

## INTISARI

Kehalalan suatu produk merupakan faktor yang penting dalam penerimaan konsumen Indonesia. Isu terkait ketidakhalalan suatu produk dapat mengakibatkan jatuhnya reputasi perusahaan. Standar yang berlaku di Indonesia terkait dengan sistem jaminan halal adalah HAS 23000. PT Nutricia Indonesia Sejahtera (PT NIS) adalah perusahaan susu olahan yang telah menerapkan HAS 23000 sejak tahun 2009 dan berhasil mempertahankan sertifikasi dengan rating tertinggi A. Terhadap keberhasilan PT NIS tersebut dinilai perlu dilakukan studi analisis Faktor Penentu Keberhasilan (*Critical Success Factors/CSF*) Implementasi HAS 23000. Dengan dilakukannya studi analisis CSF diharapkan dapat membantu PT NIS dalam menformulasikan strategi implementasi HAS 23000 secara berkelanjutan. Selain itu, studi ini juga bermanfaat sebagai *benchmark* bagi 25 Pabrik Danone lain dalam mengimplementasikan HAS 23000. Analisis pemeringkatan CSF dilakukan dengan menggunakan metode *Analytical Hierarchy Process* (AHP) yang sudah digunakan secara luas sebagai suatu metode pengambilan keputusan. Metode AHP dinilai mampu membantu pengambilan keputusan yang rasional dalam menentukan urutan prioritas pengaruh faktor-faktor yang bersifat multi-kriteria (Goepel, 2017). Berdasarkan hasil analisis AHP, faktor penentu keberhasilan yang paling berpengaruh untuk kriteria utama adalah *Leadership* dengan presentase 29,5% dan *Supplier Commitment* dengan presentase 17,9%. Sedangkan pada pemeringkatan secara *global priorities*, 3 faktor utama yang paling berpengaruh yaitu *Leadership–Management Commitment* (18,0%), *Process Management–Raw Material Receiving* (8,2%), dan *Supplier Commitment–Supplier Reliability* (8,0%).

Kata kunci: Faktor Penentu Keberhasilan, HAS 23000, Metode *Analytical Hierarchy Process* (AHP).

## ABSTRACT

*The halalness of a product is an important factor in the acceptance of Indonesian consumers. Issues related to halalness of a product can lead damage the company's reputation. The applicable standard in Indonesia related to halal management system is HAS 23000. PT Nutricia Indonesia Sejahtera (PT NIS) is a dairy company which has implemented HAS 23000 since 2009 and succesfully managed to maintain the highest rate A. Over the success of PT NIS, it was considered important to conduct analysis of Critical Success Factors (CSF) of HAS 23000 Implementation since the study would be useful for PT NIS in formulating strategy of sustainable implementation of HAS 23000. The study also could be used as a benchmark for 25 other Danone's factories in implementing HAS 23000. The CSF rating analysis was performed by Analytical Hierarchy Process (AHP) method which was widely used as a decision-making method. AHP method was considered as a method which could help decision maker to make rational decision in determining weight of each factor in affecting multi-criteria problem (Goepel, 2017). Based on the results of AHP analysis, the most important critical success factors for the main criteria are Leadership with a percentage of 29.5% and Supplier Commitment with a percentage of 17.9%. While for the global priorities, there are 3 main factors that influence most, named Leadership-Management Commitment (18.0%), Process Management-Raw Material Receiving (8.2%), and Supplier Commitment-Supplier Reliability (8.0%).*

*Keywords: Critical Success Factor, HAS 23000, Analytical Hierarchy Process (AHP) Method*