

*Research Article*

# Strategic Analysis of the Halal Ecosystem Value Chain Readiness in West Nusa Tenggara in Supporting the Competitiveness of Local Halal Products in the Global Market

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**Abstract.** The growth of the halal industry in West Nusa Tenggara represents a significant response to the region's economic evolution toward a more sustainable model, marked by the emergence of a new paradigm for the halal industry. West Nusa Tenggara Province, which has been recognized as one of the provinces with a Muslim-majority population, holds significant potential for the advancement of the halal industry, encompassing sectors such as food, beverages, cosmetics, pharmaceuticals, and tourism. This study aims to analyze the level of readiness of the halal value chain (HVC) ecosystem in West Nusa Tenggara in supporting the competitiveness of local halal products in the global market. The research method used is a descriptive qualitative approach based on a literature review, utilizing secondary data from various national and international institutions such as BPJPH, KNEKS, Dinar Standard, and UNCTAD. The results indicate that the readiness of West Nusa Tenggara's HVC ecosystem remains partial, with notable weaknesses in halal logistics, technology adoption, sharia financing, and compliance with global halal standards. Meanwhile, the regulatory and certification sectors have shown progress but are not yet optimal in reaching halal SMEs. This study recommends strengthening cross-sectoral synergies, accelerating the digitization of the halal system, reforming halal financing, and harmonizing national halal standards with international standards to enhance the competitiveness of the halal industry.

**Keywords:** Halal Certification; Halal Ecosystem Value Chain; Halal Industry; Local Halal Products; Supply Chain Management.

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## 1. Introduction

The halal industry in Indonesia is currently experiencing significant growth in line with increasing consumer awareness of product halal status (Azwar and Aqbar 2024). As a country with a Muslim-majority population, Indonesia has great potential in the halal industry (Suprpti et al. 2023). The Indonesian government is working hard to promote the strengthening and development of the halal industry in Indonesia (Astuti 2020). The Indonesian government has taken steps to strengthen the halal industry, including through the implementation of the Halal Assurance System (SJH), which is regulated by the Halal Product Assurance Agency (BPJPH) under Law No. 33 of 2014 on Halal Product Assurance (Permata, 2020).

The halal industry holds significant potential for development in various countries around the world, both as producers and consumers, across the food, pharmaceutical, financial, fashion, and lifestyle sectors (Suprpti et al. 2023). However, various structural challenges continue to hinder Indonesia's ability to maximize this potential. From a regulatory and institutional perspective, the halal certification process still faces complex bureaucratic hurdles, limited capacity of halal certification bodies, and suboptimal harmonization of international standards (Alya et al. 2024).

These challenges are exacerbated by low levels of Islamic finance literacy among business operators, limitations in production technology, and weak integration between upstream and downstream segments in the national halal product value chain (Istiqlal 2023). This underscores that competitiveness issues lie not only in product quality but also in the narrative constructed at the global level. Indonesia's halal industry needs to adopt a value-based branding approach to highlight the ethical, spiritual, and sustainability advantages of its products (Wilson & Liu, 2019).

Therefore, halal has now become a universal phenomenon appreciated by various nations. The halal industry is currently being developed by many countries around the world, one of which is Indonesia, where the strategy to achieve Indonesia's vision of becoming the world's leading center for the Islamic economy is to strengthen the halal value chain (HVC). In this context, the concept of the Halal Value Chain (HVC) has emerged as a comprehensive strategic approach to integrating all components of the halal industry ecosystem end-to-end. Drawing on the value-added framework developed by Porter (1985) in his seminal work

Competitive Advantage: Creating and Sustaining Superior Performance, the HVC adapts the conventional value chain concept by adding a dimension of compliance with Islamic Sharia principles at every stage of business activity, from raw material procurement, production processes, packaging, and distribution, to marketing and after-sales service (Muchtar et al. 2025). The HVC approach is believed to be capable of creating sustainable competitive advantage for players in the halal industry because it integrates Sharia compliance as a source of authentic and differentiated value-added (Ula'm et al. 2022).

