

INTEGRATION OF HALAL MANAGEMENT PRINCIPLES IN MODERN BUSINESS MODELS: AN ANALYSIS OF IMPLEMENTATION AND IMPACT OF ORGANIZATIONAL PERFORMANCE IN THE HALAL INDUSTRY SECTOR OF THAILAND AND INDONESIA

Efrita Norman^{1*}

Toto Sukarnoto²

Heru Cahyono³

Muhammad Amin Nurdin⁴

Noor Aimi Binti Mohammad Fuad⁵

¹ Islamic University of Bunga Bangsa Cirebon, West Java, Indonesia
(E-mail: efritanorman@bungabangsacirebon.ac.id)

² Islamic University of Bunga Bangsa Cirebon, West Java, Indonesia
(E-mail: totosukarnoto@bungabangsacirebon.ac.id)

³ Islamic University of Bunga Bangsa Cirebon, West Java, Indonesia
(E-mail: herucahyono@bungabangsacirebon.ac.id)

⁴ Islamic University of Bunga Bangsa Cirebon, West Java, Indonesia
(E-mail: muhammadaminurdin@bungabangsacirebon.ac.id)

⁵ International Islamic University College Selangor, Malaysia
(E-mail: nooraimi@uis.edu.my)

*Corresponding author: efritanorman@bungabangsacirebon.ac.id

Article history

Received date : 17-5-2025

Revised date : 18-5-2025

Accepted date : 5-7-2025

Published date : 15-7-2025

To cite this document:

Norman, M. I., Sukarnoto, N., Cahyono, H., Nurdin, M. A., & Mohammad Fuad, N, A, (2025). Integration of halal management principles in modern business models: An analysis of implementation and impact of organizational performance in the halal industry sector of Thailand and Indonesia. *Journal of Islamic, Social, Economics and Development (JISED)*, 10 (73), 1017 - 1029.

Abstract: *This study explores the application of halal management principles in modern business models and analyzes their impact on organizational performance in the halal industry sector in Thailand and Indonesia. With the increasing global awareness of halal and strong market demand, understanding how halal management principles are applied and their impact on organizational performance is important. The study aims to provide in-depth insights into halal management practices and the factors influencing their success in two countries with different regulatory and social contexts. The research method used is qualitative with data collection techniques through in-depth interviews, participatory observation, and documentation analysis. Interviews were conducted with top managers, halal compliance officers, and halal industry stakeholders in Thailand and Indonesia. Participatory observations are conducted at the company's premises to learn about day-to-day practices, while documentation analysis involves reviewing relevant halal policies, certifications, and regulations. The data obtained were analyzed using thematic and narrative analysis techniques to identify key themes and patterns. The results show that companies that integrate halal*

principles effectively have experienced significant increases in market share, consumer confidence, and global competitiveness. In addition, the application of halal principles also opens up opportunities for expansion to the international market, especially among Muslim consumers. Nonetheless, the study also identified challenges such as the additional costs for certification and the complexity of adapting traditional business models. Overall, the integration of halal management principles in modern business models has proven to be an important strategy for improving organizational performance and ensuring long-term sustainability in the halal industry sector.

Keywords: *Halal Management, Modern Business Model, Organizational Performance, Thailand, Indonesia, Halal Integration*

Introduction

Indonesia and Thailand, both important players in the global halal market, the integration of halal management principles into business models is not only a regulatory requirement but also a strategic imperative. Indonesia, as the world's largest Muslim-majority country, has experienced a surge in demand for halal-certified products in various sectors, including food, pharmaceuticals, cosmetics, and finance (Krisna, R., & Yusuf, 2023). This demand is further reinforced by the government's push for mandatory halal certification, which requires businesses to align their operations with halal standards (Rahmah, M., & Barizah, 2020). For example, Indonesia is striving to become the world's halal center, which accelerates the development of the halal industry sector in the country (Kadir, S., & Alaraj, 2023). This requires businesses to integrate halal standards in their business models, not only to comply with regulations but also to gain a competitive advantage in a global market that is increasingly sensitive to ethics and compliance (Ab Talib, M. S., Md. Sawari, S. S., Abdul Hamid, A. B., & Ai Chin, 2016).

On the other hand, Thailand, despite being a country with a non-Muslim majority, has managed to position itself as one of the world's leading exporters of halal food. The integration of halal management principles is crucial to maintaining Thailand's market share in the global halal economy. This success is supported by a well-developed halal certification system and a strong focus on the quality and safety of halal products (Azam, M. S. E., & Abdullah, 2020). Thailand has established itself as a halal production and export hub, where halal management principles are increasingly recognized as an integral part of business success in the rapidly growing global halal industry.

