

# ELEVATING MSME: NAVIGATING BARRIERS AND STRATEGIC INITIATIVES IN THE HALAL INDUSTRY

Syahiza Arsad<sup>1\*</sup>  
Faizatul Hasliyanti Ghazali<sup>2</sup>  
Roshima Said<sup>3</sup>  
Rushda Hadzira Ismail<sup>4</sup>  
Wan Sallha Yusoff<sup>5</sup>

<sup>1</sup>Faculty of Accountancy, Universiti Teknologi Mara (UiTM), UiTM Kedah Branch, Sungai Petani Campus, Malaysia. (E-mail: syahizaarsad@uitm.edu.my)

<sup>2</sup>Kulliyyah of Islamic Finance, Management Sciences and Hospitality, Universiti Islam Antarabangsa Sultan Abdul Halim Mu'adzam Shah (UniSHAMS), Kuala Ketil, Kedah, Malaysia  
(Email: faizatulgazali@unishams.edu.my)

<sup>3</sup>Faculty of Accountancy, Universiti Teknologi Mara (UiTM), UiTM Kedah Branch, Sungai Petani Campus, Malaysia. (E-mail: roshima712@uitm.edu.my)

<sup>4</sup>Kulliyyah of Islamic Finance, Management Sciences and Hospitality, Universiti Islam Antarabangsa Sultan Abdul Halim Mu'adzam Shah (UniSHAMS), Kuala Ketil, Kedah, Malaysia. (Email: rushda@unishams.edu.my)

<sup>5</sup>Faculty of Business and Communication, Universiti Malaysia Perlis (UniMAP), Malaysia  
(E-mail: wansallha@unimap.edu.my)

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**Abstract:** *Since the establishment of Malaysia as the world's halal hub, the halal industry has been seeing significant growth. Despite this, the issue of halal products and Muslim products has been distinct since the emergence of halal products, which are characterised by the presence of a halal label displayed on the product's packaging or at the retail store, and the fact that the product may originate from an entrepreneur that is not Muslim. The term "Muslim products" refers to goods that are produced by Muslim entrepreneurs. Although some of these goods do not bear the halal label, they are typically sold based on the belief that Muslims are obligated by their religious beliefs to sell only these kinds of goods. There is a dispute that emerges when Muslim products are unable to reach established supermarkets until there is a Buy Muslim First (BMF) campaign among the individual entrepreneurs that sell Muslim products. This led to the number of halal-certified companies from Bumiputera entrepreneurs was only 38.7% and only 6% contribution to halal export. As a result, this concept paper will conduct an in-depth analysis of the existing literature regarding the significant barriers faced by micro, small, and medium-sized enterprises (MSMEs) to participate in the halal industry namely halal certificate, marketing/promotion, branding and packaging, financial capability and management capability. The findings of this study are expected to help the government's objective to achieve Strategic Thrust 6: producing more home-grown halal champions and Strategic Thrust 7: facilitating more competitive Bumiputera participation in the Halal industry.*

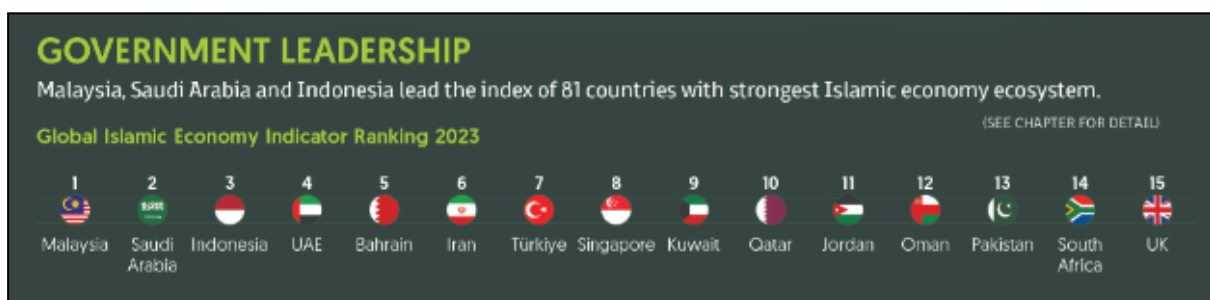
**Keywords:** *Barriers, Halal certificate, Halal industry, MSMEs, Muslim Products*

