

Corporate Identity strength and its perceived influence on Halal food certification adoption

Master business administration – International Management



HALAL FOOD CERTIFICATION ADOPTION: CASE OF MALAYSIAN AND DUTCH SMES ENTREPRENEURS

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Abstract

The Halal industry has seen a tremendous growth over the past few years, seeing increasing demand for Halal from both Muslim and non-Muslim consumers. Consumers are increasingly aware of food quality and nutrition. Halal is an Arabic word linked to Islamic faith and is more than just about food products; it includes various types of products and services offered to the Muslim population. Halal can be translated as lawful or permissible under the Shariah. The main goal of Halal certification is to ensure that the Halal requirements are in place. Especially with modern technology, particularly the internet, news regarding bad practices by firms spread fast. Hence consumer skepticism grows and force companies to compete for credibility in the market place. Reports abound of companies misleading consumers by falsely labeling their products Halal to take advantage of the growing global market. Since food producing organizations have proven their inability to deal with the process of Halal food certification adequately, the Malaysian government established the Halal Logo (JAKIM). Malaysia is the only country in the world where the government provides full support in promoting the Halal certification on products and services. JAKIM is widely acknowledged and accepted as the reference centre for Halal certification as well as Halal standard development and training. The United Nations in fact has cited Malaysia as the best example of Halal labeling.

In recent decades, much scientific attention has been paid to the role and responsibilities of entrepreneurs in the process of Halal food certification. It is the objective of this paper to examine Small and Medium Enterprises (SMEs) entrepreneur's perceptions of the process of Halal food certification as anecdotal evidence from press reports appear to indicate that many SMEs are reluctant to apply for certification because the process is costly, takes a long time and imposes a burden to the business. Malaysia and the Netherlands have the potential to be a Halal hub. However, Malaysian Halal product exports are less than half of Thailand's while exports to the Middle East make up only 0.5% of total volume. The Netherlands face a similar phenomena, the port of Rotterdam is the only European certified Halal hub while only three percent of its capacity is utilized for Halal products. Unlike multinational corporations like the Nestle group, which has already carved a name for itself in the Halal industry, many people in the international Halal market are still not familiar with Dutch and Malaysian's local Halal companies since many of them are SMEs and this could be seen as an obstacle for them to penetrate the global market. This research will be able to help policy makers and regulators in reviewing their policy besides taking some corrective actions to meet the worldwide demand on Halal food as required by the Muslim population.

This research reports on Malaysian and Dutch SMEs entrepreneur's perceptions of Corporate Identity strength and its influence on the adoption decision of Halal food certification. Corporate Identity is defined as the underlying core or basic character of the firm. The identity of a corporation has been recognized as a strategic resource and source of competitive advantage. A changing or multiple Corporate Identity can create instability; this may, adversely influence a company's internal processes and its corporate image, and thus endanger the realization of strategic targets. Halal food certification is a process influenced by three interrelated parties; the Halal certifier, the Muslim community and the food producing organization. Adoption decision of certification is best explained by Rogers's theory of Diffusion. It explains how an innovation is communicated through certain channels over time among the members of a social system. The central research question will be:

To what extent does Corporate Identity strength of SMEs determine Halal food certification adoption?

This research is part of a wider research project on Halal food certification conducted by Prof. Dr. A. Mohani, faculty member of the department of marketing and management in Malaysia (University Putra Malaysia, UPM). Most of past researches concerning Halal Food focused on consumer's behaviour, not many have been done on SMEs and Halal food certification. Mohani et al. (2011) already started a preliminary research on entrepreneurial perceptions towards Halal food certification along four dimensions of 'market share and market competitiveness', 'government support and monitoring', 'information dissemination' and 'rigor of the process of certification'. The survey Mohani et al. conducted partly measures the theory of Corporate Identity and its influence(s) on Halal food certification adoption. It took a broader marketing perspective instead of an organization specific focus and misses, to some extent, a theoretical grounding. Prof. Dr. Mohani approached us to be part of the wider research by further developing the research she did and pilot test it. To apply the theory of Corporate Identity in the field of Halal food certification, we made its sub constructs Halal specific or Halal related. The survey will make a difference between adopters and non-adopters of Halal food certification and country of origin. A total of 75 usable surveys were collected from Halal food producing entrepreneurs. The selection and recruitment procedures for Halal food producing SMEs (both adopters and non adopters) will be described in this research.

Pilot study report

Research on the relation between 'Corporate Identity strength' and 'Halal food certification' is somewhat scarce. This is why we took a pilot look at the nature of the problem. The term pilot studies refer to mini versions of a full-scale study (also called feasibility studies).

The findings of the pilot study indicated that respondents agreed that this is a valuable pilot study for Halal food producing SMEs in both Malaysia and the Netherlands. The research method used is survey research. Survey research is seen as the best method available to the social researcher who is interested in collecting original data for describing a population too large to observe directly (Babbie, 2007). The survey questions are structured based on a 7 point Likert scale. Respondents answer in according to their level of agreement, 1 is strongly disagree and 7 is strongly agree. According to the respondents, it is an effective and efficient way of collecting data. The order of questions is perceived as logical and clear. However, there seems to be problems with some individual questions. Some were too broad and some were vague. It is unclear whether translation the surveys in three languages (English, Bahasa Malay, and Dutch) influence the outcome). The questionnaire distribution of this pilot study was effective. However, the sample size used in our analysis is a poor reflection of the total amount of Halal food organizations, both in Malaysia as well as the Netherlands. We need to be cautious when interpreting the results of this research. Despite of the sample limitations we found positive Cronbach Alpha's during this research (Cronbach Alpha is used during scientific research to determine the reliability of the research).

The study centered around two central theories and its relation, namely 'Corporate Identity' and 'Diffusion of Innovation'. This research states that in order to increase the quality and easiness of Halal food certification adoption, a strong Halal corporate identity is needed. This research aims to pilot test a research on 'Corporate Identity strength' and its perceived influence on 'Halal food certification'. Whilst this relationship did not lead to significant relationships for most of the categories of surveys, only for Malaysian Halal food certification adopters, we did find several noteworthy results.

Halal food certification in Malaysia

The findings indicate that the Malaysian process of Halal food certification assures consumers and business that all ingredients used in the manufacturing process conforms to the strictest Halal standards besides meeting the industry quality and safety standards set. The net result is greater consumer confidence and improved opportunities for businesses to venture into the Halal Market. The interest and demand for Halal certified products and services continue to increase across global markets making Halal not just a religious obligation but also a powerful market force. This pre-defined Islamic standard ensures hygienic wholesomeness plus ethical, just and humane practices throughout the Halal value chain. The Malaysian survey data for both the adopter- and non-adopters of Halal food certification indicate a strong relationship between Corporate Identity strength and Halal food certification. However, there still are some challenges for the Malaysian SMEs entrepreneurs. Overall we can state that Malaysia needs to drive to develop companies into export ready SMEs and develop automated production processes to meet the increased export needs. Furthermore, the Malaysian government needs to improve facilities such as cold-chain, transportation, handling and forwarding and warehousing services.

The findings indicated that Malaysia has a strong regulatory framework on Halal and offers significant advantages for Halal food producing organizations. Respondents also agreed that the Malaysian government is proactive in enforcing Halal certification. Halal food certification promotes satisfaction, confidence and trust and certification is important to increase market competitiveness. Entrepreneurs strongly agreed on the statement that consumers are particular about Halal food certification. The entrepreneurs from Halal certified SMEs strongly agreed that most of the products are Halal certified.

However, there seems to be some problems on information dissemination on Halal food. Such as the content of information were insufficient and the processes regarding Halal Assurance system or other reporting system on Halal food were insufficient. The process of Halal certification is perceived as relatively easy to understand use. It has been hypothesized that the process of Halal food certification is tedious, but respondents disagreed on that statement.

Halal food certification in the Netherlands

The findings indicated that both the Dutch adopters and non-adopters of Halal food certification scored low on the subcontracts 'Corporate Culture' and 'Market conditions' of the theory 'Corporate Identity'. In the Netherlands, there is not a general recognized Halal certificate (like JAKIM in Malaysia). There are several foundations that grant certificates (e.g.) Halal Tayyib and Halal correct. Striking to see is the low score on the construct Corporate Culture. Regulatory framework, monitoring mechanism and government enforcement of Halal food certification is rather low. Respondents agree that the management team provides enough information on Halal food, the information relevant is and up to date and employees are free to ask questions on Halal food. Consumers seem to be less particular or interested in the process of food Halal certification than in Malaysia. Overall, the perception is that certified Halal food organizations are in a disadvantageous position through regulation, monitoring & transportation system and the absence of Halal facilities (like Halal research institutes).

