



Challenges And Opportunities in Halal Food Manufacturing Companies: The Perspective of Halal Executive in Brunei and Malaysia

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Abstract

In 2025, approximately 2 billion of muslim worldwide choose to consume halal food that are served with highest standard of hygiene and quality. ASEAN muslim majority countries such Brunei Darussalam and Malaysia have seen halal as part of golden opportunities in venturing into halal hub business aiming to develop countries and diverse its economic sources. The value of possessing and getting halal certificate can boost a product's marketability, especially in halal food manufacturing industry. Application of halal certification processes are smooth and not hard if handled by competent Halal Executives that have great understanding of requirements outlined in halal guidelines and standards as its role of halal executives is to manage the halal company, prepare documents for halal certificate application, monitor the manufacturing process and provide training to all workers involved in the product manufacturing. However, the gap of this research is that halal executives in both countries have faced problems in terms of regulatory disparities that create inconsistencies in the way halal food manufacturing standards are interpreted and enforced, leading to variations in the perception and execution of responsibilities among halal executives. This study explores the key operational challenges faced by halal executives in ensuring compliance with halal certification standards in the halal food manufacturing sectors of Brunei Darussalam and Malaysia. The first objective is to analyse the practical difficulties encountered by halal executives during the implementation of halal standards, including inconsistent perceptions of certification processes, inadequate training, limited awareness, and coordination issues with regulatory bodies. The second objective focuses on how differences in national regulatory frameworks and human resource capacities influence the roles, challenges, and overall performance of halal executives in both countries. Lastly, the study examines emerging opportunities alongside these challenges, with attention to how national contexts shape the strategies employed by executives to maintain halal compliance. Based on these insights, the research proposes practical recommendations aimed at enhancing executive competencies and supporting the sustainable growth of the halal food industry. To address this gap, qualitative research has been employed with data collected from existing research papers. The research questions are developed through a literature review, which identifies the main issues related to halal executive or supervisors in both Brunei Darussalam and Malaysia. The research findings point to three challenges: complex certification procedures, coordination of authorities, lack of awareness, training and another three opportunities: standardization, leadership and innovation, strengthening industry with government collaboration, capacity building and talent development. These study findings aim to examine challenges faced by halal executives while practice recommendations at improving halal compliances by enhancing halal executive capabilities and leverage halal food industry's growth potential.

Keywords : *Halal executive, Halal certification, Halal food manufacturing, Regulatory Framework and Operational Challenges*

1.Introduction

In recent years, the Halal food industry in Southeast Asia has continued to grow steadily, particularly in Muslim majority countries like Brunei and Malaysia. With rising consumer awareness and demand for the Halal-certified products, the role of Halal executives in food manufacturing companies has become increasingly important. These individuals ensuring that every step of the production process aligns with Halal standards from ingredient sourcing (raw materials) and processing methods to packaging and storage. In countries like Brunei and Malaysia, where Halal compliance is deeply tied to both religious values and national policies, Halal executives are not only expected to



manage operational procedures but also to maintain integrity, transparency, and consumer trust in the products being manufactured. Exploring the perspectives of these professionals reveals both the common challenges they face and the unique opportunities that continue to shape the industry. One of the main challenges Halal executive's encounters is the complexity of the certification procedures. The certification process demands extensive documentation, regular audits, and strict adherence to evolving standards. This becomes even more complicated when companies aim to export products, as inconsistent Halal standards across different countries and certification bodies often lead to confusion, delays, and increased administrative workload. Another significant challenge is the coordination with authorities, where Halal executives may face delays in inspections and misalignments with regulatory bodies. Scheduling approvals and inspections can be time-consuming, affecting production timelines and business operations. Additionally, the lack of awareness and training among staff remains a persistent issue. Many employees in food manufacturing lack a proper understanding of Halal requirements, which forces Halal executives to organize frequent internal training sessions to ensure company-wide compliance with Halal standards. Despite these challenges, Halal executives also see various promising opportunities in the growing global Halal market. The demand for Halal products is expanding not just among Muslim consumers but also among health-conscious and ethically aware individuals worldwide. In response, both Brunei and Malaysia have intensified government support through financial aid, training initiatives, and trade exposure programs that help local manufacturers reach international markets. Technological advancements, such as blockchain and digital traceability tools, are also being leveraged to enhance Halal assurance systems. Furthermore, both nations have gained international credibility for their rigorous Halal standards, positioning them as key players in shaping global Halal policies. In conclusion, while the path is lined with regulatory, operational, and educational challenges, the resilience and strategic insight of Halal executives are driving the industry toward greater global integration and recognition.