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## Introduction

The halal industry has tremendously increased nowadays since the establishment of Malaysia as the World's Halal hub. According to the New Industrial Master Plan 2030 issued by the Ministry of Investment, Trade, and Industry, Halal Development Corporation (HDC) statistics show that halal exports increased by 19% from RM30.5 billion in 2020 to RM36.3 billion in 2021 (MITI 2023). The number continuously increased to 59.5 billion in 2022, which was 63.9% higher than the 2021 achievement. The statistics highlight those Malaysian exports of halal-certified products recorded a steady year-on-year increase since 2014. Products that are certified halal from Malaysia receive higher demand and are well-recognized in the market. The chief executive officer of HDC stated that almost 70% of halal exports were to Southeast Asian and Asia-Pacific countries, with the highest demand coming from China, followed by the US, South Korea, Japan, and Indonesia (Bernama, 2023).

Figure 1 below shows that Malaysia was in position 1st rank followed by Saudi Arabia and Indonesia leading the index of 81 countries with the strongest Islamic economy ecosystem. Furthermore, the State of the Global Islamic Economy 2023/24 Report highlighted Malaysia's success in first rank for the tenth consecutive year, with a score of 193.2 points (SGIE 2023). This HDC achievement in 2023 was also revealed on HDC's website.



**Figure 1: Global Islamic Economy Indicator Ranking 2023**

Source: The State of the Global Islamic Economy 2023/24 Report

A lot of initiatives have been taken by HDC to transform Malaysia into a leader in the world's halal industry through the creation of opportunities, investments, trade, employment, information sharing, and technology of transfer within the halal ecosystem.

Since the number of micro-SMEs (MSMEs) in Malaysia is greater which represents 97% of overall business establishment in 2022, they play a significant role in the halal export sector in Malaysia. According to Deputy Investment, Trade, and Industry Minister Liew Chin Tong, the Malaysian halal market has seen substantial growth, with halal exports reaching RM44.17 billion by October 2023 (Bernama 2023). This growth is supported by various initiatives and collaborations aimed at enhancing the capacity and reach of halal SMEs. Government support plays a crucial role in facilitating the growth of halal SMEs. Ministry of Investment, Trade and Industry (MITI) through HDC and Malaysian External Trade Development Corporation (MATRADE) always promotes local products and halal products to foreign countries through major events such as the Malaysia International Halal Showcase (MIHAS). These efforts help MSMEs comply with international halal standards and improve their competitiveness in the global market.

MSMEs must navigate various challenges in halal exporting, such as obtaining halal certification, meeting import regulations of target markets, and ensuring halal integrity

throughout the supply chain. The certification process, managed by the Islamic Development Department of Malaysia (JAKIM), involves rigorous audits of the production process, ingredients, and packaging.

Bumiputera Retailers Association president, Datuk Dr. Ameer Ali Mydin highlighted that the total of MSMEs in Malaysia that had Halal certificates was 6,857 micro-enterprises, 1,155 are small and medium enterprises and 1,150 are multinational companies (Zainal et al. 2024). Out of 9,162 halal-certified companies, only 38.7% or 3,562 are bumiputera-owned. In addition, out of Malaysia's total RM1.4 trillion in exports, RM53 billion are halal products. Out of this, only RM2.9 billion, or 6% are from bumiputera companies. This is a very highly significant small percentage that is contributed by bumiputera companies to the nation. Therefore, this study will conduct an in-depth analysis of the existing literature regarding the challenges and obstacles faced by MSME entrepreneurs regarding halal certification and logos.

