payments can facilitate transactions. In the Indonesian context, the integration of the halal industry, digital economy, and creative economy is increasingly viewed as an opportunity for MSME development, although challenges such as digital literacy, halal certification, and market access remain. However, digitalization also creates new challenges for halal business integrity. The complexity of supply chains, the increasing number of actors involved, the use of multiple platforms, and the rapid dissemination of information make monitoring halal compliance increasingly complex (El Junusi, 2020).

Within halal supply chains, technologies such as blockchain, geographic information systems, and traceability systems have increasingly been discussed as instruments for improving transparency and traceability. Nevertheless, the adoption of these technologies also faces challenges related to cost, human resource readiness, and the technological capabilities of MSMEs. One study on the implementation of halal supply chains among Indonesian MSMEs even identified the cost of adopting blockchain technology as an important barrier. These conditions indicate that digitalization does not automatically produce better halal businesses. Technology is essentially an instrument. Its positive impact on halal business depends on how the technology is used, who controls the information, how verification mechanisms are implemented, and the extent to which Sharia principles are applied throughout the business process. In other words, the central issue is not merely how halal businesses become digital, but how halal values can be preserved when businesses undergo digitalization. This transformation encourages the need to reconstruct the understanding of halal business. Halal business can no longer be understood merely as a relationship between producers and consumers through products that have obtained halal certification. Instead, halal business is increasingly developing into an ecosystem involving producers, suppliers, distributors, logistics companies, digital platforms, certification institutions, payment providers, consumers, regulators, and digital communities (Hendrik et al., 2024).

This perspective is also consistent with developments in halal supply chain research, which increasingly integrates Islamic principles, technology, and sustainability. Conceptual studies concerning the integration of Islamic principles and digital technologies in halal sustainable supply chains indicate that these three dimensions need to be considered in an integrated manner rather than as separate elements. In the Indonesian context, these issues are increasingly relevant because of the characteristics of the large halal market and the growth of digital commerce. Consumers are increasingly accustomed to purchasing products through digital platforms, while MSMEs are increasingly encouraged to enter online markets. This situation makes the quality of halal information an important component of business competitiveness. Therefore, this study does not view digitalization merely as a technological phenomenon but as a process that changes the structure, mechanisms, and governance of halal businesses. This study aims to analyze the development of the halal business concept in the digital economy era, explain the transition from a product-based halal concept toward a halal ecosystem, identify opportunities created by digitalization for halal businesses, and analyze the challenges emerging in relation to trust, transparency, certification, and value chain integrity. This study is expected to contribute to the literature on Sharia business management by offering a conceptual understanding that digital halal businesses require the integration of Sharia principles, value chain integrity, digital technology, governance, trust, and a *maslahah*-oriented approach (Ahyani, 2021).

METHOD

This study employs a library research method using a qualitative and descriptive-analytical approach. This method was selected because the research aims to develop a conceptual understanding of halal business and its transformation within the digital economy based on relevant academic sources. The research data consist of scholarly journal articles, academic books, previous research findings, and scientific publications discussing halal business, Islamic economics, the halal industry, halal value chains, halal supply chains, the digital economy, e-commerce, digital marketing, halal certification, traceability technologies, and Muslim consumer behavior. The literature was examined based on its relevance to several major themes. The first theme concerns the fundamental concept of halal business and changes in its scope. The second concerns the development of halal value chains and halal supply chains. The third concerns business digitalization through e-commerce, marketplaces, social media, and digital payments. The fourth relates to certification, transparency, traceability, and consumer trust. The fifth concerns the challenges and opportunities involved in developing a digital halal business ecosystem. The analysis was conducted by identifying key ideas in the literature, grouping them according to themes, interpreting relationships among concepts, comparing findings, and developing a conceptual synthesis. The literature was not merely used to describe research developments but also to understand how the concept of halal business changes when interacting with digital technology. The research adopts a descriptive-analytical approach and does not employ a systematic literature review or PRISMA design. Its primary objective is to develop a conceptual understanding of halal business development and formulate relationships among Sharia principles, technology, value chains, trust, and *maslahah* (Assyakurrohim et al., 2022).

RESULTS AND DISCUSSION

RESULTS

The Shift from Halal Products toward a Halal Business Ecosystem

The findings indicate an important shift in the understanding of halal business. In the more traditional approach, the primary focus tends to be placed on the halal status of the product. A product is considered compliant with halal principles when its ingredients and production processes meet Sharia requirements and obtain recognition through applicable

certification mechanisms. However, the development of the halal value chain concept demonstrates that the halal status of a product cannot be separated from the overall value creation process. Halal integrity must be maintained from raw materials, production processes, packaging, storage, transportation, distribution, and marketing until the product reaches the consumer. Thus, halal business can be understood as a value system. Halalness is not merely a product attribute but a characteristic that must be embedded throughout the business process. This perspective shifts the question from “Is this product halal?” to a broader question: “Does the entire business process that produces and delivers this product maintain halal integrity?” This transformation becomes increasingly significant in the digital economy because business processes no longer take place within a single organizational space. A product may originate from a particular producer, be marketed through a marketplace, paid for through a digital payment system, and delivered by a different logistics company. Each actor becomes part of the consumer's experience with the halal product (Nusran et al., 2023).