By exploring the perspectives of Halal executives in Brunei Darussalam and Malaysia reveals not only the common challenges they encounter but also the opportunities that continue to influence the developments of the Halal food manufacturing sector in both countries. This study seeks to explore these key aspects by addressing three main objectives which are to examine operational challenges faced by Halal executives in implementing Halal standards, including issues related to certification processes, limited awareness, employee training, coordination with the regulatory bodies. Secondly, is to compare the national regulatory systems and human resource capacities in Brunei and Malaysia, and evaluate how these differences affect the roles, challenges decision-making responsibilities of Halal executives. Thirdly, is to identify the ongoing challenges and potential opportunities within the industry and provide strategic recommendations aimed at strengthening Halal compliance and enhancing the capabilities of Halal professionals. By focusing on these areas, the study aims to offer meaningful insights into how national contexts shape Halal governance and to propose effective measures for improving performance within the Halal food manufacturing sector.

2. Literature review

The halal industry has attracted the attention of entrepreneurs because this industry has shown impressive development over time (Bahara, et al., 2024); (Fauzi, et al., 2024)). The role of halal supervisors and executives in the halal food manufacturing industry is central to ensuring compliance with Islamic dietary laws and maintaining consumer trust. However, various studies have highlighted differences in the challenges, opportunities and perspective faced by halal executives, particularly when comparing practices across different countries such as Brunei Darussalam and Malaysia. A comparative study of halal executives in Brunei and Malaysia underscores the influence of national regulatory frameworks on the implementation of halal standards (Usman, Salleh, & Abdul Wahab, 2021). While both countries are predominantly Muslim and emphasize the importance of halal certification, they operate under different regulatory systems, guidelines, and certification procedures. These regulatory disparities create inconsistencies in the way halal food manufacturing standards are interpreted and enforced, leading to variations in the perception and execution of responsibilities among halal executives. Human resource issues have also emerged as a recurring theme in the literature. (Usman, Salleh, & Abdul Wahab, 2021) identify a significant gap in halal knowledge among personnel involved in halal operations, suggesting a need for structured and continuous educational initiatives. Similarly, (Ahmad, Zainal, & Wahab, 2018) note a widespread lack of awareness about halal compliance standards among industry workers, which hampers effective implementation. Further (Khan, Idris, & Gani, 2019) and (Md Naw, Jamal, & Kamaruddin, 2022) highlight a lack of commitment among certain executives and supervisors towards halal practices, which may stem from organizational culture, insufficient support from top management, or a misalignment between personal beliefs and professional responsibilities (Magsi, Chandio, & Abro, 2020) emphasize limited training opportunities as a critical barrier, indicating that many halal professionals are inadequately prepared to handle the complex and evolving demands of the halal food industry.



These challenges collectively contribute to a lack of uniformity in the standardization of halal food manufacturing. The differing levels of knowledge, awareness, training, and commitment among halal executives create inconsistencies in the application of halal principles. This inconsistency poses risks not only to regulatory compliance but also to consumer confidence and the global reputation of halal-certified products. The current literature indicates a pressing need for harmonized halal standards, more effective training programs, and a stronger institutional commitment to capacity building. Future research must explore strategic interventions that address these human resource challenges while also accounting for the influence of local regulatory contexts. Thus, this literature review aims to explore these issues in greater depth by synthesizing comparative studies, identifying key gaps, opportunities for policy and practice improvements in the halal food manufacturing sector.

3. Maqasid Shariah Framework on Human Capital and Capacity Building of Halal Supervisors

The proposed conceptual framework on halal governance and the enhancement of human capital and capacity is examined through the perspective of a halal executive within the food manufacturing sector, with its foundation grounded in the moral imperatives of Maqasid al-Shariah. Halal governance refers to the extent at which the corporate complies with shariah in its governance (Mohd Safian, 2020), and it became in effect with the institutionalisation of halal regulations and policies as observed in countries such as in Brunei Darussalam, Malaysia and Indonesia. This research centres on the role of Halal Executives in Brunei and Malaysia, specifically examining the extent of their capacity in strengthening halal enforcement and bridging the relationship between regulatory authorities and food manufacturing organisations. This dynamic plays a critical role in embedding Shariah governance within the industry ecosystem, guided by the principles of Maqasid al-Shariah as the overarching framework. Maqasid Shariah is the ultimate objective of Shariah Law that ensures community's social order in equality, justice for the ummah and harmony (Mubarak, Othman, Abd-Majid, & Nadzri, 2022), an excellent tool that ensure the authority enforcer, agents and the organisations being enforced are guided ensuring the benefit (maslahah) and preventing the harm (mafsadah) of the community. Islamic religion places higher importance of the life of its people, as indicated in Surah Al- Ma'idah (5: 32),

