

Halal Practice Adoption Behaviour in The Food Industry: A Focus Group Discussion

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Abstract

The adoption of halal practices in the food and beverage industry is crucial for ensuring compliance with Islamic principles and meeting the growing demand for halal products. This qualitative study explores the perspectives of food and beverage producers and halal authorities on the implementation of halal practices in supply chain management. Focus group discussions were conducted with nine industry participants under the auspices of the Indonesian Institute for the Study of Food, Drugs, and Cosmetics (LPPOM). The discussions aimed to identify behaviors and actions in adopting halal practices based on personal perceptions. The focus group discussions were recorded, transcribed, and analyzed to identify patterns and classify ideas into categories. The findings reveal nine key indicators of halal practice adoption behavior, including purchasing halal raw materials, managing warehouse storage areas, maintaining personal hygiene, managing the cleanliness of facilities and equipment, controlling the sourcing of halal materials, controlling the production process, disseminating halal information, conducting internal audits, and managing financial transactions. The study highlights the importance of these practices in preventing contamination, ensuring strict production processes, promoting effective communication, and maintaining financial transparency. The insights gained from this exploratory research contribute to a deeper understanding of halal practice adoption behavior and support the development of conceptual models for halal supply chain management in the food and beverage industry.

Keywords: Halal Practice, Adoption, Behaviour, Food Industry, Focus Groups.

The paradigm of critical society towards halal products consumed is a crucial aspect of understanding the impact of modernization on lifestyle in some Muslim societies that have a tendency to adopt halal products. The increasing adoption of halal products globally is influenced by various factors. Firstly, the rise in disposable income among Muslims has led to a growing

demand for halal products (Haleem & Khan, 2017). Additionally, health-conscious non-Muslims are also recognizing and consuming halal products (Terano & Mohamed, 2017). There is a perception that halal products are safer, healthier, cleaner, and tastier, which further drives their adoption (Haleem & Khan, 2017). Religious obligations significantly impact

Muslim consumers, leading them to be meticulous in ensuring the halalness of the products they consume (Zafir et al., 2015). Consumers are increasingly informed and not only seek halal products but also inquire about the halal integrity of the entire supply chain process (Ngah et al., 2017). Halal certification has become crucial for consumers as it ensures products meet halal standards and other quality control measures (Khan et al., 2019). The halal industry incorporates sustainability measures such as animal welfare, fair trade, and perceived benefits, aligning with modern consumer values (Haleem et al., 2020). However, challenges like the lack of a unified halal standard have raised concerns about fraud and contamination in the halal supply chain (Abdallah, 2021; Voak, 2021). Ensuring the integrity of the halal supply chain is vital to prevent contamination and maintain the halal status of products (Rahman et al., 2018; Rashid & Bojei, 2019). Furthermore, corporate social responsibility activities have been identified as effective tools for promoting halal certified companies, especially in the context of the Covid-19 era (Jaiyeoba et al., 2021). Commitment to halal best practices, environmental responsibility, and ethical business dealings are essential for enhancing the reputation of halal certified companies (Jaiyeoba et al., 2021; Tieman, 2019).

The rapid development of the halal product business is significantly influenced by the increasing demand for halal products and the growing awareness among consumers regarding the importance of halal certification. The global Muslim population, which constitutes a substantial portion of the world's population, presents a significant market opportunity for businesses to tap into by offering halal products that adhere to Islamic principles (Aris et al., 2015). This has led to businesses worldwide actively seeking to understand and comply with these principles to cater to the halal market (Aris et al., 2015). Major companies like Nestle have recognized the importance of integrating halal principles into their operations to meet the rising

demand for halal products and services (Khan et al., 2019). Halal products not only cater to religious obligations but also provide companies with the opportunity to expand their market segments and add value to their products, enhancing competitiveness in the business environment (Khan et al., 2020). However, challenges such as the lack of proper laws to regulate the halal industry and the absence of a policy framework hinder the effective management of the halal supply chain (Khan et al., 2019). Ensuring compliance with halal requirements is no longer seen as a threat but rather as a business opportunity and a source of competitive advantage (Ngah et al., 2017). Moreover, the development of Halal information technology (IT) has facilitated the availability of online tools that assist consumers in verifying the halal status of products before making a purchase, contributing to the growth of the halal industry (Rashid & Bojei, 2019). Additionally, the increasing public awareness of food quality and safety has led to a surge in the authentication of halal food products, covering various aspects from production methods to species substitution (Ng et al., 2021).