Digitalization and Expanded Market Access

Digitalization enables halal business actors to reach broader markets. Business actors are no longer entirely dependent on physical stores or local distributors. Marketplaces, social media, websites, and social commerce allow halal products to be introduced to consumers across regions. This transformation is particularly important for MSMEs. Digitalization can reduce geographical barriers and provide small businesses with opportunities to build brands and communicate directly with consumers. However, the ability to take advantage of these opportunities depends on digital literacy, managerial capacity, product quality, marketing capabilities, and compliance with halal requirements. In this context, digitalization can function as a democratizing mechanism for halal business by providing market access opportunities to business actors who previously faced limitations in their distribution networks. However, digitalization can also create new forms of dependence on platforms because product visibility, reputation, and consumer access can be influenced by algorithms and platform policies (Ullah, 2025).

Digitalization of the Value Chain and Halal Supply Chain

The development of digital halal business also demonstrates the increasing importance of supply chain management. Halalness does not end at the production stage but must be maintained as products move from one actor to another. Digital technology can support this process through recording, monitoring, traceability, and data integration systems. Information concerning raw materials, suppliers, production locations, distribution processes, and certification status can be digitally managed to improve traceability capabilities. Several studies have also explored the use of blockchain in halal supply chains. This technology has the potential to strengthen transparency and traceability because transaction information can be recorded in a structured manner. However, its implementation cannot be separated from issues concerning cost, infrastructure, human resource readiness, and the technological capabilities of MSMEs. Thus, technology is not a single solution to halal supply chain problems. Technology will only be effective when supported by standards, governance, human resources, and the commitment of business actors to maintain information integrity (Maulana & Vidiati, 2026).

Halal Certification as a Trust Mechanism

In digital business, halal certification has an increasingly strategic function. Consumers cannot always directly examine the ingredients and production processes. Certification is therefore one mechanism that can reduce such uncertainty. However, the findings indicate that certification does not operate independently in building trust. Consumers also consider information quality, seller reputation, transparency, user reviews, and their experiences interacting with platforms. Therefore, halal certification can be understood as a trust signal, while trust itself is the result of interactions among multiple signals and consumer experiences. Recent studies on halal certification also indicate that

certification can function as a signal of quality and Sharia compliance, although its influence on purchasing decisions may vary depending on consumer and product contexts. This demonstrates that the challenge for digital halal businesses is not merely obtaining certification but ensuring that certification information is easily accessible, accurate, and verifiable by consumers (Sulistawati et al., 2023).

Information Transparency as Trust Infrastructure

In conventional business, trust can be developed through personal interaction and direct experience. In digital business, most interactions take place through data and information. Therefore, information transparency can be viewed as a form of trust infrastructure. Relevant information includes product composition, manufacturer information, certification status, production processes, sources of raw materials, storage methods, and other information required by consumers. The more complex the product and its supply chain, the greater the need for verifiable information. Research on consumer behavior in digital marketplaces indicates that consumers rely heavily on information available on platforms when assessing the halal status of products. This makes information quality an important factor in building trust (Adinugraha et al., 2024).

Table 1. Transformation of the Halal Business Concept in the Digital Economy

Dimension	Conventional Halal Business Approach	Development in the Digital Economy	Managerial Implications
Halal concept	Focus on product halalness	Halalness encompasses the entire business ecosystem	Integration of halal principles throughout business processes
Value chain	Production distribution sales	Integrated with platforms, data, logistics, and technology	Strengthening coordination among actors
Certification	Evidence of halal compliance	Certification becomes digital information that needs to be verified	Strengthening transparency and access to information
Marketing	Physical stores and conventional advertising	Marketplaces, social media, social commerce, influencers	Development of ethical halal marketing
Transactions	Direct interaction	Digital transactions and payments	Strengthening transaction security and compliance
Trust	Personal interaction and local reputation	Certification, digital information, reviews, and platform reputation	Management of digital trust
Monitoring	Physical and administrative inspection	Data, information systems, traceability, and digital technology	Development of integrated monitoring systems
Market reach	Geographically limited	Cross regional and even cross border	Expansion of halal markets
Consumer relationships	Relatively one way	Interactive, real time, and community based	Customer engagement and halal education
Risks	Contamination and process non compliance	False information, halal claims, digital manipulation, and data security	Strengthening digital governance
Business orientation	Product and profit	Value, trust, experience, and sustainability	Development of maslahah-oriented business

The table demonstrates that digital transformation changes not only the distribution channels of halal businesses but also the way halal concepts are managed. Halalness is increasingly associated with information, data, reputation, technology, and governance.