That is why We ordained for the Children of Israel that whoever takes a life, unless as a punishment for murder or mischief in the land, it will be as if they killed all of humanity; and whoever saves a life, it will be as if they saved all of humanity. Although, our messengers already came to them with clear proofs, many of them still transgressed afterwards through the land.

In relation to the well-being of individuals, it highlights the primary instrument that upholds the essentials (darūriyyāt), in addition to supporting the complementary (hājiyyāt) and the embellishments (taḥsīniyyāt) (Mohd Zain & Zakaria, 2022). The essentials (darūriyyāt) encompass five core components: the preservation of religion (al-din), life (al-nafs), intellect (al-‘aql), lineage (an-nasb), and wealth (al-mal). These foundational pillars underpin the Maqasid Shariah framework, which is embedded within the human capital and capacity of halal executives in fulfilling their roles and responsibilities. These 5 values are adapted into the INASP learning and capacity development framework in realising the capacity of the In Malaysia halal governance is derived by dual system of federal and state governments (Syed, Abdul Khalek, & Zainuddin, 2025). The Department of Islamic Development Malaysia or widely known as ‘Jabatan Kemajuan Islam Malaysia (JAKIM)’ as the central halal administration and regulator of Malaysia (Mohd Zain & Zakaria, 2022). On a state level, the State Islamic Religious Department or ‘Jabatan Agama Islam Negeri (JAIN)’ and collaboration can expand to other ministries such as the Ministry of Domestic Trade and Cost of Living, and the Ministry of Health. For food manufacturing industry, JAKIM requires the appointment Halal Executive, aside to the development of Malaysia Halal Management System (MHMS), internal halal committee (IHC) and the involvement of Muslims workers (Mohd & Mohammad, 2024), this requirement is outlined in the Manual Procedure of Malaysian Halal Certification (Domestic) 2020 (MPHM 2020).

Alternatively, in Brunei Darussalam the primary bodies that are responsible for halal certification is the Brunei Islamic Religious Council (Majlis Ugama Islam Brunei) and the Halal Food Control Division (HFCD) (Bahagian Kawalan Makanan Halal, BKMh) (Nor Azalie, 2024), and not the Ministry of Religious Affairs. Although they may be involved in certain matters of the halal certification process. Therefore, the halal certification process is solely performed by the HFCD/ BKMh from the certification application, the on-site auditing and the timely supervision (Kifli, 2019 as cited in, Haji Sulaiman & Hashim, 2021). Furthermore, they have the central role as the secretariat for MUIB alongside other auditors as outlined in the Chapter 18, Halal Certificate and Halal Label Order 2005. Halal Executive are required by companies of multinational scope and medium size (Idris R., 2025), and must fulfil the criteria: Muslim, Islamic education or equivalent background (Fazilah et al., 2018 as cited by, Idris, R., 2025). The halal executive presents an agent that ties the relationship between the governing the company's halal compliance and the external officers to halal certification agencies in adhering to Islamic Law. Therefore, to adapt to the development of the halal food manufacturing industry, there is a need to be equipped and develop the skills of current halal executives in Brunei



Darussalam and Malaysia. By integrating the 5 pillars of Maqasid Shariah to the INASP's Learning and Capacity Development framework, we can strive for changes that are sustainable and lasting in the betterment of halal standard in the food manufacturing industry. According to (Harle, 2024), capacity resides within the individual, and recognising both strengths and weaknesses is essential for its development. Capacity is shaped by one's environment and the complexities of the surrounding ecosystem. Therefore, a tiered approach is necessary beginning at the individual level, followed by the organisational, and extending to the broader system level. Effective learning should involve inclusive engagement with relevant stakeholders, whether through initiating dialogue or reinforcing shared commitments. These developmental stages are further supported by technological tools that enhance problem-solving abilities and strengthen overall capacity. By adapting the framework in which the guiding principles in performing the responsibilities of halal executive in the food manufacturing industry, is integrated by the values of the 5 core objectives of Maqasid Shariah: the preservation of religion (al-din), life (al-nafs), intellect (al-'aql), lineage (an-nasb), and wealth (al-mal), it shall consolidate the drive for the sustainable and lasting change based on the values of Islamic Law.