Respondents slightly disagree that Halal food certification is important to increase market competitiveness and answered neutral on statements whether they possess a Halal Assurance System (HAS) or any other reporting system. Based on the survey data we suggest to take the Malaysian certification process as the reference centre for Halal food certification as well as standard development. It appeared that there is a weak relationship between Halal certifiers, Muslim community and food producing SMEs, which can be improved by promoting quality standards, ethics and values via greater learning. Furthermore, non Halal compliant companies need to be assisted to graduate into Halal compliant ones to ensure economic advantages. From the government perspective, we advocate to give Halal industry players attractive incentives in the form of tax breaks for forging ahead in their commitment to help grow the Halal industry.

Abbreviations

CI:	Corporate Identity
Dol:	Diffusion of Innovation
SMEs:	Small and Medium Enterprises
DA:	Dutch Adopters of Halal food certification
DnA:	Dutch non-Adopters of Halal food certification
JAKIM:	Jabatan Kemajuan Islam Malaysia (Malaysian Halal Certificate)
HFFIA:	Halal Feed and Food Inspection Authority
HDC:	Halal Development Corporation
MS:	Malaysian Standard

Content

1. Introduction to the research	1
1.1 Background: Halal, the new source of economic growth	1
1.1.1 Definition of Small and Medium Sized Enterprises	2
1.1.2 Some Halal issues in Malaysia	2
1.1.3 Some Halal issues in the Netherlands	3
1.2 Definition of Halal.....	3
1.3 Research objective	4
1.4 Problem statement.....	5
1.5 Research question	6
1.6 Research structure	6
1.7 Impact and relevance	6
2. Literature	7
2.1 Halal food certification	7
2.1.1 The growing importance of international certification.....	7
2.1.2 The role of 'Halal food certification'	8
2.1.3 Trust and fairness	9
2.1.4 Perceptions.....	9
2.1.5 'Diffusion of Innovation'	10
2.1.6 'Diffusion of Innovation' in the process of 'Halal food certification'	10
2.2 'Corporate Identity'	11
2.2.1 'Corporate Identity' in the field of 'Corporate Reputation'	11
2.2.2 'Corporate identity'	12
2.3 Current stage of research: 'Corporate Identity' strength and its perceived influence on 'Halal food certification'	14
2.4 Conceptual framework.....	15
3. Methodology.....	16
3.1 Pilot status of this research	16
3.2 Survey	17
3.2.1 Data Collection	17
3.2.2 Measurement methods of 'Corporate Identity'	18
3.2.3 Survey criteria.....	18
3.2.4 Measuring SMEs entrepreneurs perceptions.....	19

3.2.5 Construct reliability and validity.....	19
3.3 Conclusion	20
4. Data collection and findings	21
4.1 Respondents characteristics.....	21
4.2 Pilot study report.....	22
4.3 Survey report.....	23
4.3.1 ‘Halal food certification adopters’ – Netherlands	23
4.3.2 ‘Halal food certification adopters’ – Malaysia.....	24
4.3.3 ‘Halal food certification non-adopters’ – Netherlands	25
4.3.4 ‘Halal food certification non-adopters’ –Malaysia	26
4.3.5 Survey empirical claims	27
5. Discussion and Conclusions	28
5.1 Discussion	28
5.1.1 Questionnaire	29
5.1.2 Limitations and possible future research directions	29
5.2 Conclusions.....	30
6. References	33
7. Appendix.....	38
7.1 Content survey	38
7.1.1 Survey usage-> Mohani et al., 2011: HALAL FOOD CERTIFICATION.....	41
7.2 Survey Halal Food certification.....	42
7.2.1 English Survey – Halal food certification, Adopters	42
7.2.2 English Survey – Halal food certification, non-Adopters.....	48
7.2.3 Malaysian Survey – Halal Food certification, Adopters.....	53
7.2.4 Malaysian Survey – Halal Food certification, non-Adopters	59
7.2.5 Dutch Survey – Certificering Halal voedsel, Adopters.....	64
7.2.6 Dutch Survey – Certificering Halal Voedsel, non-Adopters.....	70
7.3 Classification of Halal Food (Ifanca.org, 2011)	75
7.4 Halal food processing requirements	76
7.5 Distribution of SMEs in the manufacturing Sector.....	77
7.6 Distribution of Muslim population by country and territory	78
7.7 Jakim’s Halal certification flow chart.....	79
7.8 SPSS Tests according to Abd Rahim Md Nor	79
7.9 Halal Certification as a spring board for SMEs to access the global market	80

7.10 Percentage of internationalized SMEs in each industry.....	80
7.11 Profile of respondents.....	81
7.12 : Results	84
7.12.1 ‘Halal food certification adopters’ –Malaysia.....	84
7.12.2 ‘Halal food certification non-adopters’ –Netherlands.....	86
7.12.3 ‘Halal food certification non-adopters’ –Malaysia	88
7.12.4 ‘Halal food certification adopters’ – Netherlands	90
7.13 Conducting pilot studies.....	92

List of tables and figures

Figure:	page nr.
Figure 1: Research Structure (Verschuren & Doorewaard, 2007).....	6
Figure 2: Disaggregating ‘Corporate Reputation’ (Barnett, Jermier & Lafferty, 2006, p. 33)	12
Figure 3: ‘Corporate Identity’ and its subcontracts (Melewar & Jenkins, 2002, p. 81).....	13
Figure 4: Relation between ‘Corporate Identity’ and ‘Halal food certification adoption’	15
Figure 5: 'workforce'.....	21
Figure 6: Regression Analysis of data	27
Figure 7: recommendations Malaysia, developed in conjunction with HDC (2012).....	31
Figure 8: recommendations the Netherlands, developed in conjunction with HDC (2012).....	32
Figure 7: recommendations Malaysia, developed in conjunction with HDC (2012).....	32
Figure 9: Halal food processing requirements (Riaz & Chaudry, 2004, p. 699).	76
Figure 10: Distribution of Muslim Population by Country and Territory. (Pew Research Center, 2009, p.6)	78
Figure 11: Jakims Halal Certifying Flow Chart. (Bernad, 2004, p.5)	79
Figure 12: Halal Certification (HDCglobal, 2011).....	80
Figure 13: Percentage of internationalized SMEs in each industry. (Hessels, 2005, p.4)	80
Figure 14: Plot of mean results surveys “A to D” and “E” – ‘Adopter Malaysia’	85
Figure 15: Correlation Curve – ‘Adopter Malaysia’	85
Figure 16: Plot of mean results surveys “A to D” and “E” – ‘Non-adopter Netherlands’	87
Figure 17: Correlation Curve – ‘Non-Adopter Netherlands’	87
Figure 18: Plot of mean results surveys “A to D” and “E” – ‘Non-adopter Malaysia’	89
Figure 19: Correlation Curve – ‘Non-Adopter Malaysia’	89
Figure 20: Plot of mean results surveys “A to D” and “E” – ‘Adopter- Netherlands.....	91
Figure 21: Correlation – ‘Adopter – Netherlands’	
Figure 22: Correlation Curve – ‘Adopter - Netherlands’	91



Table 1: Definition of SMEs in (SMIDEC, 2002 as cited in Saleh et al., 2006, p.3)	2
Table 2: Reliability test; Cronbach's Alpha	23
Table 3: KMO and Barlett's Test	23
Table 4: 'Malaysian Halal food certification adopter' – profile description	25
Table 5: survey correlations	27
Table 6: Content survey	40
Table 7: Distribution of SMEs in the Manufacturing Sector (by sector) (SMIDEC, 2004 as cited in Saleh et al., 2006, p.4).....	77
Table 8: SPSS test (Nor, 2004 as cited in Bruil, 2010).....	79
Table 9: "Gender" Table 10: "Since when is your organization certified?"	81
Table 11: "Age"	81
Table 12: "Workforce"	81
Table 13: "Ownership structure"	81
Table 14: Business involvement	82
Table 15: "Year of commencement"	83
Table 16: Detail Frequencies and Scores –'Adopter Malaysia'	85
Table 17: Correlation – 'Adopter Malaysia'	85
Table 18: Detail Frequencies and Scores –'Non-adopter Netherlands'	87
Table 19: Correlation – 'Non-Adopter Netherlands'	87
Table 20: Detail Frequencies and Scores –'Non-adopter Malaysia'	88
Table 21: Correlation – 'Non-Adopter Malaysia'	89
Table 22: Detail frequencies and Scores – 'Adopters Netherlands'	91

1. Introduction to the research

This research is part of a wider research project conducted by Ph.D. Professor A. Mohani, faculty member of the department of marketing and management in Malaysia (University of Putra Malaysia, UPM) on the topic SMEs entrepreneur's perceptions of Halal certification. My contribution to this research is studying the relationship between 'Corporate Identity' strength and 'Halal food certification'. A survey is conducted in both Malaysia and the Netherlands. This chapter covers the background and the objectives of the thesis. The final section of this chapter discusses the research question and its relevance.