The global halal market presents significant economic potential, attracting the attention of countries in the ASEAN and European regions. The industry has witnessed substantial growth, driven by the increasing demand for halal products and services worldwide. The halal market is emerging as a lucrative sector, supported by the expanding Muslim population and the rising awareness of the importance of halal certification among consumers (Hassan & Sengupta (2019) Altekreeti & Daud, 2020). The halal industry is considered one of the fastest-growing markets globally, accounting for a substantial portion of the global market share (Mortaş et al., 2022). Major companies are actively incorporating halal principles into their operations to cater to the growing demand for halal products and services, thereby expanding their market segments and enhancing competitiveness (Khan et al., 2019; Khan et al.,

2020). Despite challenges such as the lack of proper regulations and policy frameworks, businesses are recognizing the economic opportunities presented by the halal market and are striving to ensure compliance with halal requirements to gain a competitive edge (Khan et al., 2019; Ngah et al., 2017). The adoption of halal certification provides assurance of halal integrity, offering a competitive advantage in the global market (Khan et al., 2019). Moreover, the development of halal logistics and traceability systems has facilitated the integrity of the halal supply chain, ensuring that halal products maintain their authenticity from production to consumption (Kamarulzaman et al., 2021; Haleem & Khan, 2017). The increasing awareness of halal practices among consumers has led to a surge in the demand for halal products, further driving the growth of the industry (Silalahi et al., 2021).

The adoption of halal practices in the food and beverage (F&B) industry is crucial to ensure the integrity and legitimacy of products throughout the supply chain. This involves implementing halal supply chain management, extending halal certification to the entire supply chain, maintaining halal integrity, managing halal logistics, and ensuring commitment to halal standards. Collaboration among stakeholders, compliance with halal requirements, and the adoption of halal traceability systems are essential to guarantee the halal status of products from production to consumption. Halal practices are vital for meeting consumer demand, enhancing supply chain performance, and preserving the authenticity of halal products (Usmanova et al., 2021; Ngah et al., 2017; Rahman et al., 2018; Khan et al., 2019; Nawi et al., 2022; Haleem et al., 2020; Jaiyeoba et al., 2021; Qader et al., 2022; Najmi et al., 2023; Ngah et al., 2019; Kamarulzaman et al., 2021).

The challenges in the halal supply chain are exacerbated by reported cases worldwide concerning prohibited (Haram) behavior. These issues stem from vulnerabilities in global supply chains that can be exploited to intentionally

deceive or unknowingly contaminate food products consumed by devout Muslims (Voak (2021)). The complexities of managing a halal supply chain are directly linked to various risks, including contact with Haram, contamination, and the perception of Muslim customers (Qader et al., 2022). Maintaining Halal integrity throughout the supply chain is a major challenge faced by all parties involved (Rashid & Bojei, 2019). To address these challenges, it is essential for food and beverage producers, as part of the supply chain entities, to adopt halal practices rigorously. This involves implementing halal supply chain management, extending halal certification throughout the supply chain, ensuring halal integrity, managing halal logistics, and adhering to halal standards (Usmanova et al., 2021; Ngah et al., 2017; Rahman et al., 2018; Khan et al., 2019; Nawi et al., 2022; Haleem et al., 2020; Jaiyeoba et al., 2021; Qader et al., 2022; Najmi et al., 2023; Ngah et al., 2019; Kamarulzaman et al., 2021). The adoption of a supply chain integrity framework for halal food is crucial to safeguard the authenticity and legitimacy of halal products (Ali et al., 2017).

To address the issue of unclean and contamination in the halal supply chain due to unclear or non-compliant raw materials, it is crucial to implement robust strategies and technologies to ensure the integrity of halal products. Blockchain technology can play a significant role in improving the integrity of the halal supply chain by enabling the traceability of raw materials, products, labeling information, and distribution processes (Gupta et al., 2022). This transparency can strengthen supply chain networks and help in identifying and addressing any contamination issues arising from raw materials that do not meet halal standards. Furthermore, monitoring the flow of the halal supply chain, including logistics such as transportation and warehouse management, is essential to ensure the cleanliness and purity of halal products (Rahman et al., 2018). Implementing a risk assessment model specific

to the halal supply chain can help identify and mitigate risks associated with raw material status, processing methods, and the wholesomeness of raw materials (Khan et al., 2022). Logistics practices, such as proper transportation, storage, and handling, are critical in protecting the halal integrity of food products and preventing contamination throughout the supply chain (Zailani et al., 2017). Additionally, the adoption of a supply chain integrity framework for halal food can safeguard the cleanliness and purity of halal products, ensuring compliance with halal standards (Ali et al., 2017).