These principles, which are rooted in Islamic law (Sharia), include not only the production of goods and services but also ethical practices in business operations, including supply chain management, marketing, and corporate governance. The experience of Thailand and Indonesia shows that the integration of halal management is not only to meet the needs of the domestic market but also to maintain and increase the international market share, especially among Muslim consumers who are growing in number (Ab Talib, 2017). The success of Thailand's halal industry is also driven by government initiatives aimed at improving the country's global competitiveness, which has encouraged businesses to adopt halal management practices to meet international standards.

However, the integration of halal management principles into modern business models presents various opportunities and challenges. Businesses must navigate a complex regulatory

environment, meet the stringent requirements of halal certification, and ensure that their entire value chain complies with halal standards. The challenges faced include the complexity of implementing halal standards in various aspects of business, from logistics to finance, which requires significant adjustments to traditional business models (Hassan, M. K., Rabbani, M. R., & Chebab, 2021). In addition, the effectiveness of this integration in improving organizational performance remains an important area of investigation, especially given that any failure to comply with halal standards can result in a loss of consumer trust and a damaged business reputation.

On the other hand, this integration also offers significant benefits. The application of sharia principles in business management can improve the integrity of halal supply chains, strengthen consumer trust, and open up new opportunities in an increasingly competitive global market (Rizki, D., Hamzah, M., Fakhroh, Z., & Hendri, 2023). In addition, these principles can provide a competitive advantage by prioritizing ethics and social responsibility (Talib, A., Paturachman, I. R., Ansyori, A., & Al-Amin, 2024). The digital era and the growing Islamic economy also provide a great opportunity for halal entrepreneurs to take advantage of this trend, allowing them to develop innovations that are in accordance with halal principles (Salaheldeen, 2022).

This study aims to analyze the application of halal management principles in the business models of companies operating in the halal industry in Thailand and Indonesia. It will explore the extent to which these principles are integrated into business operations and assess their impact on the organization's performance. By examining the experiences of companies in these two countries, this study seeks to provide insight into best practices for integrating halal principles into business models, as well as the potential benefits and challenges associated with such integration. The findings of this study will contribute to a better understanding of how businesses in the halal industry can effectively align with halal standards while achieving sustainable growth and competitive advantage in the global market.

Literature Review

Halal management principles refer to the application of Sharia rules in various aspects of business operations, including production, marketing, and supply chain management. This aims to ensure that the products and services provided are in accordance with Islamic law (Hassan, M. K., Rabbani, M. R., & Chebab, 2021). According to Azam and Abdullah (2020), the application of halal principles not only includes compliance with regulations but also requires adaptation to ethical and transparent business practices.

Institutional Theory, developed by DiMaggio and Powell (1983), focuses on how organizations adapt to the norms, rules, and expectations of their external environment in order to gain legitimacy. In the context of the halal industry, this theory helps explain how companies in Thailand and Indonesia integrate halal principles to gain recognition from the market and regulators. Scott (2014) adds that this adaptation is often triggered by institutional pressure, both from the government and the international market, which encourages companies to adapt their operations to comply with halal standards.

In Indonesia, the application of halal principles is significantly encouraged by government policies that require halal certification. Institutional Theory explains that this policy creates institutional pressure for companies to comply with halal standards, with the aim of gaining legitimacy and meeting regulatory requirements. In this case, companies not only adapt to

regulations but also adapt their practices to meet market and regulator expectations. These adaptations include the application of standards in supply chain management, production, marketing, and corporate governance, all of which are responses to institutional pressures.

In contrast, in Thailand, although the country is not Muslim-majority, companies operating in the halal sector are adopting halal principles to meet the expectations of the international market and strengthen their legitimacy as halal food exporters. The Institutional Theory reveals that these companies face pressure to adapt to the global norms that apply in the halal industry, so that they can gain recognition from Muslim consumers and international stakeholders. By adopting halal principles, companies in Thailand are not only meeting international standards but also increasing their competitiveness in the global market.

The impact of the application of halal principles on organizational performance can be explained through the concept of legitimacy in Institutional Theory. Companies that successfully integrate halal principles into their operations often experience increased consumer reputation and confidence, which contributes to increased market share and financial performance. In Indonesia, companies that comply with halal standards tend to gain access to a wider range of domestic and international markets, while in Thailand, companies that comply with halal standards are able to maintain their position as one of the largest exporters of halal food in the world.

However, the implementation of halal principles also faces challenges, such as additional costs related to certification and complexity in adjusting business models. Institutional Theory explains that these challenges reflect uncertainty and difficulty in meeting institutional pressures, which require companies to make significant adjustments to their operations. Nonetheless, companies that successfully overcome these challenges and adapt to institutional pressures often reap the benefits of increased legitimacy, consumer trust, and sustained competitive advantage.