1.1 Background: Halal, the new source of economic growth

The Halal industry has seen a tremendous growth over the past few years, seeing increasing demand for Halal from both Muslim and non-Muslim consumers (Food Management, 1999). Consumers are increasingly aware of food quality and nutrition. Leading retailers as Carrefour in France and Albert Heijn in the Netherlands have been introducing Halal in their product assortment. Large organizations are looking at Halal as a new concept in marketing¹. The Halal market is a big one, in which most of the global players are non-Muslim. "Halal is universal and Halal is also big business" (Huat, 2009, p.1). Chief of the World Halal Forum Evans said:

"there are various incentives, grants and soft loans that are available to Malaysian SMEs that are all listed on various government websites. However, in my experience talking to local SMEs, there seems to be a lack of connection between the government incentives and the needs of the SMEs. There is general reluctance among SMEs to go for, say a matching grant, as if they are unsure whether they would ever see the grant money!" (Evans, 2011 as cited in Thut, 2011).

In recent decades, much attention has been paid to the role and responsibilities of entrepreneurs in the process of Halal food certification. Since food producing organizations have proven their inability to deal with the process of Halal food certification adequately, the Malaysian government established the Halal Industry Development Corporation (HDC) in 2006. The HDC coordinates the overall development of the Halal industry in Malaysia and intends to build a global Halal community by bringing the Malaysian Halal industry in unison toward a common goal. HDC sets the bar for Halal best practices in Malaysia to enrich the development of Halal businesses globally. Malaysia is the only country in the world where the government provides full support in promoting the Halal certification on products and services (HDC, 2012). In fact, the government of Malaysia created JAKIM², as an agency of HDC, to manage, develop and provide Malaysia Halal certification to industry players within the Halal industry. "Until 2011, Malaysia has come out with six (6) Malaysia Standards (MS) on Halal through the Department of Standards Malaysia (STANDARDS MALAYSIA). They cut across all industries which include food and beverage, cosmetic and personal care, logistics and pharmaceutical industries" (HDC, 2012). In other countries, the Halal certification bodies are either established by the individual provinces or states or backed by their non-governmental organization (NGOs). As a result, the Malaysia Halal Logo (JAKIM) is recognized and well-accepted worldwide and explains this research focus. Malaysia is widely acknowledged as the reference centre for Halal certification as well as Halal standard development and training. The United Nations in fact has cited Malaysia as the best example of Halal labeling.

¹ In appendix 7.3 and 7.4 there is an overview of Halal food and Halal food processing requirements.

² Jabatan Kemajuan Islam Malaysia; the Department of Islamic Advancement of Malaysia

1.1.1 Definition of Small and Medium Sized Enterprises

Small and Medium Enterprises, so called SMEs (table 1), can be characterized according to size (number of personnel), turnover and activity. In many countries, SMEs are considered as the backbone of industrial development and economic growth (Saleh & Ndubisi, 2006). This research focuses on organizations in the food and beverages industries with a maximal sales turnover of €6 million (RM25million).

Nr.	Category	Micro-Enterprise	Small enterprise	Medium enterprise
1.	Manufacturing, manufacturing-related services and agro-based industries	Sales turnover of less than €65.000 (RM250.000) or fewer than five full-time employees	Sales turnover between €65.000 and €2,5 million (RM250.000 and RM10 million) or between five and 50 full-time employees.	Sales turnover between €2,5 million and €6 million (RM10 million and RM25 million) or between 51 and 150 full-time employees.
2.	Services, primary agriculture and information and communication technology (ICT)	Sales turnover of less than €50.000 (RM200.000) or fewer than five full-time employees	Sales turnover between €50.000 and €250.000 (RM200.000 and RM1 million) or between five and 19 full-time employees	Sales turnover between €250.000 and €1.25 million (RM1 million and RM5 million) or between 20 and 50 full-time employees.

Table 1: Definition of SMEs in (SMIDEC, 2002 as cited in Saleh et al., 2006, p.3)

1.1.2 Some Halal issues in Malaysia

Malaysian SMEs are a vital component of economic development and serve as a catalyst for growth of the gross domestic product³. In total, Malaysian SMEs account for more than 90 per cent of the total manufacturing establishments in the country and are concentrated in textile and apparel, food and beverages, wood and wood products, metal and metal products sectors. These SMEs face a particular challenge; Malaysian SMEs share of total exports is approximately 20 percent lower than many other countries, such as the Philippines, Hong Kong, Taiwan and the US (Saleh & Ndubisi, 2006). According to several studies (SMIDEC, 2002 & Ting, 2004 & UPS, 2005), this is due the “lack of access to loans, limited adoption of technology, lack of human resources, competition from MNC’s and globalization” (SMIDEC, p. 3). There is an overview of the distribution of SMEs in the manufacturing sector in table 7 (appendix 7.5). The textiles and apparel sector (18.2 per cent) is the largest, followed in size by food and beverages (15.2 per cent) and metal and metal products (14.8 per cent). The Muslim Consumers Association (PPIM) executive secretary Datuk Nadzim Johan (2011) described the Malaysian Halal industry as ‘tragic’.

“From the purely economic point of view, it is thriving that many producers taking part and the concept itself, but from the Muslim consumer’s point of view, it is tragic because very few of the Halal manufacturers here are Muslim. To ensure something is Halal, a Muslim must be in charge and be present at all times throughout the process”.

“In 2006, Malaysia took a holistic approach towards Halal because it realized that Muslims are and will be more discerning in their Halal choices. Other countries had jumped on the Halal brand wagon earlier than Malaysia but it did not quite work out for various reasons. Chief among these is that Muslims are demanding full Halal compliance and quality assurance. The usual ritual slaughter of livestock alone is not enough. Like any consumer worldwide, a Muslim would select goods based on price, quality, convenience and very importantly, assurance” (HDC, 212). Malaysian SMEs can access financing schemes to penetrate the Halal market (Bernema, 2009). “The Halal Industry Development Corp (HDC)⁴ will help ensure the scheme is efficiently used by SMEs” (p.1). Chief HDC executive officer said that he is convinced that SMEs “will be able to increase their capacities to market their products globally” with the help of financing schemes (p.1).

³ “They contribute 27.3 per cent of total manufacturing output, 25.8 per cent to value-added production, own 27.6 per cent of fixed assets, and employ 38.9 per cent of the countries workforce” (SMIDEC, 2002, p.1).

⁴ In collaboration with four Islamic financial institution’s, namely Bank Kerjasama Rakyat Malaysia Bhd, Maybank Islamic Bhd, HSBC Amanah Malaysia Bhd and CIMB Islamic Bank Bhd

1.1.3 Some Halal issues in the Netherlands

The Dutch business sector, as a whole, is among the largest exporters, importers and foreign direct investors. Dutch SMEs, as compared to SMEs from other European countries, occupy a position in the middle with respect to the share of enterprises that export, import or invest abroad” (Hessels, 2005). According to Hessels (2005), there will be an increase in international involvement of Dutch SMEs in the coming years. This increase may involve a focus on new and more countries⁵. The role of the port of Rotterdam as a Halal hub offers great opportunities⁶. The port of Rotterdam is the only European certified Halal hub (Mohani, Ismail, Hashmin & Johari, 2008) and only three percent of its capacity is utilized for Halal products. The port Rotterdam handles an estimated 400 million tons of cargo and opened a Halal distribution centre to reach out to the estimated 30 million Muslim consumers in Europe (Portsworld, 2006). “Halal products from all corners of the world are imported and distributed across Europe from this centre in Rotterdam.