Contamination in the supply chain poses a significant challenge that needs to be addressed promptly to ensure the integrity of halal products. Proper management of cleanliness and hygiene is crucial to prevent contamination and maintain the halal status of products. The lack of dedicated infrastructure to avoid the risk of contamination during processing, handling, storage, and transportation makes managing the halal supply chain difficult Khan et al. (2019). The possibilities of cross-contamination or the handling of halal products together with non-halal products throughout the supply chain can lead to contamination, compromising the halal integrity of products (Rashid & Bojei, 2019). To mitigate these issues, it is essential for food and beverage producers to adopt stringent halal practices, implement halal supply chain management, extend halal certification throughout the supply chain, and ensure compliance with halal standards (Usmanova et al., 2021; Ngah et al., 2017; Rahman et al., 2018; Khan et al., 2019; Nawi et al., 2022; Haleem et al., 2020; Jaiyeoba et al., 2021; Qader et al., 2022; Najmi et al., 2023; Ngah et al., 2019; Kamarulzaman et al., 2021). Activities in the halal supply chain must focus on food quality, safety, cleanliness, ingredients, and nutrition to prevent contamination (Azmi et al., 2019). Implementing a supply chain integrity framework for halal food is crucial to safeguard the cleanliness and purity of halal products (Ali

et al., 2017). Furthermore, the adoption of technologies like blockchain can enhance the integrity of the halal supply chain, improving performance and competitiveness while reducing the risk of contamination (Fernando et al., 2021; Hendayani & Fernando, 2022). Collaboration among stakeholders, compliance with halal requirements, and the implementation of halal traceability systems are essential to guarantee the cleanliness and purity of halal products and prevent contamination in the supply chain (Usmanova et al., 2021; Ngah et al., 2017; Rahman et al., 2018; Khan et al., 2019; Nawi et al., 2022; Haleem et al., 2020; Jaiyeoba et al., 2021; Qader et al., 2022; Najmi et al., 2023; Ngah et al., 2019; Kamarulzaman et al., 2021).

The adherence to halal standards in the production process is crucial to maintain the integrity of halal products. The halal food supply chain involves specific processes such as animal selection, slaughter, segregation, cooking, and handling, all of which are essential for meeting halal criteria (Kurokawa, 2011). Any deviation from these requirements can result in a violation of halal standards and compromise the authenticity of halal products. Halal food production requires that both ingredients and the production process align with Islamic values to ensure compliance with halal standards (Suhartanto et al., 2022). Unclear or non-compliant raw materials can introduce contamination and impurities into the final product, violating halal principles. Therefore, it is imperative for businesses to strictly adhere to halal practices throughout the production process to prevent any contamination issues that could jeopardize the halal status of products. To tackle these challenges, implementing a supply chain integrity framework for halal food is essential to safeguard the cleanliness and purity of halal products (Ali et al., 2017). Technologies like blockchain can enhance traceability and transparency in the supply chain, aiding in identifying and rectifying any deviations from halal standards in the production process (Fernando et al., 2021). By emphasizing the

significance of a strict and compliant production process, businesses can uphold the integrity of halal products and meet the expectations of consumers seeking authentic halal products.

The misconception that halal practices are solely about avoiding pork contamination can lead to significant challenges within the halal supply chain. This oversimplification often reduces halal to the absence of pork, alcohol, and their derivatives, as well as the ritualistic slaughter of animals Khan et al. (2019). However, halal practices encompass a broader set of guidelines that go beyond these limited aspects. This misunderstanding can create difficulties within the supply chain, including a lack of awareness and misconceptions about halal practices. Logistics service providers, certifying bodies, and industry stakeholders may encounter obstacles due to a general misunderstanding of halal practices, resulting in issues such as a lack of demand, financial challenges, and a competitive transportation sector (Zailani et al., 2017). Misinterpreting halal standards can impede effective communication and collaboration among supply chain entities, affecting the overall flow of information and operations. To tackle this issue, it is crucial to enhance education and awareness about the comprehensive nature of halal practices. Islamic dietary laws underpin halal standards, determining which foods are lawful and permissible, underscoring the need for a deeper understanding of halal beyond surface-level interpretations (Al-Mahmood, 2023). By promoting a more nuanced comprehension of halal practices throughout the supply chain, stakeholders can enhance communication, ensure adherence to halal standards, and improve the flow of information to maintain the integrity of halal products.