The integration of halal principles has a positive impact on organizational performance. Research shows that companies that successfully implement halal principles tend to experience increased consumer reputation and trust, which contributes to an increase in market share and financial performance. In Indonesia, companies that comply with halal standards gain wider access to domestic and international markets, while in Thailand, companies that comply with halal principles are able to maintain their position as one of the largest exporters of halal food in the world (Rizki, D., Hamzah, M., Fakhroh, Z., & Hendri, 2023).

The integration of halal principles offers a range of benefits, including improved supply chain integrity and access to a wider global market. Salaheldeen (2022) stated that by adopting halal principles, the company not only meets the needs of domestic consumers but also attracts interest from international investors looking for Shariah-compliant businesses. These benefits include increased competitiveness and opportunities to enter new markets (Dashti, L. A., Jackson, T., West, A., & Jackson, 2024).

Research methods

This study uses a qualitative approach to explore how halal management principles are applied in modern business models and their impact on organizational performance in the halal industry sector in Thailand and Indonesia. The qualitative approach was chosen because it allows researchers to gain in-depth insights into the practices, perceptions, and experiences of various

related parties. The Data Collection Technique is an In-Depth Interview with the Aim of collecting in-depth information regarding the application of halal management principles and their impact on organizational performance from the perspective of managers, staff, and stakeholders. Participants are top managers, halal compliance officers, employees, and stakeholders of the halal industry in Thailand and Indonesia.

The interview procedure that is carried out is semi-structured using interview guidelines that have been designed beforehand. Interviews will be recorded and transcribed for further analysis. Participatory Observation aims to directly observe the process and practice of applying halal management principles in the field. The location of the study is companies involved in the halal industry in Thailand and Indonesia. The Observation Procedure is carried out to understand how halal principles are applied in the company's daily activities, including the production and distribution process. Documentation and Literature Study aims to collect secondary data on halal policies, certifications, and relevant regulations. Source Internal company documents, government regulations, halal certification reports, and academic literature. Procedure Document analysis is carried out to support interviews and observations by providing additional context and written evidence regarding halal management practices.

The Data Analysis Technique is a Thematic Analysis that aims to identify and analyze the main themes that emerge from interviews, observations, and documentation. The procedure is that interview and observation data will be coded to identify key themes related to the application of halal management principles and their impacts. These codes will be grouped to find significant patterns and themes. Followed by Narrative Analysis which aims to analyze the narrative of the participants to understand how they explain and feel the application of halal principles. The procedure is that the narrative obtained from the interview will be analyzed to reveal how halal principles are translated in daily practice and their impact on organizational performance.

Data Triangulation aims to increase the validity of findings by comparing data from various sources. The procedure carried out is that data from interviews, observations, and documentation will be compared to ensure the consistency and accuracy of the information obtained.

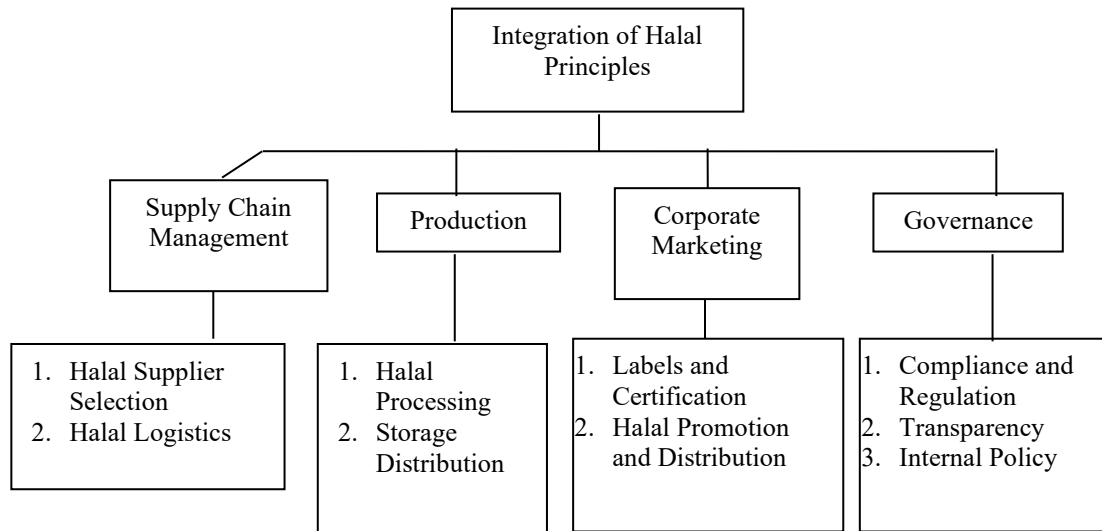
Results and Discussion

This section presents the findings of research on the application of halal management principles in business models in the halal industry, with a focus on companies operating in Thailand and Indonesia. These results are outlined to provide an in-depth understanding of the extent to which halal principles are integrated into business operations in both countries and how such integration affects organizational performance. This study revealed several key findings related to the application of halal management principles in business models in the halal industry in Thailand and Indonesia.