1.2 Definition of Halal

Halal is an Arabic word linked to Islamic faith and is more than just about food products; it includes various types of products and services offered to the Muslim population⁷. Halal can be translated as lawful or permissible under Shariah; it is a credence quality attribute⁸. Halal cannot be captured as a brand (Wilson & Liu, 2010, p. 109). “...it is a philosophy, which whilst apparent and effective in branding, marketing and product development; stretches much further into disciplines such as management, organizational behavior, cultural anthropology and sociology”. “Halal products are wholesome because of cleanliness, safety and quality in the whole supply chain, from farm to fork” (Huat, 2009, p.1). Within this research only the dietary laws of Halal are important. The Halal dietary laws defines food products as ‘Halal’ (permitted) or ‘Haram’ (prohibited). Conscious engagement in Haram activities carries the risk of spiritual or physical punishments (within Islamic law). Muslims, therefore, take a position of avoidance in the face of doubt. A few items go into the category of ‘Makrooh’ or ‘Shubhah’ (questionable to detestable).

“Halal certification provides Assurance to all Muslim consumers because it fulfills the Shariah Law, which is a must for Muslims. To the non-Muslims, Halal products are quality products, simply due to the concept Halallan thoyyiban (Halal and wholesome) which is embedded inside the Halal certification requirements. Thus, other requirements such as GMP (Good Manufacturing Practice) and HACCP (Hazard Analysis Critical Control Points) requirements are critical in the Malaysia Halal Certification where the products are safe to consume or use, nutritious and with quality” (HDC, 2012).

⁵ Appendix 7.10 shows that the internationalization of Dutch SMEs mainly take place in the sectors manufacturing, trade and transport.

⁶ There is great demand for Halal products in England, France and Germany where there are large populations of Muslims.

⁷ There is Halal soap, Halal chocolate, Halal perfume and even Islamic Hip-Hop.

⁸ Product characteristic that cannot be evaluated or ascertained by the individual consumer, even upon or after consuming the goods (Wilson & Liu, 2010 and Abdul, Ismail, Mutapha & Man, 2011, p.1)

The Shariah law deals with the following five issues on Halal (Riaz et al., 2010, p.700):

1. Animal fats are retrieved from naturally Halal animals, such as cattle, goat, or sheep and slaughtered according to Islamic rites⁹. A mentally sound Muslim must perform the slaughtering act
2. Halal tallow should be stored and transported to maintain purity of Halal
3. It is important that all vegetable oils are free of any substance of Haram ingredients
4. All stages of production facilities should be organized according to Halal tenets (pumps and equipment only used for Halal products)
5. And finally, Halal products should be free of contamination with Haram substances.

A Halal certificate proves a certain degree of assurance, which can be issued by any of over 100 Halal certification agencies worldwide (The Halal Journal, 2008). Each organization has their own set of Halal standards and guidelines. "The Halal logo is an authoritative, independent and reliable testimony to support Halal food claims"... For Muslims, products wearing a Halal logo are more important than ISO certification. Halal is more wholesome: "when it involves cleaning, it not only follows standard cleaning processes. Halal products and machineries to produce them have to be 'ritually clean' as well" (p. 6). Muslim consumers are very similar to any other consumer segment, demanding healthy and quality products, which must also conform to Shariah requirements. Halal certificates can play an important role to assure consumers that the product has the necessary conditions of Halal product." Any organization or person can issue Halal certificates. However, the acceptability of the certificate depends on the country of import or the Muslim community served through such certification.

1.3 Research objective

The way of life for all Muslims regardless of where they live, are based on Islamic principles. For food, Islam decodes that food must be fit for human consumption in accordance with 'Halal' requirements of Syariah. However, how 'Halal' is assured requires the involvement of the country's regulations and regulating bodies under the jurisdiction of the country's law. Since many of the Halal food producers in Malaysia and the Netherlands comprise SMEs, are such enterprises concerned about getting Halal certification for their products? It is the objective of this paper to examine SMEs perceptions of the process of Halal food certification as anecdotal evidence from press reports appear to indicate that many SMEs are reluctant to apply for certification because the process is costly, takes a long time and imposes a burden to the business. The objective is to provide organizations insights in the perceived effects of applying for Halal food certification, based on organizational (Halal) characteristics. It reports on Malaysian and Dutch SMEs entrepreneur's perceptions of 'Corporate Identity' strength and its influence on the adoption decision of 'Halal food certification'. Survey research will indicate whether there are relationships between 'Corporate Identity' and 'Halal food certification adoption'. This research will focus on entrepreneurs perceived effects of applying for Halal food certification. This study will be able to help the policy makers and regulators in reviewing their policy besides taking some corrective actions to meet the worldwide demand on Halal food as required by the Muslim population. It also will be able to serve as feedback to agencies task with oversight of food quality especially in the Asian and European region besides contributing to the body of knowledge and marketing strategy of SME entrepreneurs particularly who involved in the Food and Beverage Industry.

⁹ "Method of slaughter — Islam emphasizes gentle treatment of animals, especially before and during slaughter. Animals dying due to strangulation or falls, and animals dedicated to other religions are forbidden under the Quran. Halal slaughter involves cutting the throat in a manner that induces rapid and complete bleeding and the quickest death possible" (Renstein & Grandin, 2007, p.1-2).

1.4 Problem statement

Malaysia and the Netherlands have the potential to be a Halal hub (Toh, 2009). However, Malaysian Halal product exports are less than half of Thailand's while exports to the Middle East make up only 0.5% of total volume (Toh, 2009). The Netherlands face a similar phenomena, the port of Rotterdam is the only European certified Halal hub (Mohani, Ismail, Hashmin & Johari, 2008) while only three percent of its capacity is utilized for Halal products. The port Rotterdam handles an estimated 400 million tons of cargo and opened a Halal distribution centre to reach out to the estimated 30 million Muslim consumers in Europe (Portsworld, 2006). Unlike multinational corporations like the Nestle group, which has already carved a name for itself in the Halal industry, many people in the international Halal market are still not familiar with Dutch and Malaysian's local Halal companies since many of them are small and medium enterprises and this could be seen as an obstacle for them to penetrate the global market (Toh, 2009).

Most of past researches concerning Halal food were focused on consumer's behavior and not many have been done on SMEs and Halal food certification. Some researches on the SMEs are like Marzuki et al. (2011) who reported that most of the restaurant managers have high expectations toward Halal certification as it signifies attributes such as trust, safety and hygiene. The target population for this research are Halal food producing small and medium enterprises.

This research is concerned with SMEs entrepreneur's perceptions of 'Corporate Identity' strength and its influence(s) on the perceived effects of 'Halal food certification'. The theory of 'Corporate Identity strength' is designed for organizations in general and makes it possible to measure the basic organizational structure¹⁰. During this research we made the constructs of 'Corporate Identity' Halal specific/related. The construct of 'Communication and Visual Identity', for example, focuses on 'satisfaction with information dissemination'. We operationalized this construct in such a way that it is Halal specific: 'satisfaction with **Halal** information dissemination'. 'Corporate Identity', basic structure of the organization, thus measures, in this research, the basic Halal structure of organizations. Survey research will indicate if a certain set of organizational Halal characteristics dominate in a certain country and what perceived effects it has on 'Halal food certification adoption'. The target population for this research are SMEs entrepreneur's (director or member of the management team). This research will make a distinction between recognized Halal certifiers (JAKIM or HFFIA) and non-qualified certifiers. JAKIM (Malaysia) and HFFIA (the Netherlands) are recognized authorities who assure value and quality of Halal certificates. Due the limited resources of this research, the relation between 'Corporate Identity strength' and its perceived effects on 'Halal Food Certification' will only be measured among Malaysian and Dutch entrepreneurs.

¹⁰ 'Corporate Identity' is seen as the basic structure of the organization – representation of the firm that equates to its current state (Melewar & Jenkins, 2002). Corporate Identity consists of four constructs:

1. Communication and Visual Identity
2. Behavior
3. Corporate Culture
4. Market conditions

1.5 Research question

Based on the methodology described in Verschuren and Doorewaard (2007), we designed the following research question and sub-questions. Answering these questions provides insights into the main factors that contribute to successfully applying for Halal food certification. The resulting research question is:

“To what extent does Corporate Identity strength of SMEs determine Halal food certification adoption?”