The province of West Nusa Tenggara (NTB) is one of the regions in Indonesia with the greatest potential to pioneer the development of an HVC ecosystem in Eastern Indonesia (Silalahi and Fattah 2024). NTB is endowed with significant comparative advantages, including: a Muslim population that accounts for more than 96 percent of the total population; abundant agromaritime resources encompassing agriculture, livestock, fisheries, and spice plantations; as well as The NTB Provincial Government has explicitly positioned the development of the halal industry as a symbol and hallmark of regional economic development, a status reinforced by various prestigious awards, including the Gold Award in the Halal Ecosystem category at the 2026 Indonesia Halal Ecosystem Summit & UB Halal Metric Awards

Nevertheless, various substantial challenges still stand in the way of NTB's efforts to build a mature and globally competitive HVC ecosystem. Weak product standardization, limited production capacity at the MSME level, inconsistent packaging quality, low levels of Islamic finance literacy among business operators, and a lack of large-scale investment in the halal industry sector are real obstacles that need to be systematically addressed (Silalahi and Fattah 2024). In addition, the challenge of harmonizing halal certification standards across countries has become a crucial issue, given the competition from rival nations such as Malaysia, Thailand, and the United Arab Emirates, which already have far more advanced and integrated halal eco-systems (Hasyim 2023).

This situation indicates a significant gap between NTB's vast potential and the actual level of readiness of its halal value chain (HVC) ecosystem to support the competitiveness of local halal products in the global market. However, this opportunity cannot be capitalized on if Indonesia's HVC ecosystem remains only partially prepared and lacks systemic advantages. Therefore, a framework for evaluating the readiness of the halal value chain ecosystem is needed, covering aspects such as regulation, infrastructure, digitalization, human resources, and collaboration among stakeholders. Therefore, a framework is needed to evaluate the readiness of the halal value chain ecosystem, covering aspects such as regulations, infrastructure, digitalization, human resources, and collaboration among stakeholders.

Theoretically, an analysis of the readiness of NTB's HVC ecosystem requires a multi-dimensional approach that integrates several conceptual frameworks. First, the Resource-Based View (RBV) developed by Barney (1991) is relevant for identifying the unique resources and capabilities that NTB possesses in building a sustainable halal competitive advantage that is difficult for competitors to replicate (Silalahi and Fattah 2024). Second, the concept of a business ecosystem underscores the importance of synergy among stakeholders including local governments, Islamic financial institutions, MSMEs, certification bodies, and the academic community in building a resilient HVC ecosystem. Third, Porter's theory of competitive strategy provides an analytical framework for mapping the primary and supporting activities in the halal value chain that contribute to value creation and the

competitive differentiation of NTB's local products in the global market (Raihan Yahya Ismail et al

Based on the above discussion, this study aims to comprehensively analyze the Halal Value Chain (HVC) ecosystem readiness strategies in West Nusa Tenggara to support the competitiveness of local halal products in the global market. This study is expected to make a theoretical contribution to the development of a region-specific HVC ecosystem model, while also providing a practical contribution in the form of a strategic roadmap for stakeholders in West Nusa Tenggara to optimize the potential of the local halal industry in the face of an increasingly competitive global market. As a result, NTB will not only be recognized as the premier halal tourism destination but will also transform into a leading halal industry hub in Eastern Indonesia, making a tangible contribution to Indonesia's vision of becoming the world's halal hub.

## 2. Preliminaries or Related Work or Literature Review

A study conducted by Masrurroh (2020), entitled "The Competitiveness of Indonesian Halal Food Exports in the Global Market Competition Industry," found that implementing traceability principles for Indonesian halal food products increases export competitiveness in OIC countries. This study focused on the national scale and macroeconomic food commodities, while the researcher focused specifically on the NTB cyber-local ecosystem.

A study conducted by Silalahi (2024), entitled "Halal Industry as a Solution to Increase Economic Growth in NTB," found that the NTB Halal Industrial Park Roadmap policy had a positive impact, but the acceleration of MSME certification and Islamic financial assets remained slow. The difference between this study and this study is the focus on the impact on regional macroeconomic growth, while the researcher analyzed end-to-end readiness within the value chain.

A study conducted by Silalahi Mumtazah (2025) entitled Dynamics of Economic Growth of the Global Halal Industry: The researcher's results found that highlighting the importance of AI integration and business model innovation to optimize the global halal economy. The difference between this study and the researcher's is that it is global and conceptual in theory, while your research is empirical in the NTB region.

## 3. Proposed Method

In this section, you need to describe the proposed method step by step. Explanations accompanied by equations and flow diagrams as illustrations will make it easier for readers to understand your research.