DISCUSSION

The development of the halal business concept demonstrates that a product-based approach is no longer sufficient to explain the realities of digital business. When products move through complex networks of actors and platforms, halal integrity must be viewed as the outcome of the entire system. From this perspective, halal business can be reconstructed

as a halal business ecosystem. This ecosystem consists of producers, suppliers, distributors, logistics companies, certification institutions, digital platforms, consumers, regulators, and communities. Each actor has a role in maintaining halal integrity. This transformation is theoretically important because it expands the unit of analysis for halal business. Whereas companies and products previously constituted the center of analysis, the digital economy requires greater attention to networks and relationships among actors. Thus, the halal concept has transformed from product-based halal to process-based halal, and subsequently toward ecosystem-based halal (Qizam et al., 2024).

One conceptual error that needs to be avoided is equating digitalization with the advancement of halal business. The use of marketplaces, social media, applications, or blockchain technology does not automatically make a business more Sharia-compliant. Digitalization should be positioned as an instrument for achieving broader business objectives. Technology can accelerate transactions, improve efficiency, and expand markets. However, technology can also be used to disseminate misleading information, manipulate prices, exploit consumer data, or construct halal claims that cannot be adequately justified. Therefore, Sharia principles function as an ethical governance layer that provides direction for the use of technology. The principle of amanah requires honesty in communicating information. The principle of justice requires fair treatment of consumers and business actors. The principle of maslahah directs technology toward producing broader benefits and preventing harm. Trust is one of the most important conceptual findings in the development of digital halal business. In digital transactions, consumers face greater uncertainty because they cannot directly observe production and distribution processes (Kaya & Kaya, 2024).

Therefore, halal businesses require mechanisms to reduce uncertainty. Certification, product information, consumer reviews, seller reputation, platform reputation, and supply chain transparency constitute various mechanisms for building trust. Recent research on digital halal markets demonstrates the importance of digital halal marketing strategies and consumer engagement through social media in building trust. This indicates that digital trust is not formed solely through formal certification but also through consumer relationships and digital experiences. Thus, trust in digital halal business has a multi-layered character. The first layer is trust in the product. The second is trust in the producer or seller. The third is trust in the platform. The fourth is trust in the certification and regulatory system. The stronger the relationship among these four layers, the stronger the digital halal business ecosystem will be. In the digital environment, halal certification is undergoing a change in function. Certification is no longer merely a label placed on packaging but can also become data that is communicated and digitally verified (Qadri & Malik, 2024).

This transformation creates opportunities for developing more transparent halal systems. Consumers can obtain certification information more quickly, while platforms can integrate such information into digital commerce systems. However, transforming certification into digital information also requires data integrity. If the data are inaccurate, outdated, or difficult to verify, technology may instead create a false sense of security. Therefore, the digitalization of certification should be built upon three principles: accuracy, accessibility, and verifiability. Information must be accurate, easily accessible, and enable consumers or relevant stakeholders to conduct verification. The development of digital halal business makes traceability increasingly important. Consumers are not only interested in knowing whether a product has halal status but increasingly require information about the product's origin and processes. Traceability enables product information to be traced from the point of consumption back to the point of production. In the halal context, such mechanisms can help ensure that ingredients, processes, storage, and distribution do not compromise halal integrity (Rohmah & Faizin, 2024).

Digital technologies can strengthen this capability. Information systems, IoT, blockchain, and geospatial technologies can be used to collect and integrate data throughout

the supply chain. Research on the digitalization of halal supply chains also emphasizes the importance of transparency and data integrity as part of strengthening Sharia-based value chains. Nevertheless, high-tech approaches must be adjusted to the capabilities of business actors. Developing traceability systems that are too costly may instead increase barriers for MSMEs. Therefore, digitalization strategies should adopt gradual, interoperable approaches appropriate to the scale of the business. MSMEs occupy an important position because a significant portion of halal economic activity is not conducted solely by large-scale companies. Digitalization provides MSMEs with opportunities to access broader markets and establish halal brand identities. However, MSMEs also face limitations in capital, digital literacy, human resources, certification, and technology. Research on the halal industry, digital economy, and creative economy in Indonesia indicates that these barriers remain important issues in MSME development. Therefore, the development of digital halal business cannot be left entirely to market mechanisms. A supporting ecosystem is required, encompassing digital literacy, certification facilitation, financing, management training, technological infrastructure, and market access. From the perspective of Sharia business management, MSME empowerment is also related to the principle of *maslahah*. The digital economy should not only strengthen large companies and platforms but should also improve the capacity of small businesses to participate in halal value chains (Harsanto et al., 2024).