The issue of unclear money transactions obtained by company management can have significant implications for the integrity and transparency of financial operations. To address this concern, it is essential to establish clear financial management practices and ensure that

all money transactions are properly documented and accounted for. Implementing robust financial controls, conducting regular audits, and maintaining accurate financial records are crucial steps to enhance transparency and accountability in financial transactions within the company. Furthermore, adopting a halal financial framework can help ensure that financial transactions comply with Islamic principles and ethical standards. This framework may involve adhering to Sharia-compliant financial practices, avoiding interest-based transactions, and upholding transparency and fairness in all financial dealings. By integrating halal financial principles into the company's financial management processes, organizations can promote ethical conduct and accountability in handling money transactions. Moreover, leveraging technologies like blockchain in financial transactions can enhance transparency, security, and traceability, reducing the risk of financial irregularities and ensuring the integrity of money transactions. Blockchain technology can provide a secure and immutable record of financial transactions, enabling stakeholders to track and verify the flow of funds within the company accurately.

Research has not received much attention so it is necessary to understand how the behavior of the adoption of halal practices in the food supply chain and is expected to contribute to overcoming challenges in the adoption of halal practices in the food supply chain, and support the development of a conceptual model of halal supply chain management. Through a qualitative approach, this research can provide a new, more in-depth understanding of the adoption behavior of halal practices of food and beverage producers. The research objective is to explore the perspectives of food and beverage halal producers and authorities on how halal practices should be carried out in managing the supply chain.

Research Method

1. Research Design

The research design for this study is a qualitative approach using focus group discussions. According to Luke and Goodrich (2019), Barbour and Morgan (2017) and Hennink et al. (2011) focus group discussions are effective instruments for gaining a rich understanding of new topics that are little known or issues that remain unclear, such as the adoption of halal practices. This focus group discussion aims to gain a better understanding of the adoption behavior of halal practices.

2. Organization of the focus group discussion

Under the auspices of Lembaga Pengkajian Pangan Obat-obatan dan Kosmetika (LPPOM), a series of focus group discussions were conducted with the incentive to advance the adoption behavior of halal practices for the halal industry. Focus group discussions require 8 to 12 participants (Hennink et al., 2011; Larson et al., 2004; Grudens-Schuck et al., 2004; Sekaran, 2007). The purpose of the focus group discussion is to identify behaviors or actions in adopting halal practices for the food and beverage industry, based on personal perceptions (Larson et al., 2004).

3. Recruiting the participants

For the focus group discussion, LPPOM invited halal executives and managers from food companies, namely in the food and beverage sector. LPPOM is a well-known halal institute in Indonesia and beyond, which has strong links with the halal industry through their research and training programs. This allows LPPOM to get the right mix of food industry and company representatives at the right level to participate in the focus group discussion.

4. Conducting the focus group discussion

The food industry Focus Group Discussion (FGD) was conducted on Monday, January 23, 2024 in Medan, North Sumatra province. The focus group consisted of nine industry participants and took exactly two hours (10:00-

12:00 noon). In preparation for the focus group discussion, the research questions and sub-questions were emailed a week in advance to the participants as well as the article 'adoption of halal practices must be managed in the supply chain' by Kraljic (1983), which provides insight into the basics of halal practices in the supply chain. This allowed the participants to have a basic knowledge of the adoption of halal practices and a better understanding of the expectations of the focus group discussion. The Focus Group Discussion began with remarks from the LPPOM Director. Then the FGD moderator introduced the topic of halal practice adoption behavior and the research questions