This research uses a qualitative-descriptive approach with library research. The primary objective of this method is to analyze in-depth concepts, data, and indicators related to the readiness of the Halal Value Chain (HVC) ecosystem in Indonesia based on secondary data and available scientific documentation. Data sources used in this research include secondary data from national and global institutions such as:

- a. Indonesia Halal Lifestyle Center (IHLC, 2024),
- b. Ministry of Trade of the Republic of Indonesia,
- c. Halal Product Assurance Agency (BPJPH, 2023),
- d. Central Statistics Agency (BPS, 2022),
- e. National Committee for Sharia Economics and Finance (KNEKS, 2023),
- f. Publications from accredited scientific journals

Data collection techniques were conducted through documentation and content analysis of documents, annual reports, books, journal articles, and official government/international agency portals containing information related to halal ecosystem readiness indicators. These sources were selected based on the following criteria:

- a. Relevance to HVC variables and global competitiveness;
- b. Credibility of the publishing institution;
- c. Recency of the data (at least the last 5 years). Data analysis was conducted using thematic content analysis techniques.

In this context, researchers grouped the data findings into several main themes representing the dimensions of HVC readiness, namely:

- a. Halal infrastructure and logistics,
- b. Certification and regulation,
- c. Technology and digitalization,
- d. Sharia financing,

- e. Capacity of halal human resources and MSMEs,
- f. Compliance with global halal standards.

Each theme is analyzed dialogically to examine the interrelationships between variables and their implications for the competitiveness of Indonesian halal product exports. This approach adopts the framework of Latif et al. (2022), which states that the readiness of the HVC ecosystem is determined by the integration of internal (national industrial structure) and external (global standards and markets) elements.

#### **4. Results and Discussion**

In general, the analysis results are grouped into five main dimensions of HVC ecosystem readiness: (1) regulations and institutions, (2) human resources and halal literacy, (3) infrastructure and supply chain, (4) financing and market access, and (5) digitalization and global promotion. The findings for each dimension are presented and discussed in detail in the following subsections, in relation to halal value chain theory and previous studies.

##### **Regulatory and Institutional Readiness**

The research results indicate that the West Nusa Tenggara Provincial Government has a relatively strong regulatory foundation, one of which is West Nusa Tenggara Regional Regulation Number 2 of 2016 concerning Halal Tourism, one of the oldest regional halal laws in Indonesia. This regulation is reinforced by national policy, namely Law Number 33 of 2014 concerning Halal Product Assurance, which requires halal certification for food, beverage, cosmetic, and pharmaceutical products distributed in Indonesia.

However, implementation at the regional level still faces challenges in cross sector coordination. The West Nusa Tenggara (NTB) Provincial Cooperatives and SMEs Office plays an active role through the Halal Product Companion (PPH) program, which includes halal training and certification for micro, small, and medium enterprises (MSMEs).

This finding aligns with a recent study that emphasized that the strength of the national halal industry ecosystem is largely determined by the synergy between the government, halal certification bodies, business actors, Islamic financial institutions, and consumers, supported by the implementation of the Halal Value Chain from upstream to downstream. The main inhibiting factors lie in weak regulatory coordination and low certification literacy among business actors (Asri and Ilyas 2022). Similarly, at the national level, the government, through the Coordinating Ministry for Economic Affairs, continues to encourage the strengthening of the halal value chain ecosystem as an instrument for accelerating sharia economic growth.

This indicates that NTB's institutional readiness at the regulatory level is quite mature, but the effectiveness of implementation on the ground, especially at the micro-MSME level, remains far from optimal due to limited supervisory resources and business actors' limited understanding of formal procedures.

##### **Human Resource Readiness and Halal Literacy**

The second dimension analyzed was human resource (HR) readiness, both from the perspective of supporting staff and business actors. Interviews with MSMEs in West Nusa Tenggara (NTB) revealed a significant gap in halal literacy. Some business actors still believe that the halal status of a product is sufficiently guaranteed by the naturalness of the raw materials, without understanding the importance of formal documentation and production process audits. A similar pattern was found in a multi-location study involving MSMEs in East Java and West Nusa Tenggara, where several cosmetics and food businesses expressed confusion regarding certification procedures despite believing their product ingredients were halal. This situation categorized the MSME segment as proactive but hampered by external factors such as mentoring and administrative literacy. This situation confirms that the HVC ecosystem readiness in NTB in the human resource dimension is still at an early stage, requiring ongoing mentoring interventions, not just one-way outreach, to enable business actors to integrate halal standards into their production quality management systems independently (both self-declared and regular).