### **Research Background**

Malaysia has emerged as one of the leading countries in the global halal industry. Moreover, it consistently maintains its position as the top Muslim-majority nation in the Global Islamic Economy Indicator by Thomson Reuters (Rethel 2019). This achievement can be attributed to Malaysia's comprehensive and integrated approach towards the promotion and development of the halal industry. Department of Islamic Development Malaysia (JAKIM) is the agency that is responsible for Islamic affairs including halal certification in Malaysia. These institutions play a crucial role in ensuring compliance with standards and halal certification processes, enhancing consumer confidence in halal products and services. However, there is a problem with halal vs Muslim products, which is why only 38.7% of Bumiputera enterprises have a halal accreditation.

Halal products and Muslim products have become different issues. Halal products mean there is a halal logo displayed on the packaging of the product or at the retail premises, and the product can be from a non-Muslim manufacturer. Muslim products refer to products manufactured by Muslim entrepreneurs and some of the products, do not have a halal logo but are traditionally sold on the trust that Muslims have the religious obligation to sell only Halal products. Malaysian society, particularly Muslim customers, is becoming increasingly aware of the existence of many Muslim products in Malaysia because of the Buy Muslim First (BMF) campaign, which began in 2018, but gained momentum in 2019 (Othman *et al.*, 2020). The presence of multiple halal marts in Malaysia offers robust assistance to Muslim-owned businesses to promote their goods, as the majority of Muslim-owned products struggle to gain growth in hypermarkets without a halal certificate or branding. Furthermore, The Islamic Consumer Development Cooperative Malaysia (KoPPIM) and local company operator Malakat Mall collaborated on the launch of the global 'Buy Muslim First' (BMF) campaign, which aims to increase support for both local and Islamic entrepreneurs (Mahari, 2023). Their initiative is to promote Muslim and local products consistent. It was in line with the current scenario of boycotting products that support Israel. The public has already begun choosing Muslim products even though there is no halal logo displayed on them. According to Hussain *et al.* (2016), some of the consumers' main concerns in halal food products are the ingredients. As long as the products display the ingredients on the packaging and disallowed ingredients such as pig, animal grease, and alcohol are not consumed, manufactured, and sold by Muslim entrepreneurs; some of the consumers would buy those products. This issue resulted in a Bumiputera participant in the halal industry falling behind non-Bumiputera, which was

consistent with the data that discovered just RM2.9 billion, or 6%, of halal exports from Bumiputera enterprises.

To ensure MSMEs' long-term growth and boost their participation in the halal industry, barriers such as halal certification, marketing/promotion, branding, packaging and design, financial capabilities, and management capability must be addressed. As a result, this study will thoroughly investigate the current literature on the barriers that MSME entrepreneurs encounter when participating in the halal market.

## Literature Review

### MSMEs in the Halal Industry

Micro, Small, and Medium-Sized Enterprises (MSMEs) are vital to the halal industry because of their substantial economic contribution to Malaysia (Zainol Abidin, Abdullah, and Khaw, 2021). Furthermore, MSMEs are seen as a global driver of long-term economic growth (Prasanna *et al.*, 2019). Figure 2 below, which represents the number of MSMEs in 2022, indicates that there would be 1,173,601 MSMEs in Malaysia, accounting for around 97.4% of all businesses.