5. Analyzing and reporting

Focus group discussions have been videotaped and transcribed (Kitzinger, 1995; Grudens-Schuck et al., 2004). In line with de Ruyter (1996), Walden (2006) and Chambers and Munoz (2009), ideas have been classified into categories. This was done to find patterns (Grudens-Schuck et al., 2004). Validity, the truth or credibility of focus group discussions, consists of strategies to identify and rule out threats that may be false (Maxwell, 2005). Prince and Davies (2001) have identified moderator bias as a serious concern in conducting focus groups that can involve content, process or participation, and interpretation of research results. According to Grudens-Schuck et al. (2004), questions are organized from general to specific to invite openness and avoid bias. Secondly, as suggested by Prince and Davies (2001), the moderator (researcher) should be well versed in the topic of halal practice implementation, as has been proven through his research experience in halal practice implementation and advising the food industry on halal practices. As the moderator has spent more than 25 years in Indonesia, she also knows the Indonesian culture. Wall (2001) argues that participant representation is an issue in focus group discussions. This issue has been anticipated by the researchers by having LPPOM, with its global network of the halal industry, enroll the participants.

Results

This focus group discussion with the food industry served to answer the following research question "How is the implementation of halal practice adoption behavior of food and beverage manufacturers in managing their supply chain?"

According to FGD participants, the implementation of halal practice adoption behavior is very important:

1. Purchasing halal raw materials
2. Managing the storage warehouse area
3. Managing personal hygiene
4. Manage facility and equipment cleanliness
5. Managing the source of halal ingredients
6. Controlling the production processing process
7. Conduct halal dissemination
8. Internal audit
9. Managing money transactions

Discussion

The research findings that participants' perceptions suggest buying halal raw materials and managing the storage warehouse area are part of the behavior of adopting halal practices. The importance of ensuring the integrity of halal practices in the food supply chain is crucial to prevent contamination of final products due to unclear or non-compliant raw materials (Haleem & Khan, 2017). To address this issue, various aspects of halal supply chain management need to be considered, including the adoption of halal practices, traceability, and transparency. Research efforts are essential to understand the adoption of halal practices in the food supply chain. Insights from halal food and beverage producers and authorities can provide valuable information on effective supply chain management (Kamarulzaman et al., 2021). References such as (Rahman et al., 2018; , Ngah et al., 2017; , Zailani et al., 2017), and Rashid & Bojei (2019) offer insights into halal warehouse

management, adoption behavior, logistics challenges, and traceability systems in the context of halal supply chain management. Additionally, Khan et al. (2022) and Fernando et al. (2021) discuss risk assessment and sustainability in halal supply chain management, which are critical for addressing challenges related to halal requirements and contamination issues in the supply chain. Qualitative research involving stakeholders in halal food production can enhance understanding of halal practices adoption behavior and contribute to the development of a conceptual model for halal supply chain management, providing practical insights to improve the integrity of halal products in the food supply chain.

The research findings that participants' perceptions suggest managing personal hygiene and cleanliness of facilities and equipment are part of the behavior of adopting halal practices. The research findings indicate that managing personal hygiene and cleanliness of facilities and equipment are crucial behaviors in adopting halal practices within the food supply chain. This aspect underscores the importance of maintaining hygiene standards and cleanliness throughout the production process to ensure adherence to halal requirements and prevent contamination of final products (Asha'ari & Kamarulzaman (2023). References such as (Asha'ari & Kamarulzaman (2023) provide insights into the significance of hygiene and cleanliness in the adoption of halal practices. Additionally, Najmi et al. (2023) discusses the role of traceability systems in ensuring compliance with halal standards, which can also contribute to maintaining cleanliness and hygiene in the supply chain. Moreover, Silalahi et al. (2021) explores the factors influencing the intention to adopt halal practices, including the importance of personal hygiene and cleanliness in food production. By prioritizing the management of personal hygiene and cleanliness, food and beverage producers can uphold the integrity of halal practices, enhance the quality and safety of halal products, and meet

the expectations of consumers seeking authentic halal products.

The research findings that participants' perceptions suggest managing the source of ingredients and controlling the processing process are part of the behavior of adopting halal practices. The research findings indicate that managing the source of ingredients and controlling the processing process are crucial behaviors in adopting halal practices within the food supply chain. This underscores the importance of ensuring that the origin and processing of ingredients align with halal requirements to prevent contamination and maintain the halal integrity of the final product Zailani et al. (2015). References such as Ng et al. (2021) stress the significance of adhering to halal standards in the supply chain, which includes ingredient sourcing and certification by halal bodies. Additionally, Altekreeti & Daud (2020) highlights the importance of halal food safety and cleanliness, essential components in adopting halal practices in food production. Furthermore, Azmi et al. (2019) and Nawi et al. (2022) explore the factors that influence the adoption of halal practices, particularly focusing on ingredient management and processing methods. By examining the perspectives of halal food producers and authorities, Karia (2019) and Usmanova et al. (2021) provide insights into the challenges and opportunities in halal logistics and supply chain management.