Level of Integration of Halal Principles

The findings of the study are that in both countries, companies have integrated halal principles into various aspects of their business operations, including supply chain management, production, marketing, and corporate governance. In Indonesia, the government's push through the mandatory halal certification policy has encouraged companies to comply more with halal standards. In Thailand, despite being a non-Muslim-majority country, companies operating in

the halal sector have shown a high commitment to halal principles, driven by the goal of maintaining and improving their global competitiveness.



Integration of Halal Principles

Supply Chain Management consists of Halal Supplier Selection: Ensuring all suppliers comply with halal standards, including verifying their halal certification and reliability in meeting halal requirements and Halal Logistics Managing logistics processes to ensure products remain halal during shipping and storage. This includes the use of facilities and vehicles that comply with halal standards.

Production consists of Halal Processing: Managing the production process to ensure that all stages of production comply with halal principles. This involves using halal raw materials and preventing cross-contamination with non-halal ingredients. and Halal Storage: Storing products in a manner that complies with halal standards, avoiding contact with non-halal ingredients and ensuring product hygiene and safety.

The Company's marketing consists of Labels and Certifications, Providing clear and accurate labels that signify products as halal. Halal certification issued by a recognized body must be displayed on the packaging. Halal Promotion: Promoting products by emphasizing compliance with halal standards in marketing materials and advertising campaigns. It also includes consumer education regarding the importance of halal principles.

Corporate Governance consists of Regulatory Compliance: Ensuring that all companies comply with halal-related regulations and policies set by the government and certification bodies. Transparency: Implement transparency policies in all company operations, including reporting and audits related to halal compliance. Internal Policy: Develop internal policies to ensure that all staff and management understand and comply with halal principles. This includes ongoing training and supervision.

According to the Resource-Based View (RBV) theory, unique and hard-to-replicate resources can provide a sustainable competitive advantage for a company. In this context, the integration of halal principles can be considered a valuable resource, Its uniqueness is that Halal principles, especially in contexts that are strictly and thoroughly applied in business operations, offer a

uniqueness that distinguishes companies from their competitors. For example, halal supplier selection and halal logistics are practices that require significant commitment and resources, but can provide a competitive advantage in halal-conscious markets.

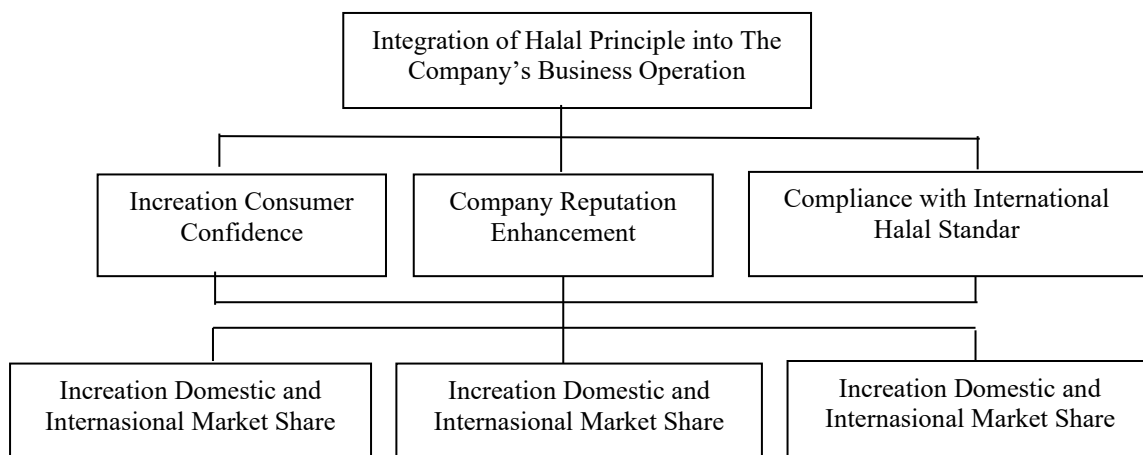
Inimitability (Difficult to imitate, The process of integrating halal principles involves in-depth knowledge of Sharia law, specialized infrastructure for halal production and distribution, and strong relationships with Muslim communities. All of this is difficult for competitors who do not have the same background or commitment.