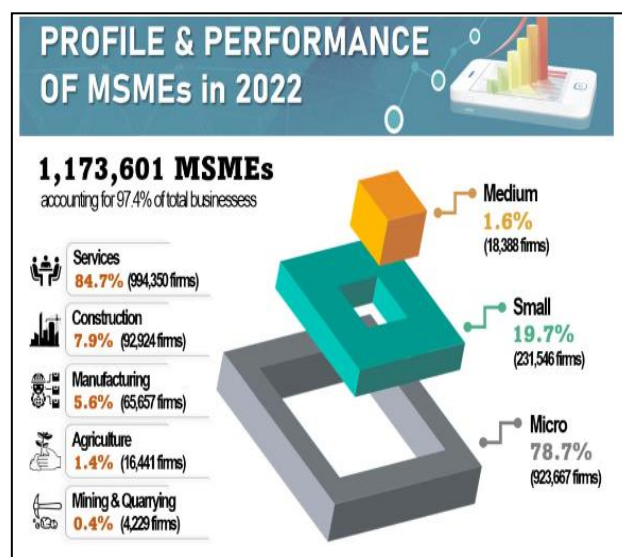


Figure 2: Numbers Of MSMEs In 2022

source: <https://www.smecorp.gov.my/>

The highest number is from micro size (78.7%), followed by small size (19.7%) and medium size (1.6%). Halal industry includes sectors such as food, cosmetics, ingredients, pharmaceutical, chemicals, livestock, logistics, tourism, and most notably the Islamic finance and banking sector. According to Abdul Rahim, Muhammad Zuki and Md Noor (2022), halal exports are growing steadily while the performance is still very far from the targeted growth. Malaysian MSMEs have the potential to make a substantial contribution to the expansion of the halal industry by providing a diverse array of halal-certified products and services. This not only fosters economic growth but also enhances the legitimacy and standing of Malaysia's halal sector. The Halal Industry Master Plan (HIMP 2030) has 7 Strategic Thrusts aimed to encourage quality, innovative and competitive halal industry offering. Strategic Thrust 6 aims to produce more home-grown halal champions and Strategic Thrust 7 aims to facilitate more competitive

Bumiputera participation in the halal industry. As a result, MSMEs are groups of entrepreneurs who can help HIMP accomplish its Strategic Thrust

Nevertheless, despite their significance, MSMEs have several obstacles that limit their ability to expand and compete in the halal market. MSMEs are frequently unable to fully capitalize on the rising demand for halal goods and services due to these obstacles. Puspitaningrum *et al.*, (2021) also discovered that the role of MSMEs in stimulating the halal sector was relatively low due to the lack of knowledge and awareness among MSME entrepreneurs about halal certification that provides services to MSMEs.

Therefore, the government and pertinent organizations must encourage and aid MSMEs in the halal sector through initiatives including financial aid, training courses, and mentoring programs. MSMEs have enormous potential in the halal industry, not only as significant contributors to the economy but also in promoting the principles and values of halal. With appropriate assistance and resources, these businesses may thrive and play an important part in the growth and development of the halal industry in both domestic and worldwide markets.

### **Halal Product and Muslim Product**

Halal products mean that the products have met the requirements listed by the Shariah law such as do not involve prohibited ingredients, exploitation of labor or environment, and are not harmful (Hanzaee and Ramezani, 2011). For non-Muslim consumers, Halal products are a symbol of hygiene, quality, and safety (Ambali and Bakar, 2014). This is reliable concerning the Hadith of the Holy Prophet Muhammad SAW that highlighted the concept of halal in consumer products regardless of race, color, and nationality. Thus, to ensure the halal products comply with Shariah law, a halal certificate will be issued by JAKIM. By having a halal certificate by JAKIM, the marketability, and image of the products could be able to meet the market and customers' demand (Hanzaee and Ramezani, 2011).

Muslim products are products that are manufactured by Muslim entrepreneurs and follow Shariah compliance and guidelines (Alserhan, 2010). It contrasts with halal products because the products can be manufactured by non-Muslims. In the context of halal products, the manufacturers and marketers are required to use halal certification and logo as a sign that their products are halal and Shariah compliant (Ambali and Bakar, 2014). However, some Muslim products are reluctant to apply for halal certificates due to religious beliefs that all Muslims are strictly forbidden from taking and producing non-halal products. Thus, all Muslim products can be said Halal products even though there is no Halal certification and logo. This is consistent with Mohd Fauzi, Mohd Mokhtar and Yusoff (2015), who also agreed that Muslim products are assumed to be halal because the products were produced by Muslims, who have to comply with the Islamic laws. However, the process of issuance of Halal certification and logo was not started by checking the races or religion. The process will start by explaining the production process and specific information about the ingredients. Thus, the Malaysian government and regulatory bodies have to be clear in providing specific guidelines on the misperception between Halal products and Muslim products.

In addition, nowadays consumers are very concerned and sensitive towards Halal requirements by looking at the Halal certificate and logo (Afendi, Azizan, and Darami, 2014). Therefore, to meet the consumers' needs and wants, supermarkets, hypermarkets, and retailers prefer to sell Halal products and Muslim products with a Halal logo to generate more profits and have a competitive advantage in the markets. This is the reason, Muslim products that had no alal

certificate and logo faced difficulty penetrating established supermarkets, hypermarkets, and retailers. The positioning of Halal products was not clear since there was no Halal logo certified by JAKIM.