Digitalization has transformed the way businesses communicate with consumers. Information can be rapidly disseminated through videos, short-form content, live streaming, influencers, reviews, and personalized advertising. These changes create significant opportunities for halal marketing but also generate ethical risks. Business actors may use religious symbols and halal claims to construct an image without providing sufficient information about the substance of the product. From the perspective of Islamic business, marketing should be based on *sidq* and *amanah*. Information must not be manipulated to create perceptions that do not correspond to actual conditions. Marketing creativity remains permissible, but it should not compromise honesty. Therefore, the concept of digital halal marketing should not merely refer to marketing halal products through digital media but should refer to digital marketing practices that adhere to Islamic ethical principles. The development of the halal business concept can also be analyzed from the perspective of *maqāṣid al-sharī'ah*. This approach broadens the orientation of business from merely achieving formal compliance toward achieving *maslahah*. In the digital context, *maqāṣid al-sharī'ah* can be translated into several orientations. Consumer protection relates to product safety and quality. Information transparency relates to protecting consumer rights and decision-making. Data protection relates to respect for privacy. Fair pricing and transactions relate to preventing exploitation. Meanwhile, MSME empowerment relates to distributing economic benefits more broadly. Therefore, digital halal business should not be evaluated solely based on whether its products are halal, but also on whether the business ecosystem generates benefits and minimizes harm (Wahab & Mahdiya, 2025).

Based on the synthesis of the literature, the development of the halal business concept can be formulated through a conceptual model involving the relationship among Sharia principles, halal value chain integrity, digital technology, trust, and *maslahah*. Sharia principles constitute the foundation that determines the boundaries and orientation of business activities. These principles are then implemented throughout the value chain, from production to consumption. Digital technology functions as an instrument that connects various activities within the value chain. The use of technology can improve efficiency, information access, transparency, marketing, and monitoring. However, technology must be guided by the principles of *amanah*, honesty, justice, and responsibility (Aji et al., 2026; Raimi et al., 2023).

CONCLUSION

The development of the digital economy has brought fundamental changes to the concept of halal business. Halal business can no longer be adequately understood merely as an activity that produces and sells products meeting halal requirements. The development of halal value chains and halal supply chains demonstrates that halal integrity must be maintained throughout the entire value creation process, beginning with raw materials, production, storage, transportation, marketing, and transactions through to consumption. Digitalization has expanded the scope of this transformation. E-commerce, marketplaces, social media, digital payments, information systems, and traceability technologies enable halal businesses to expand markets, improve efficiency, strengthen consumer communication, and increase transparency. However, digitalization also creates risks in the form of information gaps, inaccurate halal claims, information manipulation, supply chain complexity, and issues related to data security and integrity. The findings indicate that the halal business concept has undergone three stages of development. First, product-based halal, referring to an understanding of halalness focused on the status of the product. Second, process-based halal, referring to the understanding that halal integrity must be maintained throughout production and distribution processes. Third, ecosystem-based halal, referring to the understanding that halal integrity is the responsibility of all actors within the business ecosystem, including producers, suppliers, distributors, digital platforms, certification institutions, consumers, and regulators.

Within this ecosystem, trust becomes a strategic asset. Halal certification provides a compliance signal, but consumer trust is also influenced by information quality, transparency, seller reputation, platform reputation, consumer reviews, and digital experiences. Therefore, the future of halal business requires the development of digital trust mechanisms capable of connecting certification, data, transparency, and consumer experience. Digitalization should also be understood as an instrument rather than an end in itself. The use of technology does not automatically make a business compliant with Sharia principles. Technology must be guided by the values of amanah, justice, honesty, responsibility, and maslahah. In this context, Sharia principles function as an ethical and governance framework that ensures digital innovation generates benefits and prevents harm. Conceptually, the development of halal business in the digital economy can be formulated through the relationship Sharia Principles, Halal Integrity, Digitalization of the Value Chain, Transparency and Verification, Trust, Competitiveness, Maslahah and Sustainability. This model emphasizes that the digital transformation of halal business is not merely a change in transaction channels but a comprehensive transformation in how halal value is produced, maintained, communicated, verified, and trusted. For the development of Sharia business management, these findings demonstrate the importance of building a halal digital ecosystem that integrates technology, governance, certification, traceability, ethical marketing, MSME empowerment, and consumer protection. Future research may empirically examine the relationships among digitalization, halal certification, information quality, digital trust, consumer loyalty, MSME performance, and the sustainability of halal businesses.

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