We will provide an overview of the main characteristics of the process of certification¹¹ and the process of Halal food certification. Subsequently, we will take a look at who is authorized to issue Halal certificates. Finally, we conclude with ‘Corporate Identity’ strength and its influences on ‘Halal food certification adoption’. We developed the following sub-questions.

1. What is ‘Corporate Identity’?
2. What characteristics of ‘Corporate Identity’ strength, influence organizational ability to adopt Halal food certification?
3. Is there an ‘optimal’ composition of organizational characteristics that increases the ‘easiness’ of Halal food certification adoption?
4. To what extent are the results from Malaysia (leading in the process of Halal food certification) consistent with the results from the Netherlands?

1.6 Research structure

The structure of the research (as depicted in figure 1), is divided in five main parts (bottom of the figure). This structure is designed according to the techniques described by Verschuren and Doorewaard (2007). The corresponding section numbers are shown below the figure. The blue numbers present the theoretical part, the red numbers present the practical part, and the orange numbers present the synthesis of those parts. Finally, the green blocks represent the conclusions and further research.

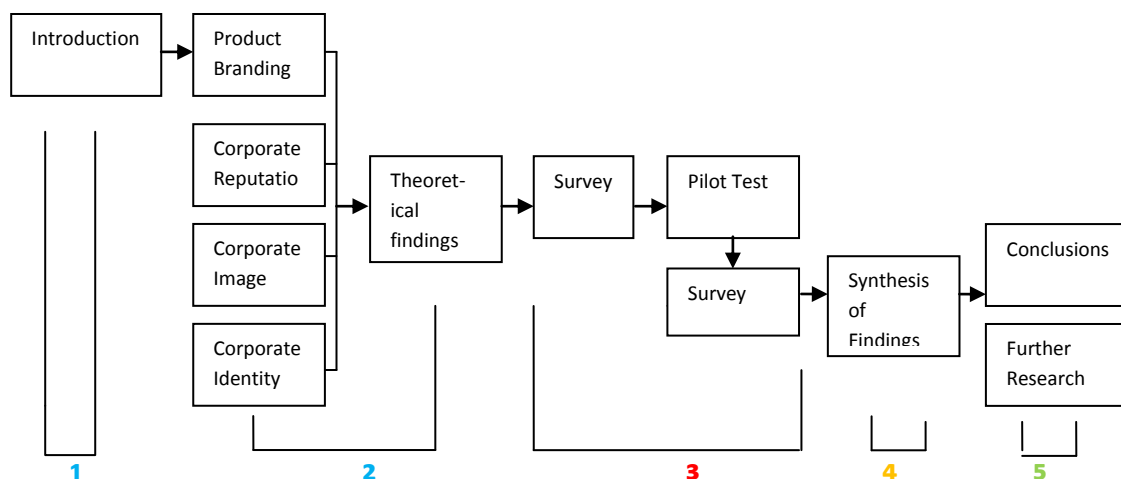


Figure 1: Research Structure (Verschuren & Doorewaard, 2007)

1.7 Impact and relevance

The research is a contribution to Ph.D. Professor A. Mohani research on SMEs entrepreneur’s perceptions towards Halal food certification. The relation between Corporate Identity and Halal food certification adoption has, as far as the literature shows, never been measured before and could have a substantial impact on the effectiveness of ‘Halal food certification adoption’.

¹¹ Theories of Conroy (2007) and Lambin & Schuiling (2004) on certification will be assessed

2. Literature

According to the Pew Research Center's Forum on Religion and Public Life (2009), the total number of Muslim population worldwide is estimated to be 1.57 billion out of an estimated total world population of 6.8 billion. The Muslim population is growing rapidly with nearly one in four people in the world practicing Islam. Therefore, various marketing opportunities are available to meet the needs of Muslims worldwide especially in the Halal food industry with the potential Halal sector to contribute to the economy of a country. Food is a basic necessity for all mankind. Every facet of a Muslim's life is guided by the tenets of Islam including what food is appropriate for consumption without jeopardizing a Muslim's faith. Since food is produced by third parties unknown in identity to consumers both Muslim and non-Muslim, there is a "need for assurance to the former that food to be selected and consumed meets the Islamic tenet of 'Halal' or fit for consumption" (Abdul et al., 2011, p.1). The Halal industry has seen considerable growth and development over the years fueled by the escalation in awareness of Halal products among consumers and product manufacturers (Global Leader, 2008). With the global emphasis on food marketing, it is thus imperative that the food industry understands the requirements of the Muslim consumers if it wants to tap the Muslim market. This research studies the relationship between the 'basic organizational Halal structure' and its perceived influence on Halal food certification. In trying to establish a relationship we thought of mechanisms that could explain such a link. 'Corporate Identity strength' and 'Diffusion of Innovation' are theoretical concepts or theoretical models that proved to be able to measure the link between basic organizational structure and its perceived influence on Halal food certification ('Corporate Identity strength' and 'Halal food certification'). This chapter starts by describing the process of Halal food certification. Several adoption theories are discussed. The construct of "Corporate Identity" is elaborated along its four dimensions in section 2.2. Section 2.3 discusses the current stage of research and finally the conceptual framework is presented in section 2.4.

2.1 Halal food certification

Halal certification is a process influenced by three (interrelated) parties; the Halal certifier, the Muslim community and the food producing organization. Halal food certification is a process or strategic innovation. We notice the difference with classical innovation in which a producer designs a new product and successfully exploits this new product. Halal food certification is a strategic innovation which enables organizations to differentiate their internal processes of those of competitors. The theory best describing adoption decision of process innovation is the theory "Diffusion of Innovation".

2.1.1 The growing importance of international certification

Certification is a process that enters our lives in many ways. Hundreds of professions include systems for certifying that their practitioners meet certain standards of knowledge and skills. Software is often certified as compatible with certain operating systems. We purchase certified organic and Fair Trade products. These processes of certification have several characteristics in common (Conroy, 2007, p.10):

- There is a set of standards that must be met in order to achieve the certification
- There is a process for verifying that a product, a service, or a person has met those standards
- There is a "certification mark", logo, or seal that identifies that the standards and the verification have been fulfilled
- There is a system for auditing to ensure that the certification mark is used properly and that the product or service or individual continues to meet those standards over time

To sell products internationally, exporters need to offer products with desired attributes and convey consumers with information on those attributes. An international brand, certifying product integrity, could encourage trade and mitigate information asymmetries. Growing competition in combination with health scares like BSE and avian flu have led many agriculture dependent regions to undertake certification efforts (e.g. Australia's Gate to Plate, Canada's Farm to Fork and Britain's Little Red

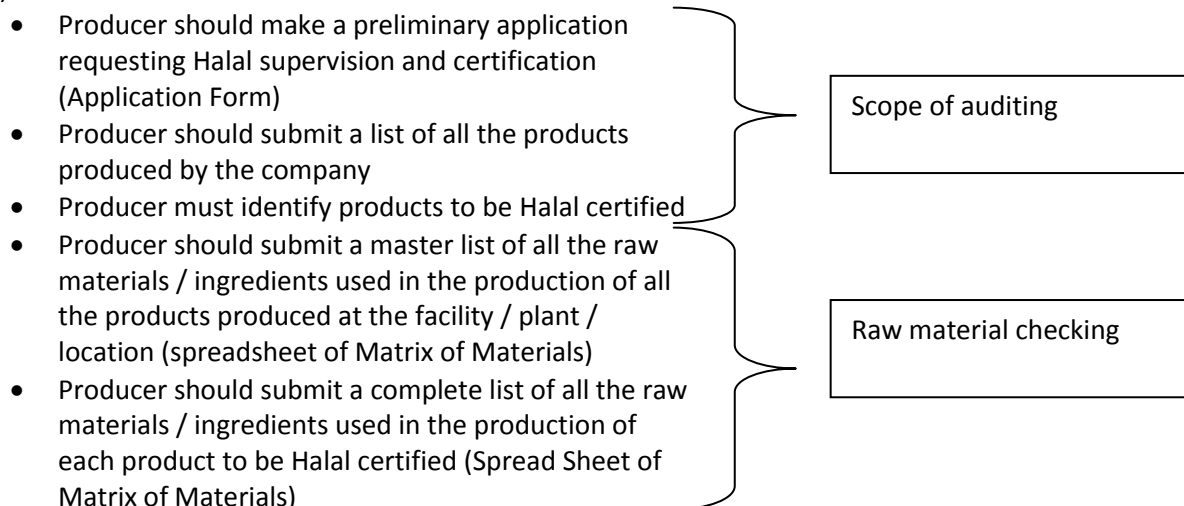
Tractor programs). If we look at the process of certification, there are three types of certification (Conroy, 2007, p. 14-15). The most important difference rests in who verifies that a company has met the standards to which it has committed itself.