Thus, with the beginning of the Buy Muslim First (BMF) campaign by Persatuan Pengguna Islam Malaysia (PPIM) in early 2019, Islamic-focused retail stores showed tremendous growth (Wan Omar et al. 2022). The purpose of the campaign is to foster the sustainability of entry-level Muslim products in the small scale industries (Mohamad Rasit and Hamjah 2023). The Islamic Consumer Development Cooperative Malaysia (KoPPIM) and local company operator Malakat Mall collaborated on the launch of the global 'Buy Muslim First' (BMF) campaign, which aims to increase support for both local and Islamic entrepreneurs (Mahari, 2023). The presence of multiple halal marts in Malaysia offers robust assistance to Muslim-owned businesses to promote their goods, as the majority of Muslim-owned products struggle to gain growth in hypermarkets without a halal certificate or branding. Mohd Fauzi, Mohd Mokhtar and Yusoff (2015) investigated the effect of Muslim products in Islamic retail stores in the northern region of Malaysia and the results showed that Muslim products have a significant impact on the patronage of Muslim consumers. This result implies that Muslim products are preferable in the market compared with conventional products as Muslim consumers are not only looking for the halal certificate and logo but also making sure that products must be halal and pure (halal tayyibbah).

This issue resulted in a Bumiputera participant in the halal industry falling behind non-Bumiputera, which was consistent with the data that discovered just RM2.9 billion, or 6%, of halal exports from Bumiputera enterprises. Therefore, this study will discuss the literature analysis on several barriers faced by Bumiputera entrepreneurs in participating in the halal industry namely halal certificate, marketing or promotion, branding, packaging and design, financial capabilities, and management capabilities.

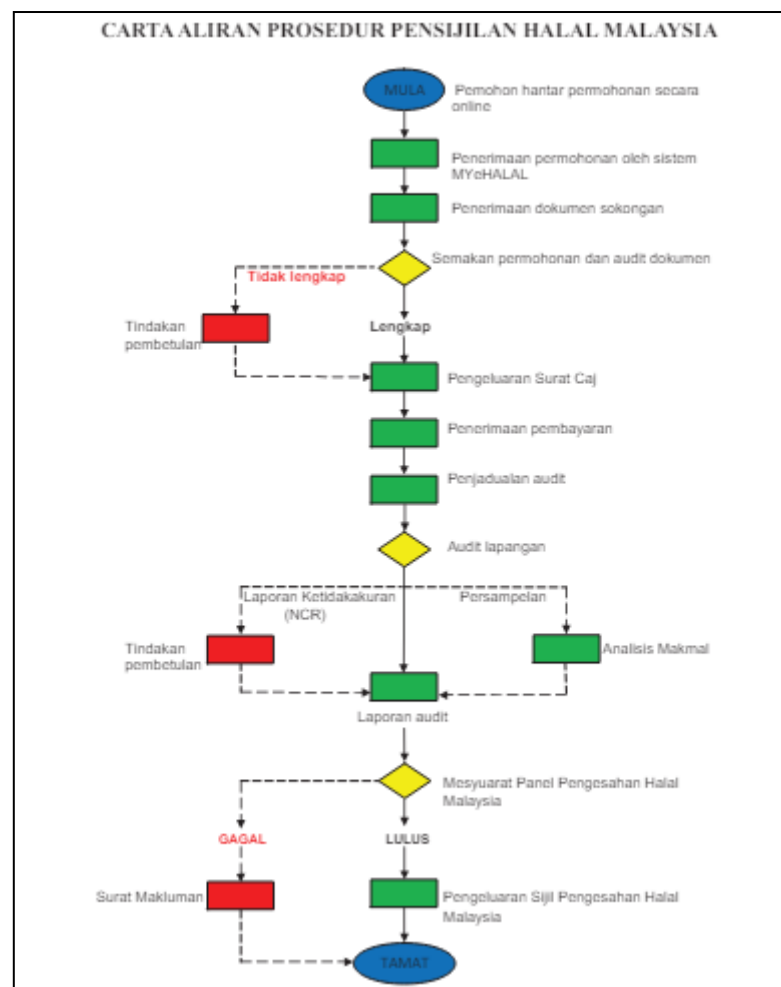
### **Halal Certificate and Halal Industry**

