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Title

The Application Of *Halal* In Supply Chain Management: Principles In The Design And Management Of *Halal* Food Supply Chains

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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.