Value: The integration of halal principles increases the value of products and services in the eyes of Muslim consumers, who prioritize Sharia compliance in their consumption. This also opens up opportunities in a global market that is increasingly competitive and sensitive to halal issues.

Impact on Organizational Performance

The integration of halal principles significantly affects the performance of organizations, especially in terms of improving consumer trust and company reputation. In Indonesia, companies that effectively implement halal principles tend to experience an increase in market share in domestic and international markets. In Thailand, companies that comply with halal standards are able to maintain their position as one of the world's largest exporters of halal food, which in turn improves the company's financial performance and growth.

From both, it can be found that the application of compliance with halal standards is able to improve the company's position in improving financial performance and company growth. Trust is an important key in integrating the application of halal principles which can be an attraction for companies in emphasising the company's existence in the face of business competition



Integration of Halal Principles into Corporate Business Operations

Companies in Indonesia and Thailand that integrate halal principles into various aspects of their business operations, such as supply chain management, production, marketing, and corporate governance, will experience some significant positive impacts. Increasing Consumer Trust By integrating halal principles, the company increases consumer confidence, especially in the Muslim market which is very concerned about the halalness of products. Consumers who believe that the products they buy are truly halal will be more loyal and tend to continue buying

products from the company, both in the domestic and international markets. This high consumer confidence directly contributes to an increase in market share.

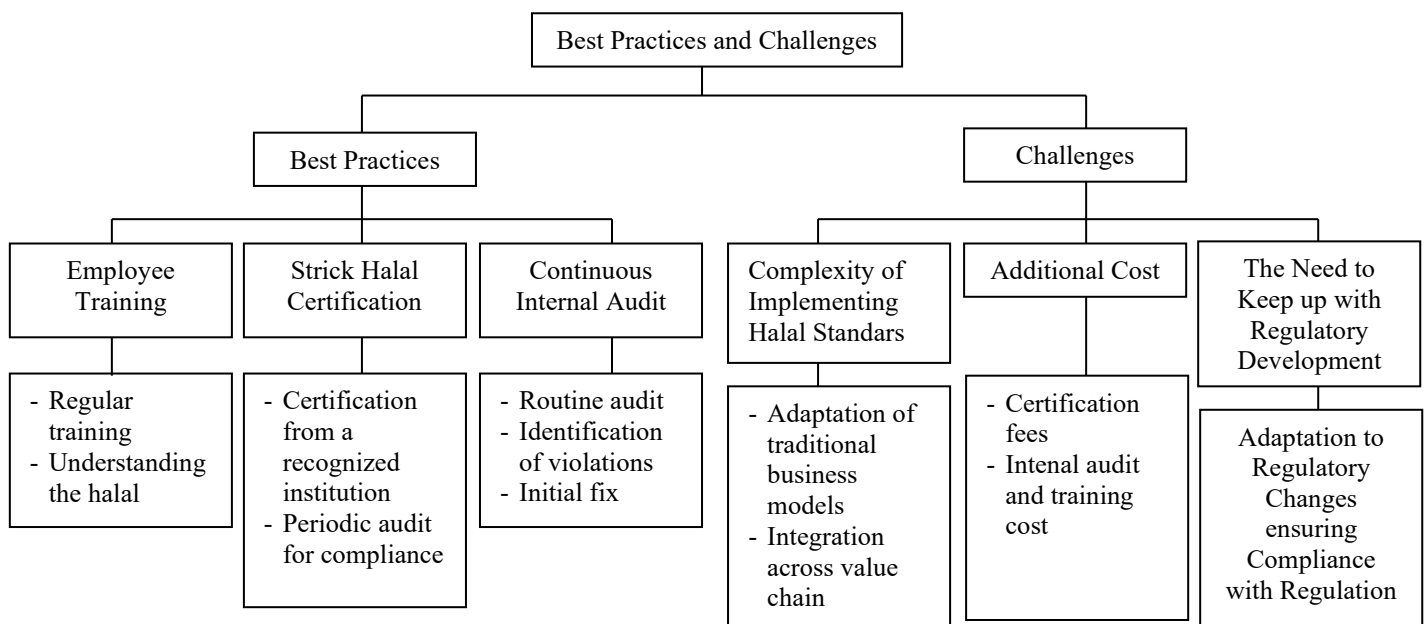
Improvement of Corporate Reputation The integration of halal principles not only increases consumer trust but also strengthens the company's reputation in the eyes of the public and other stakeholders. Companies known for their adherence to strict halal standards tend to gain recognition as industry leaders, further supporting the company's financial and operational performance. Compliance with International Halal Standards in Thailand, despite being a non-Muslim-majority country, compliance with international halal standards has allowed companies to maintain and even expand their position as one of the largest exporters of halal food in the world. This not only improves financial performance but also ensures the company's long-term growth by opening up access to a wider global market.