The Department of Islamic Development Malaysia, also known as JAKIM, is the authoritative body that issues Malaysia's Halal Certification Scheme, which certifies a product or service as halal (Jabatan Kemajuan Islam, 2014). Halal certification is crucial for the business to guarantee that their products and services meet specific requirements by JAKIM. This includes the sourcing of ingredients, the production process, and the handling and packaging of the final product. Having a halal certificate and logo could help to build trust and loyalty among consumers Muslim who seek to maintain a halal lifestyle and Non-Muslim consumers who seek to maintain a healthy lifestyle. In addition, by having a halal certificate and logo, the business will easily access modern trade or any hypermarket such as Mydin, Lotus, and others. Halal certification also will allow businesses to access international markets such as in the Middle East, Southeast Asia, and other regions where halal compliance is a regulatory or consumer preference. A halal certificate is one factor that determines the Malaysian halal export market (Abdul Rahim *et al.*, 2022).

The highest number of businesses have halal certificates, and the greater number of businesses able to participate in the halal industry will contribute a significant amount of halal exports from halal products. Unfortunately, according to Datuk Dr. Ameer Ali Mydin, the Bumiputera Retailers Association president found that many Bumiputera companies do not have halal certification (Zainal *et al.*, 2024). In contrast, non-Bumiputera will work hard to gain a halal

certificate for their products or services since it will give their business a larger market opportunity beyond the local market (Basarud-din, Saad, and Aminullah, 2022).

The main barrier for Bumiputera business entrepreneurs to obtain halal certification because that their business operations are carried out on premises such as at the back of their houses. The complexities and complicated process for obtaining a halal certificate, as most Malaysian MSMEs have a poor impression of halal certification (Mohd Tawil *et al.*, 2015; Saima, Firdaus, and Sarjiyanto, 2024). Figure 3 below shows a procedure to apply Malaysian Halal certificate issued by JAKIM.



**Figure 3: Malaysian Halal Certification Procedure**

Source: Jabatan Kemajuan Islam, 2014

The complexities MSME entrepreneurs encounter a problem include a limited understanding of the guidelines and specific criteria required to obtain halal certification, a lack of resources for certification procedures, and difficulties meeting requirements because of a lack of technical knowledge and competence (Arif *et al.*, 2021). Another significant barrier is the expense of obtaining halal certification especially for those with limited financial resources Therefore, Saima, Firdaus, and Sarjiyanto (2024) suggest to streamlined and comprehensible certification process. The Deputy Investment, Trade, and Industry Minister Liew Chin Tong mentioned that the government through HDC committed to reducing bureaucracy in the process of obtaining halal certification (Bernama, 2023). HDC also committed to synergizing halal certification

efforts (Business Times, 2023). In addition, Malaysia actively cooperates with international bodies like the World Halal Council and the OIC to provide uniform Halal standards, guaranteeing easy market entry and recognition, to support the expansion and sustainability of MSMEs (Saima *et al.*, 2024).

These show that halal certification is a crucial part of the halal market, and can help a company expand since it guarantees that its products and services meet Islamic standards, and fosters customer confidence. Although the certification process can be time-consuming and expensive, it provides major benefits such as market access, a competitive edge, and economic growth. Addressing the problems of halal certification can help enterprises in the halal market realize their full potential.