The research findings that participants' perceptions suggest conducting halal dissemination and internal audits are part of the behavior of adopting halal practices. The research findings suggest that conducting halal dissemination and internal audits are integral behaviors in adopting halal practices within the food supply chain. This highlights the importance of disseminating information about halal practices and conducting internal audits to ensure compliance with halal standards and maintain the integrity of halal products Khan et al. (2019). References such as Ngah et al. (2017) emphasize the significance of Halal awareness

and supply chain activities in adopting halal practices. Additionally, Azmi et al. (2019) underscores the importance of organizational preparedness and training to meet halal standards.

The research findings that participants' perceptions suggest managing money transactions is part of the behavior of adopting halal practices. The research findings emphasize that managing money transactions is a critical aspect of adopting halal practices within the food supply chain. This behavior underscores the importance of ensuring financial transactions align with halal principles to maintain the integrity of halal products Silalahi et al. (2021). By focusing on the management of money transactions, organizations can uphold halal standards, promote transparency, and build trust with consumers seeking authentic halal products. References such as Silalahi et al. (2021) highlight the impact of knowledge, attitude, and commitment on firms' adoption of halal practices. Additionally, Nawi et al. (2022) discusses the importance of knowledge and attitude in firms' commitment to halal standard practices in the food sector. Moreover, Ngah et al. (2017) and Hwang & Kim (2020) delve into the factors influencing the adoption of halal practices, including the role of technology and organizational readiness. By examining the perspectives of halal food producers and authorities, Tieman & Ghazali (2013) and Al-Mahmood (2023) provide insights into the challenges and opportunities in halal supply chain management.

Conclusion

The findings of the exploration of the behavior of adopting halal practices in the supply chain in this study found nine indications of the behavior of adopting halal practices including, purchasing halal raw materials, managing storage warehouse areas, managing personal hygiene, managing the cleanliness of facilities and tools, managing the source of halal

materials, controlling the processing process, conducting halal dissemination, conducting internal audits and managing money transactions. The research findings highlight the importance of managing money transactions as a crucial aspect of adopting halal practices within the food supply chain. By focusing on financial integrity and compliance with halal standards, organizations can enhance credibility, ensure product authenticity, and meet consumer expectations for halal-certified products. The adoption of halal practices involves a multifaceted approach that includes managing money transactions, sourcing ingredients, controlling processing procedures, and maintaining hygiene standards. By integrating these behaviors into their operations, businesses can uphold halal standards, promote transparency, and build trust with consumers seeking authentic halal products.

Future research in the field of halal practices within the food supply chain can focus on several key areas to enhance understanding and address emerging challenges. The following recommendations are based on the identified. Firstly, Exploration of Halal Dissemination and Internal Audits: Future research can delve deeper into the effectiveness of halal dissemination strategies and internal audit processes in ensuring compliance with halal standards and maintaining product integrity Najmi et al. (2023). Secondly, Corporate Social

Responsibility in Halal Certified Companies: Further investigation into the role of corporate social responsibility as a promotional tool for Malaysian halal certified companies, especially in the context of the COVID-19 era, can provide valuable insights for businesses (Jaiyeoba et al., 2021). Third, Perception of Food Manufacturers towards Halal Supply Chain Adoption: Future studies should explore the perceptions of food manufacturers regarding the adoption of halal practices in the supply chain, considering different sectors beyond food, such as pharmaceuticals, cosmetics, and logistics (Azmi et al., 2019). Fourth, Implementation of Halal Warehouses: Research focusing on the implementation of halal warehouses, particularly in air cargo logistics, can provide valuable insights into best practices and challenges in halal supply chain management (Rahman et al., 2018). Fifth, Link Between Knowledge Management and Company Performance: Further exploration of the link between knowledge management capacity, supply chain practices, and company performance in the context of China's Halal food industry can offer practical recommendations for enhancing performance (Usmanova et al., 2021). Conducting empirical studies, case analyses, and surveys in these areas can contribute to the advancement of knowledge and the implementation of effective strategies in halal supply chain management.

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