##### **Halal Infrastructure and Supply Chain Readiness**

Regarding infrastructure, research results indicate that West Nusa Tenggara (NTB) has a comparative advantage in natural raw materials such as fishery, livestock, and agricultural products, which have the potential to form a strong foundation for an end-to-end halal supply chain. However, supporting facilities such as critical control point testing laboratories,

certified slaughterhouses, and a halal logistics system separate from the non-halal distribution chain remain very limited.

This finding is consistent with a national study that concluded that strengthening the Halal Value Chain ecosystem requires improved facilities and infrastructure, in addition to strengthening human resources through integrated training and marketing campaigns related to halal food, halal tourism, and the halal industry (Hayani, 2024). Furthermore, research on strengthening the Halal Value Chain ecosystem in Indonesia confirms that the real contribution of Halal Value Chains to the halal industry is evident in four main clusters: halal food, halal tourism, halal products, and halal fashion, all of which require the support of standardized supply chain infrastructure (Hakim & Sugianto, 2024).

Thus, NTB's infrastructure readiness can be categorized as "potential but not yet consolidated," because the availability of raw materials is not accompanied by an integrated halal supply chain system from upstream (livestock/agriculture) to downstream (distribution and export).

### **Financing Readiness and Global Market Access**

The fourth dimension examines aspects of Islamic financing and export market access. The research results indicate that the involvement of Islamic financial institutions in halal value chain financing in West Nusa Tenggara (NTB) remains limited to conventional microfinance schemes that have not been fully integrated with value chain financing schemes. Nationally, the latest data shows a positive trend that could present opportunities for regions like NTB. According to the State of the Global Islamic Economy Report (SGIER) 2024/2025, Indonesia ranks third globally in the halal industry ecosystem, behind Malaysia and Saudi Arabia. This performance is supported by Indonesia's halal product trade surplus of USD 29.09 billion in the January–October 2024 period, with total exports reaching USD 41.42 billion.

Furthermore, by 2025, the number of national halal-certified products through the BPJPH Halal Information System (SIHALAL) will have exceeded 9.6 million, reflecting a significant acceleration in the national certification process, which will also open up broader opportunities for halal raw material-producing regions, such as West Nusa Tenggara (NTB), to participate in the export chain. However, national research also warns of structural challenges in the form of an influx of imported halal products and halal washing practices, which have the potential to erode the competitiveness of local halal products if not balanced by strengthening branding and quality standards for regional products (MUI, 2026). This is relevant for NTB, whose flagship products, such as honey, processed seafood, and Muslim fashion, still compete with certified imports in the domestic market before being able to penetrate the export market.

### **Readiness for Digitalization and Global Market Promotion**

The fifth dimension analyzed is digital readiness. Research results indicate that the utilization of digital platforms by halal businesses in West Nusa Tenggara (NTB) for cross-border marketing remains partial, generally limited to domestic marketplaces, and not many have systematically integrated cross-border digital marketing strategies (cross-border e-commerce).

A recent study confirmed that one of the three main pillars for strengthening the global HVC ecosystem is the investment pillar through increased utilization of information technology, alongside the trade pillar, which leverages comparative advantages, and the consumption pillar, which leverages the large Muslim population as a strategic domestic market (Hakim & Sugianto, 2024). Other research also shows that halal certification has now transformed into a global quality standard, no longer simply a religious label, enabling certified MSMEs to have an equal bargaining position with large corporations at international trade shows (Live and Work Consultants, 2026).

The implication is that NTB needs to accelerate digital transformation at the MSME level so that local halal products, especially those with superior raw materials and strong local culture, can be effectively promoted to export markets through digital channels, virtual trade shows, and integration with regional halal e-commerce platforms.

## Discussion

### ***Strategy for Strengthening the Competitiveness of NTB's Halal Products in the Global Market***

Based on the findings above, it can be concluded that the NTB HVC ecosystem is in a strategic but suboptimal position ("high potential, low consolidation"). This aligns with the halal value chain theoretical framework, which emphasizes that the competitiveness of halal products in the global market is not solely determined by the halal quality of raw materials, but rather by the integration of all links in the chain, from upstream (raw materials and production), midstream (certification and logistics), to downstream (global marketing and distribution).