### **Marketing or Promotion and Halal Industry**

Effective marketing and promotion are crucial for businesses operating in the halal industry to reach their target audience and maximize their market potential. Marketing difficulties for SMEs may result from providing technical and post-sale support, adjusting to the high cost of freight and insurance, and tailoring promotional activities for foreign markets (Naradda Gamage *et al.*, 2020). In addition, a key challenge to MSMEs is to access a new client and potential business partners in other countries. Kasim *et al.* (2024) also found that more than 40% of MSMEs in Indonesia still struggled with marketing, limiting their ability to accelerate business growth. Thus, to comprehend target consumers' preferences, values, and communication styles across different geographies, a thorough market study is essential (Saima *et al.*, 2024), and a strong marketing strategy that can help to be able to remain competitive and differentiate from other products (Karimullah and Rozi, 2023).

The government, in collaboration with various agencies, organized various expositions and carnivals, such as Malaysia International Halal Showcase (MIHAS), Malaysian Products Carnival, International Women's Entrepreneurship Expo, and Usahawan Nusantara Festiva, to assist local entrepreneurs, particularly Bumiputera, in exploring new markets for their products, including at the international level (Rahim, 2024). This is a platform for Bumiputera entrepreneurs to promote their products or services, as well as create business relationships and network with new clientele and potential business partners in both the domestic and international markets. Furthermore, Bumiputera entrepreneurs must capitalize on opportunities to convert traditional economic activities into digital transformation, which will lead to new prospects and a wider market (Indriya *et al.*, 2021). Digital platforms and social media also can be used to demonstrate their dedication to maintaining high-quality standards and Halal purity (Saima *et al.*, 2024).

Businesses can effectively contact and engage their target market by understanding it, using digital and traditional media, engaging in local and international events, and visibly displaying halal certification. These techniques not only improve brand visibility but also foster long-term trust and loyalty among a rising global audience.

### **Branding and Packaging, and Halal Industry**

In the halal industry, branding and packaging, are critical components in attracting and retaining customers. These components are critical not only for differentiating products in a competitive market but also for adhering to Islamic beliefs and establishing consumer confidence. The brand of a product has a big impact on whether it will spark the interest of potential buyers and boost the halal products (Che Omar, 2013; Indriya *et al.*, 2021). In Indonesia, Alfanda and Suhartanti



(2018) found that “halal” branding becomes the main choice instead of the use of “Syariah”, or Islamic tourism. Their research also suggests that the government should be aware of the branding and packaging that companies generate, as these may not reflect the right concepts. To fulfil the demands and expectations of other nations, enhancing trade agreements and collaborations with non-Muslim countries enable the export of Halal products and services (Saima *et al.*, 2024).

Consequently, success in the halal industry requires strong branding and packaging. Brands may cultivate trust and loyalty among Muslim and Non-Muslim consumers by emphasizing halal certification, transparency, cultural sensitivity, and innovative design. These components not only make the product more appealing but also guarantee that it complies with Islamic beliefs, which helps businesses succeed in a highly competitive industry. In the expanding halal industry, the proper mix of these elements can have a big impact on a brand's market presence and customer preference.

### **Financial Capabilities and Halal Industry**

Sufficient capital is essential for companies looking to enter or grow in the halal industry. This covers the initial setup charges, certification fees, and continuous running costs. According to Mohd Tawil *et al.* (2015), the cost of obtaining halal certification can be a significant barrier for MSMEs, especially those with limited financial resources. The initial cost of certification can be high, particularly for smaller businesses. It includes application fees, inspection fees, and additional costs for modifying production processes to meet halal standards. There will be additional recurring charges for ongoing compliance, which entails routine audits and inspections. Moreover, there is a renewal cost for every two years. Ismail *et al.* (2020) found that Halal SME owners face challenges in consistently paying a renewal fee for every two years of Halal certification. A renewal application must be made within 6 months or at least 3 months before the expiry of the certification. If they fail to submit within the period or after the expiry date, the businesses shall make a new application. Moreover, there will be additional expenses if the company decides to enter the global halal market. These expenses could include participation fees in international trade shows, costs associated with innovation, infrastructure and technology investments, and more.