Integrated Maqasid Shariah into INASP's Learning and Capacity Development framework

4. Research Questions

The research questions formulated are as follow:

1. What are key operational challenges faced by Halal executives in ensuring compliance with halal certification standards in Brunei Darussalam and Malaysia?

Research objective 1: To analyse operational challenges that halal executive encounter during implementation of halal standard on food manufacturing in Brunei Darussalam and Malaysia. This includes understanding issues related differences perceptions in certification process, training, lack of awareness and coordination with regulatory authorities.

2. How do differences in national regulatory and human resource capacity influences roles, challenges and performance of halal executives in halal food manufacturing industry in Brunei Darussalam and Malaysia?

Research objective 2: comparing regulatory framework governing halal certification in Brunei Darussalam and Malaysia while analysing their impacts on responsibilities and decision-making process on halal executives

3. What are key challenges and emerging opportunities by halal executives on halal food manufacturing in Brunei Darussalam and Malaysia and how do national shape their experiences and strategies in maintaining halal compliance?

Research objective 3: To examine challenges faced by halal executives and practice recommendations aimed at improving halal compliances by enhancing halal executive capabilities and leverage halal food industry's growth potential.

5. Significance of Study

This study holds practical, academic, and policy- level significance, especially within the growing global demand for halal- certified products. By examining the perspectives of Halal Executives in Brunei Darussalam and Malaysia, the study aims to contribute to a deeper understanding of challenges and opportunities faced by professional responsible for ensuring Shariah compliance in food manufacturing. Given the differences in regulatory coordination and economic diversification strategies between Brunei Darussalam and Malaysia, the research offers critical insights for enhancing policy formulation and improving regulatory alignment between authorities and industry stakeholders. Ultimately, the findings provide a valuable reference for advancing a Maqasid Shariah-oriented approach to Halal governance and human capital development, laying the groundwork for a more refined and progressive model for future standard-setting. From an industry perspective, the findings will provide valuable insights for halal-certified companies to enhance internal systems, training, and compliance mechanisms. Understanding the real-world difficulties faced by Halal Executives, such as limited resources, inconsistent standards, or interdepartmental coordination that can help



organizations strengthen their halal assurance systems and improve overall product integrity. On an academic level, this study will fill a gap in existing literature that often focuses on regulatory or consumer aspects of halal food but gives less attention to the operational role of Halal Executives. The comparison between Brunei and Malaysia, two countries with established halal ecosystems, provides a unique opportunity to identify best practices and challenges that may be context-specific or broadly applicable. From a policy and regulatory standpoint, the findings can inform halal certification bodies and government agencies about the support structures needed by halal professionals. Recommendations from the study may guide policy interventions such as training programs, clearer guidelines, or harmonization of halal standards to ease cross-border certification and trade. Lastly, for aspiring halal professionals, especially students of Halal Science and related fields, this research sheds light on the evolving role and expectations of Halal Executives in modern manufacturing environments. It can inspire curriculum enhancement and better industry-academia collaboration.

6. Research Methodology

This research aims to identify the challenges faced by halal food manufacturing companies in appointing halal supervisors, as well as opportunities for companies. A qualitative method is employed, with data collected from existing research papers. This allows for a deeper conceptual understanding drawn from multiple perspectives. The research questions are developed through a literature review, which identifies the main issues related to halal supervisors in both Brunei and Malaysia. Additionally, the literature review explores potential opportunities, drawing on research papers from both countries. This is collected from identifying databases through Google Scholar using the keywords 'halal supervisors', 'halal executive' and 'halal certification'.