This phenomenon confirms the basic principles of halal value chain theory, which asserts that the determinants of halal product competitiveness in the global market are multidimensional and integrative. Competitive advantage no longer rests exclusively on meeting the halal quality of raw materials in the upstream phase. Instead, global market penetration demands rigid synchronization across the entire value chain configuration, which includes the Upstream Phase: Raw material standardization and production process efficiency; and the Midstream Phase: Accountability of halal certification governance and the reliability of the halal logistics system. Downstream Phase: Accelerating marketing penetration and increasing the effectiveness of global distribution channels. Therefore, stagnation at any one node, particularly during the governance consolidation phase, will reduce the overall competitiveness of the NTB HVC ecosystem on the international stage.

### ***Strategy for Strengthening Adaptive Regulation and Cross-Sector Synergy***

The West Nusa Tenggara Provincial Government needs to strengthen coordination across Regional Apparatus Organizations (OPDs) through a single steering body for the regional halal ecosystem that integrates the roles of the Cooperatives and SMEs Office, the Industry and Trade Office, and the Regional Office of the Ministry of Religious Affairs. This is confirmed in a national study, which states that synergy between institutions is key to a strong halal industry ecosystem.

Accelerating the development of the halal industry in West Nusa Tenggara (NTB) Province requires governance transformation through the implementation of adaptive regulations and strengthening collaborative frameworks. The NTB Provincial Government urgently needs to institutionalize the coordination function across Regional Apparatus Organizations (OPDs) by establishing a unified halal ecosystem steering body. This institution will serve as a policy integrator that unifies the sectoral work of the Cooperatives and SMEs Office, the Industry Office, the Trade Office, and the Regional Office of the Ministry of Religious Affairs of NTB Province.

This strategic step aligns with the main thesis of various macro-national studies, which emphasize that inter-institutional synergy is a key determinant in strengthening the structure of the halal industry ecosystem. By institutionalizing this steering committee, policy fragmentation can be eliminated, creating regulatory harmonization that adapts to global market dynamics and the needs of regional businesses.

### ***Human Resource Capacity Building Strategy through Cluster-Based Mentoring***

Given the low procedural literacy of business actors, the mentoring strategy needs to be directed towards a product cluster-based approach (e.g., processed fisheries cluster, herbal cosmetics cluster, Muslim fashion cluster), rather than a generic approach, so that the mentoring is more contextualized, focusing on the critical halal aspects of each cluster. Human Resource Capacity Building Strategy through Cluster-Based Mentoring

Reducing information asymmetry and low procedural literacy among micro, small, and medium enterprises (MSMEs) requires a reconstruction of the Human Resource (HR) capacity development methodology. The intervention strategy, which was previously conventional and generic, must be transformed into contextual, commodity cluster-based assistance (cluster-based assistance). Through this approach, grouping industry sub-sectors such as processed fisheries clusters, herbal cosmetics, and modest fashion becomes the basis for determining the mentoring curriculum.

The urgency of this cluster specification lies in the variability of halal critical control points, which inherently differ across product characteristics. Generic approaches have proven incapable of mitigating contamination risks in specific production processes. Conversely, cluster-based mentoring projects a more precise, adaptive, and applicable

knowledge transfer, thereby accelerating regulatory compliance while raising the quality standards of regional halal products in both domestic and international markets.

### ***Halal Supply Chain Infrastructure Consolidation Strategy***

West Nusa Tenggara (NTB) needs to encourage the development of shared facilities, such as regional halal testing laboratories and integrated halal logistics systems, accessible to MSMEs across districts/cities, to consolidate the potential of natural raw materials into a globally competitive halal supply chain.

#### ***Halal Supply Chain Infrastructure Consolidation Strategy***

Reconstructing the industrial ecosystem in West Nusa Tenggara (NTB) Province requires the consolidation of halal supply chain infrastructure based on collective efficiency. To convert the abundance of regional natural raw material resources into enablers of competitive advantage in the global market, the Regional Government needs to initiate the development of shared facilities. This strategy will be implemented through the provision of accredited regional halal testing laboratories and the strengthening of an integrated halal logistics system.