Thus, to support Bumiputera businesses, Datuk Dr. Ameer Ali Mydin, President of the Bumiputera Retailers Association, suggests that government agencies and any other pertinent authorities offer special financing, such as crowd financing or waqaf (Zainal *et al.*, 2024). Mansor *et al.* (2021) also suggest MSMEs adopt crowdsourcing for core business activities. This is consistent with Ismail *et al.* (2020) who also suggest using crowdsourcing, re-investment plans, and other Strategic Financial Plans with the main financial body in Malaysia, which is Bank Negara Malaysia (BNM) to solve capital and financing barriers. The Halal Development Centre (HDC) plays an important role in supporting the local halal industry, empowering MSMEs, closing gaps for the underserved in the halal economy, creating an environment conducive to cultivating homegrown halal champions, and taking advantage of the projected growth of the Malaysian halal industry to reach RM529.8 billion by 2030 and contribute 8.1% to GDP by 2025, by collaborating and signing a Memorandum of Agreement (MoA) with Funding Societies Malaysia (Halal Development Corporation, 2023).

The capacity of a business to enter and grow in the halal industry is significantly influenced by its financial capabilities. Thus, the provision of crucial financial support for enterprises aiming

to thrive in this sector is facilitated by support from the government and other entities as well as Islamic finance products.

### **Management Capabilities and Halal Industry**

Proficient managerial skills are essential for companies in the halal industry. These competencies guarantee that businesses can fulfil the particular demands of halal certification, uphold compliance, and experience steady growth in an intense market. However, Malaysian Federation of Hawkers and Petty Traders Association president Datuk Seri Rosli Sulaiman mentioned that Bumiputera entrepreneurs still lack the experience to compete with foreign traders (Mahari, 2024). In addition, the halal industry's various sectors and businesses appear to have adopted a "silo" mentality in which each is growing independently, and there is a shortage of Muslim workers with the necessary halal qualifications to meet the growing demand for halal services and expertise (Alserhan *et al.*, 2022).

As a result, the government should implement effective plans to provide these entrepreneurs with the necessary expertise and assistance, ensuring their readiness to enter the global market. Organizations should establish training classes that educate non-Muslim workers on Islamic work ethics, particularly within Muslim countries. Dz and Nurhayati (2019) discovered that Islamic human capital productivity was necessary for managing the halal industry and that a management style developed from Islamic teachings was necessary for its growth. Thus, a strong commitment from management will enable the business to operate as close to the halal industry as feasible (Hanim and Noorman, 2023).

### **Conclusion**

The halal industry has emerged as a significant sector in the context of MSMEs, particularly in Malaysia. The halal industry encompasses various sectors such as food and beverages, cosmetics, pharmaceuticals, tourism, logistics, Islamic finance, modesty fashion, and many more that can be contributed by MSMEs and Bumiputera entrepreneurs. The growing awareness and demand for halal products and services have led to the expansion of the industry, making it a key economic driver in the country. Malaysia has established itself as a global leader in the halal industry, ranking first in the Global Islamic Economy Indicator for ten consecutive years. Thus, HDC targeted to increase more homegrown halal products and the number of Bumiputera entrepreneurs participating in the halal industry.

As a result, the substantial barriers encountered by MSMEs in expanding their businesses into the halal industry have been highlighted to navigate and strategize the initiative. In managing the business toward a halal global market, Bumiputera entrepreneurs need to gain more knowledge and skills to compete with foreign traders. There is a lot of training, sharing of information; expertise, workshops, personal coaching, etc. provided by HDC, government, and other agencies. Bumiputera entrepreneurs should stay agile, adaptable, and forward-thinking to meet the growing demand of the halal market.

Therefore, the findings of this study showed that, by following halal principles and obtaining a halal certificate, products or services are perceived to be safe and high quality, which can help boost brand recognition, trust, and competitiveness in the global marketplace. Furthermore, Bumiputera entrepreneurs can take on strategic ways by employing digital marketing platforms, exercising social media, and engaging in collaborations to extend their global networking and business partners. The government should also continue to provide technical and psychological support to Bumiputera MSMEs in order to prepare them for global market entry.

Overall, the findings of this study are expected to help the government's objective to achieve Strategic Thrust 6: producing more home-grown halal champions and Strategic Thrust 7: facilitating more competitive Bumiputera participation in the Halal industry.

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