7. Findings

Halal Supervisors are responsible for managing both the technical and Syariah aspects of a halal manufacturing company. This has led to our findings on the growing need for halal supervisors in the halal sector (Jamil Nasri N. , Ahmad, Has Yun Hashim, & Cader , 2025). One of the important traits of a halal supervisor is transparency; they are responsible for informing all relevant parties the company is engaged with (Rosli, N R, FH, Hashim, & Ahmad, 2022). However, as regulatory authorities progress, certain issues have arisen that pose obstacles to the official recognition of the halal supervisor position. According to (Shariff, 2016) there are a few problems that have been raised:

“Halal training programs are very much needed to provide new skills in halal management and Syariah knowledge for human capital development. This is the reasoning for appointing the role of halal executive in halal food manufacturing company” According to Jamil Nasri N., Ahmad, Has-Yun Hashim, & Cader (2025), they mentioned one of the appointed halal executive interviewed:

“As a Halal Executive, you need to know everything: every process, every document. When auditors or authorities come for an audit, they will definitely ask you questions. If you lack the knowledge, it reflects poorly on you. So, it's really important for us to know both Shariah and technical knowledge.” Based on Affendi, A. R., Yaakob, E., & Abd Halim, A. H. (2022), personal competencies are inescapable from the core competencies concept put forward by various prior researchers. Firmness, integrity, commitment and observance are one of the important personal qualities of halal executive. In addition, there are competencies of managerial aspects that need to be focused on. Halal must carry out their tasks to protect Muslims' interests and ensure that the premise's products and utensils are safe, clean, pure, and in compliance with protocols established by Bahagian Kawalan Makanan Halal. Providing consumers with reassurance regarding the authenticity of the halal product in terms of production, ingredients, processing, and preparation is the goal of halal certification. It can also improve the standing of halal foods and services in Brunei.

Whilst in Malaysia, to achieve Halal Executive certification, they must achieve in the training centre or halal executive programme that is accepted by JAKIM and all module that is closely monitored under JAKIM. This programme aims to educate the community as well as manager of the organisation (Affendi, Yaakob, & Abd Halim, 2022). (Rafiki & Abdul Wahab, 2016). Another prerequisite required by JAKIM is for companies to hire candidates with halal executive certificates, certified by the Halal Professional Board (HPB) (Rosli, N R, FH, Hashim, & Ahmad, 2022) Positions should be assigned only to qualified individuals; an approach deeply rooted in early Islamic principles of management. Leadership roles were entrusted solely to those with the necessary capabilities, as this was considered essential for fulfilling responsibilities. It is the duty of the authority to ensure that the qualifications of staff members align with the tasks they are expected to perform (Hamdan & Hashim , 2023). This guarantees that each halal food supervisor can fully commit to their role, backed by formal credentials gained through training, testing, and demonstrated competence. For instance, halal food supervisors must possess a solid understanding of both technical aspects, such as food safety management systems, and Islamic principles under Shariah law.

Apply continuous and specialised halal training and education by carrying out comprehensive training programmes for halal food supervisors. Training programmes should include various topics, such as Islamic dietary



regulations and food safety measures. An organisation such as the private sector can create a culture of continuous learning and professional development that can enable the halal food supervisors to control complex problems, adapt to new requirements, and adhere to halal standards and compliance. Affendi Yakob Halim (2022) assert that Halal executive must have expertise in basic technology information to guide the employees in applying Halal certification through MYeHALAL. Strengthening the assessment processes for halal food supervisors, including the theoretical and practical ones will guarantee a comprehensive examination of their qualifications and abilities. Additionally, it places a strong emphasis on accountability and openness in the halal supervisor qualification process. For example, precise evaluation standards that specify the knowledge and abilities needed for the position should be set up in order to evaluate the credentials of halal supervisors. The use of standardized examinations, such as written and oral exams with predetermined passing scores, guarantees uniformity and equity in the assessment of halal food supervisors' proficiency.

"A halal executive is being appointed to ensure the effectiveness of the halal control system," this was highlighted by (Hassan, Arif, & Sidek, 2025)

8. Discussion

8.1 Challenges

The food manufacturing industries of Brunei Darussalam and Malaysia face several identified challenges. Through comparative analysis, these gaps can be effectively examined to establish common ground and propose unified approaches to address the issues through the role of halal executives. Brunei Darussalam being an Islamic sultanate with Islam as the state religion, in several research is notably identified to be stringent in halal certification (Ibrahim, N., 2022; Rahim & Sulaiman, 2024; Noor Azalie, 2024; Ismail et al., 2024). Halal certification is mandatory for food companies, and that applies for food manufacturing companies. Discordance of global halal standard has been a pressing issue that is addressed in literatures (Jaswir, 2019; Mahidin et al., 2016; Puah et al., 2009; Ramli et al., and Thomson Reuters & Dinar Standard as cited in Azam & Abdullah, 2021). The difference in standard lies in the contrast of halal governance and the geographical population of the society that influences the demand and stringency of halal. Through the adaptation of the differences in halal standard analysed in a literature work by Azam & Abdullah (2021), further analysis was done with the addition of Brunei Darussalam. This is shown in Table 1.