Spatially and economically, this integrated infrastructure is designed as an inclusive service hub accessible across districts/cities by Micro, Small, and Medium Enterprises (MSMEs). The institutionalization of this shared facility theoretically serves to mitigate high transaction costs and technology investment, which are often major barriers to entry for MSMEs. Through this consolidation of upstream to downstream connectivity, halal integrity throughout the supply chain can be rigidly guaranteed, while simultaneously increasing the economies of scale of products to compete in the international market.

### ***Value Chain-Based Financing Diversification Strategy***

Strengthening access to Islamic financing needs to be directed towards value chain financing schemes involving regional Islamic financial institutions, so that upstream and downstream businesses can be financed in an integrated manner, rather than partially as is currently the case.

Restructuring the capital architecture for halal industry businesses in West Nusa Tenggara (NTB) Province requires a paradigm reorientation, from a conventional, individual approach to a halal value chain financing scheme. Strengthening access to Islamic finance must strategically integrate the role of domestic Islamic Financial Institutions (LKS), both in the banking and non-banking sectors of the region. Through the establishment of this scheme, financial intervention is no longer allocated atomistically and partially to a single business entity, but rather is channeled simultaneously and multi-party to all actors involved in the ecosystem from upstream to downstream.

Theoretically, the implementation of value chain financing serves to mitigate the risks of information asymmetry and non-performing financing through a contractual guarantee mechanism between business actors within a single supply chain (supply chain governance). By financing the flow of goods, information, and capital in an integrated manner, from raw material providers (suppliers), processing sectors (producers), to distributors or global aggregators, regional LKS can create high liquidity allocation efficiency. This holistic financing pattern acts as a catalyst that not only strengthens MSME capital in an inclusive manner but also strengthens the financial stability and resilience of the entire regional HVC ecosystem.

### ***Digitalization Acceleration and Global Branding Strategy***

To strengthen the bargaining position of West Nusa Tenggara (NTB) halal products amidst competition with certified imported products, a branding strategy based on local distinctiveness is required, combined with the utilization of cross-border e-commerce platforms and participation in international halal trade shows. This is in line with the finding that halal certification now functions as an instrument of global competitiveness, not simply religious compliance.

#### ***Digitalization Acceleration and Global Branding Differentiation Strategy***

Penetrating and strengthening the bargaining position of halal products in West Nusa Tenggara (NTB) Province amidst the massive expansion of imported halal-certified products requires a radical repositioning of marketing strategies. This strategic intervention is implemented through a synthesis of a differentiation strategy based on local distinctiveness with the optimization of digital economic infrastructure in the form of cross-border e-commerce platforms and active participation in international halal trade shows.

Theoretically, the articulation of this strategy reflects a paradigm shift in the functionality of halal certification in the contemporary marketplace. Halal certification is no longer perceived as a mere instrument for fulfilling dogmatic religious compliance, but has evolved into a global competitiveness enabler. Through the integration of digitalization and the sharpening of branding identity based on endogenous (local) potential, NTB's halal products can penetrate international market barriers, diversify market share, and build strong brand equity on the global stage.

## 5. Comparison

This comparative analysis confirms that the "high potential, low consolidation" anomaly in NTB's HVC ecosystem can only be resolved through a holistic, systemic transition. Because each dimension is interdependent, failure to consolidate one dimension, for example, allowing institutional governance to remain fragmented, will automatically eliminate the leverage of the other dimensions, despite NTB's abundant natural raw material potential. This descriptive transformation from the As-Is to the To-Be model is the main substance of the NTB halal industry development roadmap, ensuring alignment with the National Halal Industry Masterplan.

## 6. Conclusions

The Halal Value Chain (HVC) ecosystem in West Nusa Tenggara (NTB) Province finds itself in a dilemma characterized by "high potential, low consolidation." Theoretically, this reality confirms the basic principle of halal value chain theory: global competitiveness is not reductionist; it is not solely determined by the authenticity and abundance of raw materials upstream, but rather a linear function of systemic integrity and synchronization across the entire value chain. The current stagnation and fragmentation of governance at the midstream and downstream levels in NTB have been shown to diminish the region's overall competitive advantage. Therefore, failure to consolidate one node of the ecosystem will automatically limit the effectiveness of other dimensions, even if basic regulations and abundant natural raw materials are available.

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