Impact on Organizational Performance

Effective integration of halal principles results in several direct impacts on organizational performance, including **Increased Market Share**: In Indonesia, companies that comply with halal standards tend to experience increased market share in both domestic and international markets, thanks to high consumer confidence. **Improved Financial Performance**: In Thailand, companies that maintain compliance with international halal standards are able to improve their financial performance due to their reputation as reliable halal exporters. **Company Growth**: Overall, in both Indonesia and Thailand, companies that consistently integrate halal principles into their business operations tend to experience better growth than companies that do not adhere to halal standards.

Best Practise challenges

The findings of the study also identify best practices in the integration of halal principles, including employee training, strict halal certification, and ongoing internal audits. However, the main challenge facing companies is the complexity of implementing halal standards across the value chain, which requires significant adjustments to traditional business models. Other challenges include additional costs associated with halal certification and the need to constantly keep up with dynamic regulatory developments.

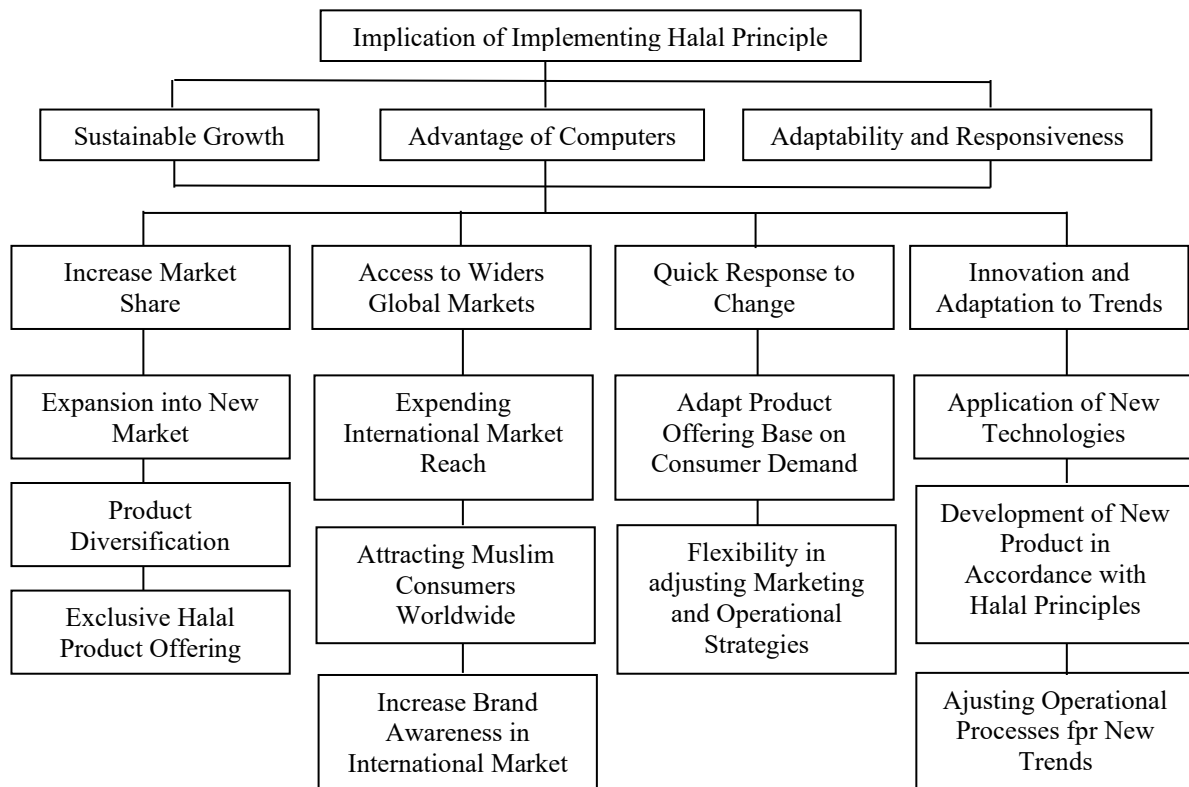


The chart above illustrates best practices and challenges in implementing halal standards in an organization or company. **Best Practices** This section details three best practices that companies can adopt to ensure compliance with halal standards. **Employee Training, Regular Training:** Conduct regular training for employees to ensure they understand and apply halal principles in their daily work. **Understanding the Halal:** Ensuring that employees have a deep understanding of what halal is and how this concept is applied in the company's business processes. **Strict Halal Certification, Certification from a Recognized Institution:** Companies must obtain halal certification from an officially recognized institution to ensure that their products and processes comply with halal standards. **Periodic Audits for Compliance:** Conduct periodic audits to ensure that the company remains compliant with halal standards and correct any non-conformities that were found. **Continuous Internal Audit, Routine Audit:** Conduct regular internal audits to monitor compliance with halal standards. **Identification of Violations:** Identifying any violations against halal standards and taking corrective action immediately. **Initial Fix:** Immediately make initial fixes to detected violations to minimize negative impacts.