Table 1. Comparative Analysis between Brunei Darussalam and Malaysia's halal standard

Distinction point	Brunei Darussalam	Malaysia
Slaughtering	Halal Meat Act, Chapter 183 The <i>halqum</i> (respiratory tract), <i>mari'</i> (channel for taking in food and drink) must be cut off according to Hukum Syara'.	Malaysian Protocol for the Halal Meat Production Trachea (<i>halqum</i>), oesophagus (<i>mari'</i>) and both the carotid arteries and jugular veins (<i>wadajain</i>)
Rulings on Alcohol Consumption	Ethanol less than 1% and produced by natural fermentation is considered preserving agent and halal. If the amount of ethanol produced is very small and not intended for intoxication, it's generally considered acceptable, even for muslims.	Only alcohol that has undergone a natural process of <i>istihalah</i> (substance transformation) and is derived from non-liquor sources is considered permissible for consumption.
Rulings on Land Animals	Accepts both land and aquatic animals. Insects such as cockroaches, beetles, worms, ants, lizards, scorpions, spiders, mosquitoes, bees, and flies are prohibited (haram) to be consumed, except for locusts. This is because insects are considered <i>khabaith</i> (impure and repulsive).	Accepts both land and aquatic animals. But prohibits any pests, flies, and lice as they are <i>khabaith</i> (repulsive).
Certification Requirements	Halal certification is mandatory for all food manufacturing premises.	Halal certification is voluntary for all food manufacturing premises.

Adapted from Azam & Abdullah (2021) Considering the diverse halal standard required by different regions, halal executives would be required to continually develop competency to suit the halal requirements of different country in marketing the product. This would particularly be challenging in a country of foreign culture such as the European regions, where there is the lack of religious structures in ensuring halal legitimacy of food product and halal



compliance practices in food manufacturing. Meanwhile in Islamic regions such as Malaysia, the case of breach in halal standards are still faced which resulted in revocation of halal certification, whereby JAKIM has revoked over 3,000 halal certifications for non-compliance issues with halal certification requirements and standards and revocation is as outlined in Clause 32 of the Malaysian Halal Certification Manual 2020 (Azman, 2024). With the advancements and increasing complexities in food production within the food manufacturing industry, the Halal Executive plays a pivotal role as a facilitator in ensuring an organisation's compliance with Shariah principles. Therefore, it is imperative that Halal Executives are equipped to perform their duties competently (Ahmad et al., 2018, as cited in Nik Mohd Rosli et al., 2022). The position of Halal Executive was previously referenced in the MS1500:2009 Halal Food - Production, Preparation, Handling, and Storage – General Guidelines (Second Revision) under the section 'Management Responsibility' but was later revised and incorporated under the broader term 'Muslim Personnel'. Notably, the criteria and formal recognition of Halal Executives vary between Brunei Darussalam and Malaysia. In Brunei, Halal Executives are part of the mandatory Internal Halal Audit Committee (IHC) for multinational and medium-sized industries, as stipulated in the BCG 1: Guideline for Halal Certification. Nik Mohd Rosli et al. (2022) examined Halal Executives through the lens of a core competency framework, concluding that Halal Executives must possess comprehensive knowledge of halal and Shariah requirements, particularly in food production processes, as well as a strong understanding of the Halal Assurance System (HAS), effective managerial capabilities, and the ethical character of a practising Muslim. The study underscores that core competencies aligned with operational responsibilities are critical to ensuring quality and compliance within halal operations. Furthermore, identifying and developing these competencies serves as a strategic tool for enhancing job performance. By understanding the specific skill sets required within food manufacturing contexts, organisations can cultivate effective Halal Executives and foster improved collaboration and mutual understanding between stakeholders and industry personnel.

8.2 Regulatory Framework

Based on the research findings, there are differences in the procedures and guidelines for halal supervisors or executive that leads to differences in roles and responsibilities in Brunei Darussalam and Malaysia, as in **Table 2**.

