

UNIVERSITI TEKNOLOGI MARA

**THE APPLICATION OF *HALAL* IN SUPPLY
CHAIN MANAGEMENT:
PRINCIPLES IN THE DESIGN AND
MANAGEMENT OF *HALAL* FOOD SUPPLY
CHAINS**

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of the requirements for the degree of
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AUTHOR'S DECLARATION

I declare that the work in this thesis was carried out in accordance with the regulations of Universiti Teknologi MARA. It is original and is the result of my own work, unless otherwise indicated or acknowledged as referenced work. This thesis has not been submitted to any other academic institution or non-academic institution for any other degree or qualification.

I, hereby, acknowledge that I have been supplied with the Academic Rules and Regulations for Post Graduate, Universiti Teknologi MARA, regulating the conduct of my study and research.

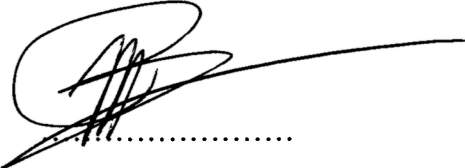
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ABSTRACT

Muslims want assurance that the food they consume is a true manifestation of Islamic principles. Important questions *halal* certified food manufacturers have today are whether and how to start with *halal* supply chain management in protecting the integrity for the Muslim consumer and protecting their brand. The research problem can be defined as following: How to optimise *halal* food supply chains for certain product-market combinations? The aim of the research is to contribute to the body of knowledge on supply chain management by identifying the principles in the design and management of *halal* food supply chains. As *halal* supply chain management is a new phenomenon, the core of this research has an exploratory and qualitative approach, through in-depth interviews, a large discussion group and focus groups. However, in measuring the perception of the Muslim consumer, a consumer survey has been used. The foundation of *halal* supply chain management is direct contact between *halal* and *haram*, risk of contamination and perception of the Muslim consumer. For Muslim countries all three components matter, whereas for non-Muslim countries only direct contact with *haram* and risk of contamination need to be addressed in the design and management of *halal* food supply chains. Product characteristics (bulk versus unitised and ambient versus cool chain) and market requirements (Muslim versus non-Muslim country) influence the vulnerability of *halal* food supply chains. Vulnerability is reduced through simplifying the supply chain structure and establishing *halal* control activities and assurance activities in logistics business processes. Vulnerability can be avoided in (parts of) the supply chain by having dedicated logistics infrastructure, like a dedicated *halal* warehouse and transport, or through containerisation at a lower level. This research proposes an integral framework for the design and management of *halal* food supply chains, called the *Halal* Supply Chain Model. The *Halal* Supply Chain Model consists of the following components: *halal* policy, supply chain objectives, logistics control, supply chain resources, supply chain network structure, supply chain business processes and *halal* supply chain performance.

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