Challenges This section highlights the main challenges faced by companies in implementing and complying with halal standards. **Complexity of Implementing Halal Standards, Adaptation of Traditional Business Models:** Integrating halal principles in existing business models can be complex and require major changes in operations and strategies. **Integration Across the Value Chain:** The implementation of halal standards requires thorough integration throughout the company's value chain, including suppliers and distribution. **Additional Cost Certification Fees:** Obtaining and maintaining halal certification can require significant costs, including fees for periodic audits and certifications. **Internal Audit and Training Costs:** Conducting internal audits on an ongoing basis and providing training to employees also adds to the cost burden for the company. **The Need to Keep Up with Regulatory Developments:** Companies must keep up with regulatory changes related to halal standards, which can require quick adjustments in their operations. **Ensuring Compliance with Regulations:** Maintaining compliance with ever-changing regulations can be a major challenge, especially for companies operating in multiple jurisdictions.

Implications for Sustainable Growth and Competitive Advantage:

The findings show that the implementation of halal principles is not only important to meet regulatory requirements, but can also be a key driver for sustainable growth and competitive advantage. Companies that successfully align their operations with halal standards tend to be more competitive in the global market, able to respond quickly to changes in consumer demand, and more adaptive to new trends in the halal industry.



The chart above shows the implications of applying halal principles to several strategic aspects of the company. **Sustainable Growth** The application of halal principles allows companies to achieve sustainable growth through several ways: **Increase Market Share**, **Expansion into New Markets**: By adhering to halal principles, companies can reach new markets that may not have been touched before, especially in countries with large Muslim populations. **Product Diversification**: Introducing various halal products can attract more consumers, both Muslim and non-Muslim, who are looking for products that are considered safer and of higher quality. **Exclusive Halal Product Offerings**: Offering products that are exclusively halal provides uniqueness and appeal that is different from non-halal products, strengthening the company's market position.

Advantages of Computers The use of computers and technology supports wider access to global markets **Access to Wider Global Markets**: **Expanding International Market Reach**: Technology allows companies to reach international markets more efficiently, leveraging e-commerce and digital platforms. **Attracting Muslim Consumers Worldwide**: By promoting halal products and utilizing technology, companies can attract Muslim consumers in different parts of the world. **Increase Brand Awareness in International Market**: The application of halal principles can increase a company's brand awareness, especially among global Muslim consumers.

Adaptability and Responsiveness is *the company's ability to adapt and respond to change is an important key in implementing halal principles*. **Quick Response to Change**, **Adapt product offerings based on consumer demand**: The halal principle requires companies to continue to adapt products to changing consumer demands. **Flexibility in Adjusting Marketing and Operational Strategies**: Companies must be flexible in changing marketing and operational strategies to remain relevant and competitive. **Innovation and Adaptation to Trends**:

Application of new technologies: The application of new technologies helps in the development and distribution of halal products that are more efficient and effective. Development of New Products in accordance with Halal Principles: Companies can continue to innovate by developing new products in accordance with halal principles, which can increase competitiveness. Adjusting Operational Processes for New Trends: Companies need to adjust their operational processes to keep up with new trends, including in terms of the production and distribution of halal products.

Conclusion

This study explores the integration of halal management principles in modern business models and their impact on organizational performance in the halal industry sector in Thailand and Indonesia. From the results of the study, it was found that the application of halal principles not only affects the compliance aspect, but also significantly improves organizational performance in various dimensions, including market growth, product innovation, and adaptation to changes in the business environment.

Some of the key findings from the study include:

1. **Improved Organizational Performance:** Companies that effectively integrate halal principles in their business models tend to experience improved overall performance. This can be seen from the increase in market share, global competitiveness, and consumer trust and loyalty.
2. **Market Expansion Opportunities:** The application of halal principles opens up opportunities for expansion into a wider global market, especially among Muslim consumers around the world. Companies in Thailand and Indonesia that focus on halal products are able to attract the attention of international consumers, increase brand awareness, and expand market reach.
3. **Adaptability and Responsiveness to Change:** Companies that integrate halal principles show better adaptability to regulatory changes and market trends. By implementing continuous internal audits and strict halal certification, the company is able to respond quickly to changes and maintain compliance with halal standards.

Challenges in Implementation: While there are significant benefits, the study also finds some challenges in implementing halal principles, such as additional costs for certification and audits, as well as the complexity of adapting traditional business models to comply with halal standards.