Table 2: Comparative Analysis between Brunei Darussalam and Malaysia's halal certification procedures and guidelines

Roles and responsibilities of halal supervisors	
Brunei Darussalam	Malaysia
- Applying only on and cannot be from other branches, by <i>Majlis Ugama Islam Brunei</i> (henceforth mentioned as MUIB) and one of them must always present at the place of business. - Responsible for controlling halal food products at the place of business. - Responsible for ensuring controlling matters on preparation and handling of cooked ingredients including tools and appliances in the place of business. - Responsible for ensuring the business place prepares sells or serves halal products only. - Responsible for ensuring only halal food or drink that should be brought inside place of business, including those carried by its employees. - Responsible for ensuring only halal ingredients are used in place of business. - Responsible for informing any changes in food ingredients to MUIB.	- Syariah advisory committee: body that is accountable to review, advice and endorse the management of the organisation on shariah matters. Reference centre on Islamic management issues of an organisation - Ensure all products, ingredients and processes comply with the '<i>Manual Prosedur Pensijilan Halal Malaysia</i>' (henceforth mentioned as MPPHM) and Standards Malaysia (MS 1500) - Coordinate new Halal Certification applications, renewals, and extensions with <i>Jabatan Kemajuan Islam Malaysia</i> (henceforth mentioned as JAKIM) and other recognised bodies. - Maintain related documentation. - Training and Awareness: Organise and conduct halal awareness training - Perform tasks that involve keeping an eye on Shariah and halal issues; this work must be done consistently. - In charge of supporting the managers with all



- Responsible for ensuring all equipment and utensils used in place of business should be pure and permitted by Hukum Syara - If any area place vehicle goods or equipment that used in preparation storage of transportation, if ever in contact with or near faeces it should be cleaned according to procedure in PBD 24:2007 - To ensure the requirements of Brunei Darussalam standards must be fulfilled.	things pertaining to halal, with an emphasis on management positions and halal certification. - Ensuring that all halal criteria are met by the products and procedures, teaching production employees internally on halal, safety, and hygiene, and organizing and carrying out a halal internal audit for the business. - In charge of managing halal-related paperwork, including halal assurance system files and halal certification of raw materials, and communicating with government agencies including JAKIM, the Ministry of Health, and other relevant authorities on issues pertaining to halal and safety
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On the other hand, coordinating with authorities is also another concern that involves appointing halal supervisors, as shown in **Table 3**.

Table 3. Comparative Analysis between Brunei Darussalam and Malaysia on operational coordination

Brunei Darussalam	Malaysia
Assessment of Halal Food supervisors: Qualification requirements is by passing written and oral test by HFDC “The assessment will take place 5 days after the application has been received and processed by the examiners, the question includes their knowledge on filth, how to perform ablution and practical religious components will also be tested and the technical questions will cover hygiene, such as general cleanliness, utensils” (Hamdan, Hashim 2023)	In ‘<i>Manual Prosedur Pensijilan Halal Malaysia</i>’ MPPHM stated the procedure of halal certification in Malaysia. Different timeline with authority An interview was conducted. The informant is one of halal executive from a restaurant: “One of the challenges to managing halal certification from the authority’s perspective is that they have different timelines, and it takes a long time to get a halal certificate for a product” (Harun, Hisham, Wong, Borhan, Mamat and Moidin 2024)
Renewal of Halal Certification Attend assessment every three years following the expired date of halal certification	Managing with authority The informant from the restaurant has mentioned that the process of managing halal certification is with JAKIM and JAIS. This process will take about three months for JAKIM and four months for JAIS.
Briefing and Guidelines Encouraged to participate in the Halal Supervision Strengthening Program Session conducted by Halal Food Control Division. The halal supervisors will be briefed and guided: “We will explain the duties and responsibilities of a halal food supervisor. We will also conduct case studies, so participants can imagine what they need to do if certain situation occurred, such as food contamination” (Hamdan, Hashim 2023)	Production time As the process takes longer, it will drag the production time to operate per the management timeline.

8.3 Opportunity

8.3.1 Standardisation Leadership and Digital Innovation

While the Halal certification processes can be complex due to the need for extensive documentation, audits and compliance with evolving standards, this challenge presents an opportunity for companies to lead efforts in standardizing certification practices across borders. Halal executives can play roles in proposing frameworks or mutual recognition agreements between the certification bodies in different countries. Additionally, the complexity of the documentation and compliance can drive innovation through the development and implementation of digital tools such as integrated compliance management systems or blockchain based traceability to streamline and automate certification



workflows. These advancements not only increase the efficiency but also enhance transparency and trust in the Halal supply chain. Companies in Brunei Darussalam and Malaysia can collaborate with global Halal Certification bodies e.g., JAKIM & MUIS to work towards mutual recognition or unified regional frameworks such as the ASEAN Halal standards. This will strengthen the country's position as a global Halal hub (Hamdan & Hashim, 2023). Moreover, companies with a robust and transparent certification process gain consumer trust and market their products as being certified under some of the strictest Halal standards globally which improving competitiveness.