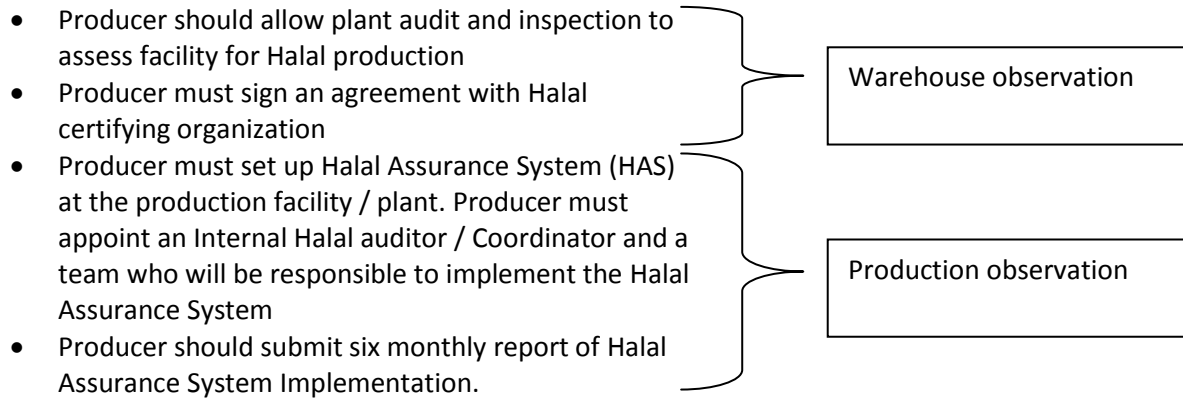
1. "First-party certification means that the company itself is the sole judge how well it has fulfilled its own public commitments"
2. "Second-party certification exists when an industry has an association that creates some standards for its members and then verifies in its own way whether the members meet those standards. Second-party certification is somewhat more credible than first-party, but not a whole lot."
3. "third party certification is the highest level of certification available to date. It usually involves standards created jointly by the full set of stakeholders. This generally means that standards are negotiated by industry representatives and representatives of social, environmental, and community organizations, and then audited annually by a totally independent outside organization".

2.1.2 The role of 'Halal food certification'

The Main goal of Halal certification is to ensure that the Halal requirements of the goods are in place. A Halal designation means a product complies with Islamic principles of hygiene and humane treatment of animals, and other rules involving the production processes (Abdul et al., 2009, p.176). The process of Halal certification starts with choosing an organization that meets the needs for the markets to be served. "The process starts with filling out an application explaining the production process, the products to be certified; and regions in which the products will be sold/marketed, along with specific information about the component ingredients. Most organizations review the information and set up an audit of the facility. At this time, it would be advisable to negotiate the fees and have a clear understanding of the costs involved. In some cases, the costs may run into thousands of U.S. dollars per year." (Hanzaee & Ramezani, 2011, p.4-5). In order to issue a Halal certificate "for products exported to Malaysia and Indonesia, the issuing body of the Halal certificate must be listed on each countries approved list. There are more than 40 organizations that issue Halal certificates in the U.S., but recently, Jabatan Kemajuan Islam Malaysia (JAKIM, in Muslim communities worldwide recognized as leading certifier) culled down the list from 16 to just three approved organizations (Ariff, 2009). Generally, the certified organization signs a multi-year supervision agreement with the Halal-certifying agency (Ariff, 2009).

The most used and widely respected Halal standard is the Malaysian Standard (MS) 1500:2004. The MS 1500:2004 contains the definitions and the requirements for Halal and guidelines for slaughtering, and certification. This process of Halal food certification is described as follows (HCP, ND):





2.1.3 Trust and fairness

With the modern technology, particularly the internet, news regarding bad practices by firms spread very fast. “Hence consumer skepticism grows and forced companies to compete for credibility in the market place. Consumer confidence needed for long-term loyalty can be earned by companies that establish an image of fairness. Service fairness is a customer’s perception of the degree of justice in a service firm’s behavior” (Abdul et al., 2009, p.177). Fairness is especially important for service firms, whose product is intangible and difficult to evaluate, hence forcing consumers to rely on trust (Seiders and Berry, 1998). This is also the case for Halal food producing organizations which require consumers to rely on their trust to produce the goods as what they claimed as Halal food. “Trust is central to exchange and is believed to influence interpersonal behavior more than any other single variable ” (Golembiewski & McConkei, 1975 as cited in Abdul et al., 2009, p.177). When consumers lose their trust, violation of justice principles can trigger perceptions of unfairness. Such perceptions could produce intense reactions from them, who are often driven to get even with such firm(s). “Reports abound of companies misleading consumers by falsely labeling their products Halal to take advantage of the growing global market” (Abdul et al., 2009, p.177). For example, the majority of UK Muslims do not trust big supermarkets when buying Halal meat (Allam Ahmed, 2008). They only trust local Halal food producing organizations. In fact, not many of the respondents know the existence of supermarkets in their local area that sold Halal food. Furthermore, the Muslim Council of Britain (MCB) has warned that up to 90 percent of the meat and poultry sold as Halal in the UK may have been sold illegally and not slaughtered according to the requirements of the Muslim faith.

2.1.4 Perceptions

Attitudes towards process innovations are not only determined by motives and the consumption experience, but also by their perceptions of the innovation (Alvensleben, 1997). Perception is likely to be distorted. Subsequently, the perceived world and the real world do not correspond with each other and attitudes regarding the perceived properties of the innovation are linked to selected variables (Kotler & Armstrong, 1993). The more positive or negative is an attitude towards an innovation, the more drawn the consumer is to the positive (or negative) properties of the brand-leading to a stabilization of the attitude towards the innovation (Kotler & Armstrong, 1993). Santos and Fernandes (2008) emphasized that consumer trust is sensitive to perceptions of justice and the importance of trust of consumers in a company. Without a detailed understanding of buyer behavior and the purchasing process, marketing strategies are based on incomplete and often misleading data; hence the challenge is to generate the critical information on buying behavior directly from consumers. In the international food market, Malaysian Halal products exports are less than half of Thailand’s while exports to the Middle East make up only 0.5% of total volume (Toh, 2009). The only certified European Halal hub in Rotterdam, the Netherlands, only uses 3% of its capacity. Unlike multinational corporations like the Nestle group, which has already carved a name for itself in the Halal industry, many people in the international Halal market are still not familiar with Malaysian’s and Dutch local Halal companies since many of them are small and medium enterprises and this could be seen as an obstacle for them to penetrate the global market (Toh, 2013).

2.1.5 'Diffusion of Innovation'

Adoption decisions of certification are influenced by several factors. In literature, several models are presented explaining adoption of innovations in general. Best known are Rogers diffusion model, Davis Technology Acceptance Model (TAM) and Zmud's Technology-push/Need-pull theory (Rogers, 2003; Venkatesh & Davis, 2000 and Zmud, 1984). According to Tornatzky and Fleisher (1990, as stated in Elbertsen van Reekum, 2008, p.312), there are three contextual spheres that have an impact on the adoption of innovations. These are:

1. Technology, defined as the perceived technological characteristics
2. Organization, defined as the skills and resources that the business assumes it possesses
3. Environment, defined as the perceived pressure coming from such stakeholders as buyers, suppliers, competitors and shareholders.

Both the Technology Acceptance Model (TAM) and the theory Diffusion of Innovation acknowledge the importance of organizational and environmental characteristics. According to Tornatzky and Klein (1982), who performed a meta-analysis, has Rogers theory of Diffusion the greatest impact on organizational adoption of an innovation. "Diffusion is the process by which an innovation is communicated through certain channels over time among the members of a social system. Diffusion is a special type of communication concerned with the spread of messages that are perceived as new ideal. Communication is a process in which participants create and share information with one another in order to reach a mutual understanding" (Rogers, 2007). The process through which an individual (or other decision making unit) passes from first knowledge of an innovation, to forming an attitude toward the innovation, to a decision to adopt or reject, to implementation of the new idea, and to confirmation of this decision. The characteristics of an innovation, as perceived by the members of a social system, determine its adoption.