Acknowledgements

We extend our heartfelt gratitude to the administration, teachers, and students of the Islamic schools involved in this study, whose willingness to participate and share their experiences made this research possible. Special thanks are due to "UIBBC", for providing access to their facilities and supporting the implementation of gamified learning interventions. We are also deeply grateful to our research team, including a teams, for their dedication and expertise in data collection, analysis, and manuscript preparation.

References

- Ab Talib, M. S. (2017). Motivations and benefits of halal food safety certification. *Journal of Islamic Marketing*, 8(4), 605–624.
- Ab Talib, M. S., Md. Sawari, S. S., Abdul Hamid, A. B., & Ai Chin, T. (2016). Emerging halal food market: An institutional theory of halal certificate implementation. *Management Research Review*, 39(9), 987–997.
- Azam, M. S. E., & Abdullah, M. A. (2020). Global halal industry: Realities and opportunities. *IJIBE*. *IJIBE (International Journal of Islamic Business Ethics*, 5(1), 47–59.
- Dashti, L. A., Jackson, T., West, A., & Jackson, L. (2024). Enhancing halal food traceability: A model for rebuilding trust and integrity in Muslim countries. *Journal of Islamic Marketing*.
- Giyanti, I., Indrasari, A., Sutopo, W., & Liquiddanu, E. (2021). Halal standard implementation in food manufacturing SMEs: its drivers and impact on performance. *Journal of Islamic Marketing*, 12(8), 1577-1602.
- Hassan, M. K., Rabbani, M. R., & Chebab, D. (2021). Integrating Islamic finance and halal industry: Current landscape and future forward. *International Journal of Islamic Marketing and Branding*, 6(1), 60–78.
- Kadir, S., & Alaraj, H. (2023). Accelerating the halal industry sector to realize Indonesia as the world halal center. *El-Qish. Journal of Islamic Economics*, 3(1).
- Khan, M. I., Haleem, A., & Khan, S. (2022). Examining the link between Halal supply chain management and sustainability. *International Journal of Productivity and Performance Management*, 71(7), 2793-2819.
- Krisna, R., & Yusuf, M. (2023). Halal ecosystem improvement study reviewed of halal product regulations. *International Journal of Research and Review*, 10(2), 339–359.
- Mustapha, M. R., Ahamad, F., Hazahari, N. Y., & Samsudin, N. (2024). Ethical issues in the halal food supply chain: a systematic bibliometric review. *Journal of Islamic Marketing*, 15(12), 3804-3819.
- Norman, E., Paramansyah, A., Damayanthi, D., & Marliani, L. (2024). Applying Predictive Analytics for Resource Allocation in Islamic Educational Organizations: Enhancing Efficiency and Decision-Making through AI. *Tadrib: Jurnal Pendidikan Agama Islam*, 10(2), 1148-1158.
- Norman, E., Pratama, F. A., Paramansyah, A., Feviasari, H., & Vikaliana, R. (2024). SHARIA BASED TOTAL QUALITY MANAGEMENT FRAMEWORK IN ISLAMIC EDUCATIONAL INSTITUTIONS THE DELPHI METHOD APPROACH. *Conciencia*, 24(2), 241-256.
- Rahmah, M., & Barizah, N. (2020). certification of patented medicines in Indonesia in the digital age: A panacea pain? *International Journal of Systematic Reviews in Pharmacy*, 11(12), 2010–2017.
- Rizki, D., Hamzah, M., Fakhroh, Z., & Hendri, D. (2023). Best practice halal integrity management in the logistic chain scheme: Analysis of opportunities and challenges. *Analysis of Opportunities and Challenges. Journal of Islamic Economic Laws*, 6(1), 13–29.
- Salaheldeen, M. (2022). Opportunities for halal entrepreneurs in the Islamic digital economy: Future and trends from a cultural entrepreneurship perspective. In *Cultural Entrepreneurship: New Societal Trends*. Singapore: Springer Nature Singapore.
- Susanty, A., Puspitasari, N. B., Jati, S., & Selvina, O. (2022). Impact of internal and external factors on halal logistics implementation. *Journal of Islamic Marketing*, 13(5), 1143-1170.

- Talib, A., Paturochman, I. R., Ansyori, A., & Al-Amin, A. A. (2024). Challenges and opportunities in implementing Sharia principles in business management. *International Journal of Sharia Business Management*, 3(1), 1–8.
- Zain, C. R. C. M., & Zakaria, Z. (2022). Integration of Islamic management principles and values according to the Qur'an and hadith in fostering halal governance in Malaysia. *Al-Bayan: Journal of Qur'an and Hadith Studies*, 20(2), 157-181.