8.3.2 Strengthen industry Government Collaboration

Frequent delays and misalignment with certification bodies and regulatory agencies can encourage the establishment of stronger communication channels and collaborative mechanisms between industry players and government authorities. Halal executives can serve as key stakeholders in policy and advisory committees which providing valuable feedback that can improve the regulatory processes and reduce bureaucratic bottlenecks (Hamdan & Hashim, 2025). This coordination also opens opportunities for public-private partnerships that can lead to the creation of fast-track certification schemes or shared platforms for scheduling the inspections process, thus optimizing resource allocation and reducing downtime in the production process.

8.3.3 Capacity Building and Talent Development

The shortage of personnel with a solid understanding of Halal principles and food manufacturing standards highlights the need for comprehensive education and training programs. Rather than being a setback, this challenge offers a unique opportunity for the Halal executives to take the lead in internal capacity building (Hamdan & Hashim, 2023). Companies can invest in structured training modules, certification courses and even collaboration with the academic institutions to develop a workforce that is both technically competent and religiously informed. By develop a knowledgeable team, companies not only ensure compliance with the Syariah law but also gain a competitive advantage through consistent product integrity and consumer trust.

9. Conclusion

This study emphasises the multifaceted challenges encountered by Halal executives in the Food Manufacturing sector in Brunei Darussalam and Malaysia. As the global demand for Halal certified products increases, these professionals play a crucial role in ensuring the compliance with the Shariah law and national Halal regulations. However, their responsibilities are often hindered by a range of operational and institutional barriers. Among the most pressing challenges are the complexity of the certification process which involves the extensive documentation and evolving standards, the coordination issues with the certification bodies that could lead to delays and regulatory misalignment and the persistent lack of awareness and training among the manufacturing personnel. These challenges not only impact production efficiency but will also affect the overall integrity of the Halal assurance systems. The literature review also underscores structural limitations such as the insufficient training infrastructure, the lack of digital learning resources and weak institutional commitment, all of which compromise effective of Halal governance. A comparative analysis between Brunei Darussalam and Malaysia reveals a notable difference in regulatory practices, roles, and expectations of the Halal executives. In Brunei Darussalam, Halal supervisors must be based at a single premise, which approved by the *Majlis Ugama Islam Brunei* (MUIB), and are closely monitored for the compliance with the shariah guidelines such as utensils purity, the ingredients checks and even the logistics sanitation is aligned with PBD 24:2007. In contrast, Malaysia Halal supervisors operate under the *Manual Prosedur Pensijilan Halal Malaysia* (MPPHM) (MS 1500), where they are expected to manage broader administrative responsibilities including the documentation, internal audits and coordination with JAKIM and other agencies. The timeline for certification renewal and approval is also a significance issue in Malaysia, with delays reported due to bureaucratic processes and varying timeline between authorities such as JAKIM and JAIS. Additionally, while Brunei Darussalam emphasizes the religious and technical assessments in supervisor qualification, Malaysia faces challenges in digital learning readiness and employee training accessibility, particularly in rural areas. These differences in implementation frameworks will lead to distinct expectations and operational realities for the Halal executives in each country.

Despite these challenges, the Halal food manufacturing industry presents numerous strategic opportunities. The complexity of certification processes can be addressed through regional harmonization and the adoption of digital tools such as blockchain traceability systems and integrated compliance software. Coordination challenges with the regulatory bodies open doors for the stronger industry Government collaboration, particularly through the public private partnerships and streamlined communication platforms. Furthermore, the current gap in Halal literacy among the staff members highlights the urgent need for structured capacity building initiatives, which including the technical training and academic industry partnerships. By investing in innovation, education and regulatory efficiency, both Brunei Darussalam and Malaysia are well positioned to solidify their leadership roles in the global Halal market. Moving forward, policymakers and industry stakeholders must work together to empower Halal professionals through clear policies, sustained training and technological integration. Future research should continue to examine the practical



interventions that can address disparities in regulations, enhance the human capital and strengthen institutional alignment across the Halal sectors in Southeast Asia.

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