UNIVERSITI TEKNOLOGI MARA

EFFICIENCY FACTORS AND ECOSYSTEM FRAMEWORK IN MALAYSIAN *HALAL* FOOD CERTIFICATION SYSTEM

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Thesis submitted in fulfillment
of the requirements for the degree of
Doctor of Philosophy

Faculty of Computer and Mathematical Sciences

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AUTHOR'S DECLARATION

I declare that the work in this thesis was carried out in accordance with the regulations of University 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.

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ABSTRACT

The *halal* market has grown tremendously due to the Muslims' global demand of *halal* quality on products as prescribed by the *shariah* law. *Halal* is accepted as a quality standard and is applied to product supply and manufacturing encompassing processed food, cosmetics, pharmaceutical and medical products. *Halal* suppliers or manufacturers must abide to the *halal* quality regulation enforced by the public, semi-public and private regulatory bodies offering *halal* certification. These regulatory bodies play an important role within the *halal* supply chain as their operational efficiency may effect the efficiency and the competitiveness of the *halal* industry. This research is conducted to investigate the strategic approach on *halal* quality management to address operational efficiency of the *halal* food certification system using the Malaysian *halal* certification as a case study. The case study comprises of activities that investigate the factors that influence operational efficiency of *halal* certification before proceeding with a detailed and holistic description of the *halal* ecosystem as a strategic approach. A preliminary study that was conducted to gauge the relevancy of this work revealed that the *halal* certification enforcement is plagued with a diversity of issues centered on inefficient work process due to the lack of manpower, scarce use of technology and reliance of manual work process and governance structure that slows down the certification process. Two main studies were further conducted to investigate the perspective of the supply and demand sides of *halal* certification. The first study looks into the supply side where face-to-face interviews were conducted with representatives of *halal* regulatory bodies from the public, semi-public and private regulatory bodies followed by document reviews of the practice. The second study looks into the demand side where face-to-face interviews were conducted with processed food manufacturers to determine issues of *halal* certificate application. A qualitative analysis on each study was done to determine factors that influence the operational efficiency of the *halal* certification process. A further analysis using value chain analysis and work systems method were conducted to produce a new *halal* value chain, a new *halal* work system and a new detailed view of the *halal* ecosystem. From the *halal* ecosystem, a new *halal* governance structure is also carved out. The outcomes of this research contribute to the knowledge on strategic use of information systems where religous view is an important part of the organizational structure.

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