2.1.6 'Diffusion of Innovation' in the process of 'Halal food certification'

Multiple articles have been written on adoption decisions in organizations. However, papers addressing decisions on Halal food certification adoption are new. The results of adoption research diverge as a result of the focus on primary innovation characteristics and the lack of distinction between 'primary' and 'perceived' (Elbertsen & van Reekum, 2008 according to Downs & Mohr, 1976 and Moore & Benbasat, 2001)). Primary characteristics are inherent in an innovation, organization or environment, but can be perceived in several ways. This perception eventually determines the adoption decisions. This research focuses on perceived effectiveness of Halal food certification. There are five attributes of innovations that determine whether an innovation is adopted or not (Rogers, 2003):

- relative advantage
- compatibility
- complexity
- triability
- observability

"*Relative advantage* is the degree to which an innovation is perceived as better than the idea it supersedes. The relative advantage of an innovation, as perceived by members of a social system, is positively related to its rate of adoption (Rogers, 2007). It states how improved an innovation is over the previous generation. "*Complexity*" is the degree to which an innovation is considered to be difficult to understand and to use" (Rogers, 2003). If members of a social system consider the innovation as complex, the probability of its adoption will decrease. "*Compatibility*" is the degree to which an innovation is considered as consistent with existing values, needs and prior experiences of the organization" (Rogers, 2003). If the affiliation between the adopter and the innovation improves, the uncertainty of the potential adopter will decrease. This will result in the fact that enterprises are more likely to adopt the innovation. '*Triability*' refers to the fact if a user has a hard time using and trying the innovation (Rogers, 2003). If '*switching costs*' are low, users will be more likely to adopt it. Switching costs can be in terms of money, but also time spend and ease of use. And finally,

'observability' refers to the extent in which an innovation is visible to others (Rogers, 2003). Visible innovation will drive communication among the individual's peers and organizational context. This will create reactions, both positive and negative. Of course, complexity and triability is not applicable for the category non-adopters of Halal food certification. This is why these constructs are not measured in the survey.

According to Elbertsen and van Reekum (2008, p.314) adoption is hindered if:

1. Its scientific base is abstract or complex
2. The technology is fragile in the sense that it does not work consistently
3. It requires aid and advice to adopters after initial sale
4. It's 'lumpy' or affects huge efforts of the user organization
5. It is not easily 'productized', that is made into a standard commodity or complete package

2.2 'Corporate Identity'

In section 2.1 we described that Halal food certification is a process innovation. Now we introduce the theory of "Corporate Identity". Halal food certification is a process that not only influences branding and marketing processes; it touches also management, organizational behavior, culture, anthropology and sociology. "Corporate Identity" is the theory we use to determine the underlying 'core' or basic character of the Halal food producing organizations.

2.2.1 'Corporate Identity' in the field of 'Corporate Reputation'

"Reputations signal publics about how a firm's products, jobs, strategies, and prospects compare to those of competing firms" (Dowling, 1986 as cited in Fombrun & Shanley, 1990, p. 233). "Just as firms compete for customers, so also do they vie for reputational status. As signals on firms' activities, achievements, and prospects diffuse, individual interpretations aggregate into collective judgments that crystallize into reputational orderings of firms in organizational fields" (DiMaggio & Powell, 1983 as cited in Fombrun & Shanley, 1990, p. 234). Reputational rankings may be a source of competitive advantage. Corporate reputation affects the way in which various stakeholders behave towards an organization, influencing, for example, employee retention, customer satisfaction and customer loyalty (Chun, 2005). A favorable or well known reputation of an organization encourages shareholders to invest in a company; it attracts good staff, retains customers and correlates with superior overall returns (Chun, 2005, p. 91 as cite by Markham, 1972, Robert & Dowling, 1997 and Vergin & Qoronfleh, 1998). Barnett, Jemier and Lafferty (2006) differentiate 'Corporate Reputation' from image, identity and reputation capital. This disaggregation of 'Corporate Reputation' is presented in figure 2. Many definitions of 'Corporate Reputation' consist of constructs as depicted in figure 2. Chun (2005, p. 91), for example, defines corporate reputation as "the way in which various stakeholders behave towards an organization, influencing"... "employee retention, customer satisfaction and customer loyalty". As such 'Corporate Reputation' is seen as a valuable intangible asset. Rather than to blend these aspects, of for example Chun, into one broad definition, we advocate distinct boundaries between and among these constructs and a more focused definition of corporate reputation as given by Barnett et al. (2006) (see figure 2).

The definition of 'Corporate Reputation' by Barnett et al. (2006) is published in the journal *Corporate Reputation Review* which is leading in this field of research¹². The next section (section 2.2.2) will give an excessive overview of the construct of 'Corporate Identity' since this construct will be leading during this research.

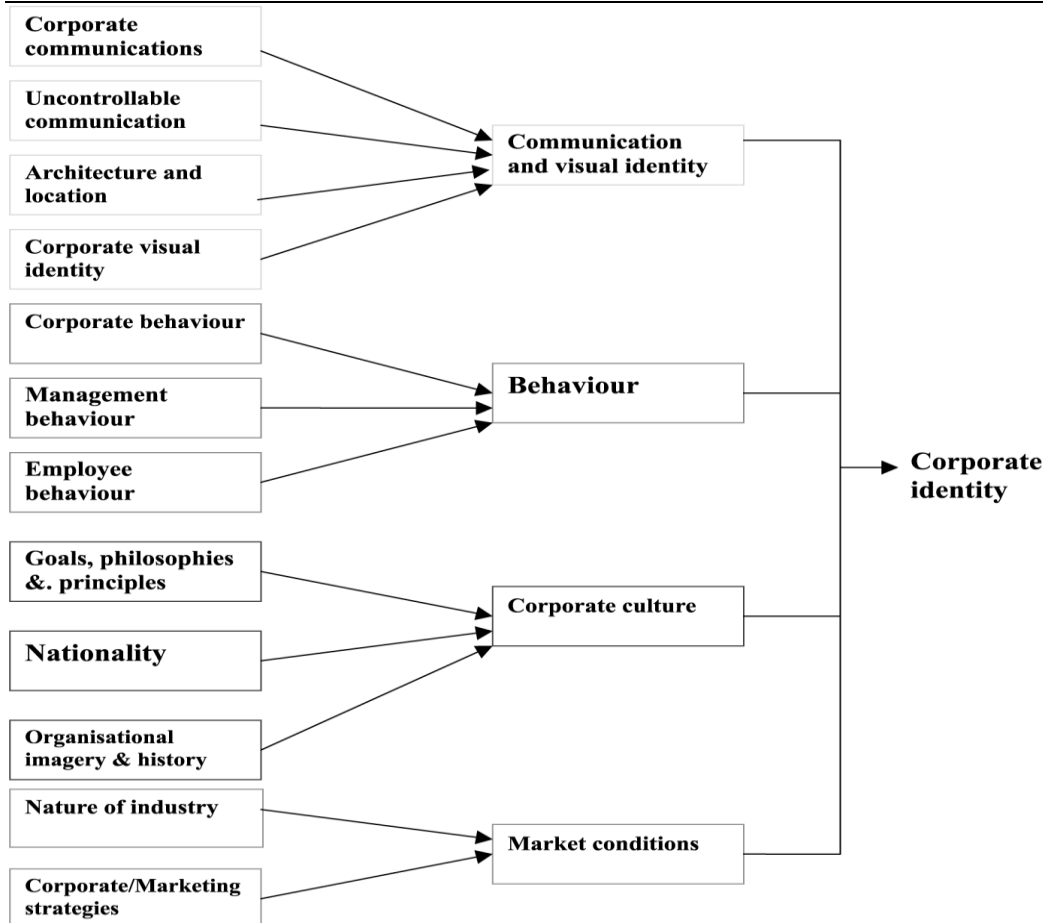
'Corporate identity' -> 'Corporate Image' -> 'Corporate Reputation' -> 'Corporate Reputational Capital'

Figure 2: Disaggregating 'Corporate Reputation' (Barnett, Jermier & Lafferty, 2006, p. 33)

2.2.2 'Corporate identity'

Identity is akin to the concept of identity in mathematics – representation of the firm that equates to its current state. Firms have become increasingly aware of the importance of developing and managing their corporate identity (Melewar & Jenkins, 2002). "The identity of a corporation has been recognized as a strategic resource and source of competitive advantage. 'Corporate Identity' is defined as the underlying 'core' or basic character of the firm (Barnett et al., 2006). 'Corporate Identity' research is an emerging discipline. There is no significant split between the perspective of practioners and academics; there is a division on the approach taken to the most emphasized elements of the mix. "Practioners take a more process-oriented approach whereas academics seem more concerned with the structure" (Melewar & Jenkins, 2002, p. 77). The practioners definition of 'Corporate Identity' tends to focus on the more tangible aspects of identity, particularly those that are relatively easy to manage. The academics definition emphasizes on a pattern or combination, not the characteristics themselves, which constitutes the identity of the organization. "A favorable corporate identity is considered one of an organization's most important assets and therefore deserves management's constant attention. A changing or multiple 'Corporate Identity's' can create instability; this may, adversely, influence a company's internal processes and its corporate image, and thus endanger the realization of strategic targets" (Meijs, 2002, p. 20-21). Academics increasingly acknowledge that 'Corporate Identity' refers to organizations unique characteristics which are rooted in the behavior of members in the organization (Balmer, 1997 as cited in Meijs, 2002). The following section seeks to evaluate the dimensions of 'Corporate Identity'. Figure 3 illustrates the 'Corporate Identity' construct according to Melewar and Jenkins (2002). Each attribute of 'Corporate Identity' will be described in depth.

¹² 'Corporate Identity' is not the image of the firm held by an inside stakeholder (e.g. employees), but rather, as the underlying 'core' or basic character of the firm (Barnett et al., 2006). 'Corporate Image' are observers "general impressions of a corporation's distinct collection of symbols, whether that observer is internal or external to the firm" (p. 34). "Image is what comes to mind when one hears the name or sees the logo" (Gray & Balmer, 1998, p. 696 as cited in Barnett et al., 2006, p. 34). According to Bromley (1993) and Davis & Miles, (1998, p. 18) is image a "summary of the impressions or perceptions held by external stakeholders". Transition from identity to image is a function of public relations, marketing and other organizational processes (Barnett et al., 2006).



Source: Melewar and Jenkins (2002, p. 81)

Figure 3: 'Corporate Identity' and its subcontracts (Melewar & Jenkins, 2002, p. 81)

1. Communication and Visual Identity. First, 'corporate communication' is "an instrument of management by means of which all consciously used forms of internal and external communications are harmonized as effectively and efficiently as possible, so as to create a favorable basis for relationships upon which the company is dependent" (van Riel, 1995, p.26 as cited in Melewar & Jenkins, 2002, p.81-82). Corporate communication¹³ consists of management communication, marketing communication and organizational communication. Second, 'uncontrollable communication' is the role of unplanned, unauthorized or informal communication on the part of employees with outsiders (Balmer & Soenen, 1998 as cited in Melewar & Jenkins, 2002, p.82). The third point is 'architecture and location'. Fourth, 'Corporate Visual Identity' consists of "the corporate name, logotype and/or symbol, typography and color" (Melewar & Saunders, 1998 as cited in Melewar & Jenkins, 2002, p.83). Corporate visual identity (CVI) "comprises all the symbols and graphical elements that express the essence of an organization" (Bosch, Jong & Elving, 2005, p.108). In general, CVI provides recognizability and an organization must have very strong reasons before dissociating itself from an established CVI. CVI's are often changed as a result of organizational changes, for instance repositioning (a change in strategy), mergers, acquisition or privatization (Bosch, Jong & Elving, 2005, p. 108). "Another way to provide information on products or production processes is through certification. Examples of this include the ISO Quality mark, the EKO quality symbol used for organic products in The Netherlands, and the FSC trademark, a certification logo distributed by the Forest Stewardship Council A.C., a not-for-profit organization whose aim it is to protect indigenous forests and to promote wood obtained from sustainable forests" (Bosch, Jong & Elving, 2005, p.113).

¹³ public relations, public affairs, investor relations and labor relations

2. Behavior. “Organizations communicate by sending signals that have not been created in a deliberate and conscious way” (Moingeon & Ramanantsoa, 1997, p.387). Management behavior is important to identity and image due to the increased interaction between the organization and its stakeholders and the multiplicity of roles that stakeholders currently play (Hatch & Schultz, 1997). Misinterpretation or failure to internalize and identify with corporate requirements could result in inconsistency in behavior and lead to management displaying characteristics that an organization would not approve as representative of the firm. Kiriakidou and Millward (2000) focus strongly on the employees’ behavior and suggest that it is by these means that the ‘unique characteristics’ of the organization are exhibited to external stakeholders, supposedly reflecting how the corporation ‘thinks’, ‘feels’ and ‘behaves’.

3. Corporate Culture. Many authors refer to ‘corporate culture’, although they differ in the nature of the relationship between corporate culture and identity. Corporate culture is “a context within which interpretation of organizational identity are formed and intentions to influence organizational image are formulated” (Hatch & Schultz, 1977, p.357). Nationality is important to corporate culture. “As companies expand their global operations, the role of the nationality of the company and its perceived attributes have become more important. Different strengths and weaknesses are associated with different countries” (Avison, 1977 as cited in Melewar & Jenkins, 2002, p. 84). According to Moingeon and Ramanantsoa (1977, p.385) consist the common organizational imagery of rites, myths and taboos.

4. Market Conditions. ‘Market conditions’ consist of the nature of the industry and corporate and marketing strategies. “Studies of corporate identity in the banking industry illustrate the difficulty in projecting an individual identity when the generic industry remains so strong” (Morisson, 1997 as cited in Melewar & Jenkins, 2002, p. 85).

2.3 Current stage of research: ‘Corporate Identity’ strength and its perceived influence on ‘Halal food certification’

As far as literature can verify, entrepreneurial perception of ‘Corporate Identity’ (CI) strength and its influence on Halal food certification adoption has not been measured before. In 2011, however, Abdul, Ismail, Mustapha and CheMan did research on Malaysian SMEs entrepreneurs perceptions towards Halal food certification along four dimensions of ‘market share and market competitiveness’, ‘government support and monitoring’, ‘information dissemination’ and ‘rigor of certification process’. The survey Abdul et al. (2011) conducted partly measures the theory of ‘Corporate Identity’ and its influences on ‘Halal food certification adoption’. It took a broader market and marketing perspective instead of an organization specific focus by studying the creation of certain Halal hubs. The used survey is partly incorporated in the survey of this research because it not fully measured the theory of Corporate Identity as defined by Melewar and Jenkins and misses, to some extent, an theoretical grounding (used, as well as excluded, items in appendix 7.1.1¹⁴).

For example, communication and visual identity is partly measured by Mohani et al. (2011). They did not consider the constructs architecture and location and corporate visual identity. Analysis of Corporate Culture misses the construct goals, philosophies and principles. Behavior is not measured. And finally market conditions is measured according to Melewar and Jenkins definition of ‘Corporate Identity’.

¹⁴ Excluded because these items focus on the creation of a Halal hub (marketing perspective). For example, the port of Rotterdam Halal hub or Malaysia. We decided to exclude these items because we focus on individual organizations and make recommendations for those individual organizations.

The main findings of the research Mohani et al. (2011) conducted are that SMEs entrepreneurs ranked the certification process as tedious and stringent hence needs to improved. Respondents were dissatisfied with information on the process of Halal food certification. Furthermore, government support needs to improve its support and monitoring system on Halal food certification.

2.4 Conceptual framework

Firms are increasingly aware of the importance of developing and managing their 'Corporate Identity' (Melewar & Jenkins, 2002). 'Corporate Identity' is recognized as a strategic resource and as source for competitive advantage. This research focuses on 'Corporate Identity' strength (theoretical model of Melewar and Jenkins, 2002) and its perceived influence(s) 'Halal food certification'.

'Corporate Identity' strength is the independent variable (IV), 'Halal food certification adoption' is the dependent variable (DV) (as depicted in figure 4). It may be possible that, for example, the size of the organization influences the relationship between 'Corporate Identity' and 'Halal food certification', therefore we created several control variables (figure 4). With the results we hope to assess if an organization must comply to, or reach certain criteria for successful applying for 'Halal food certification'. The survey will make a difference between adopters and non-adopters of Halal food certification and country of origin. Figure 4 gives an overview of the constructs measured.

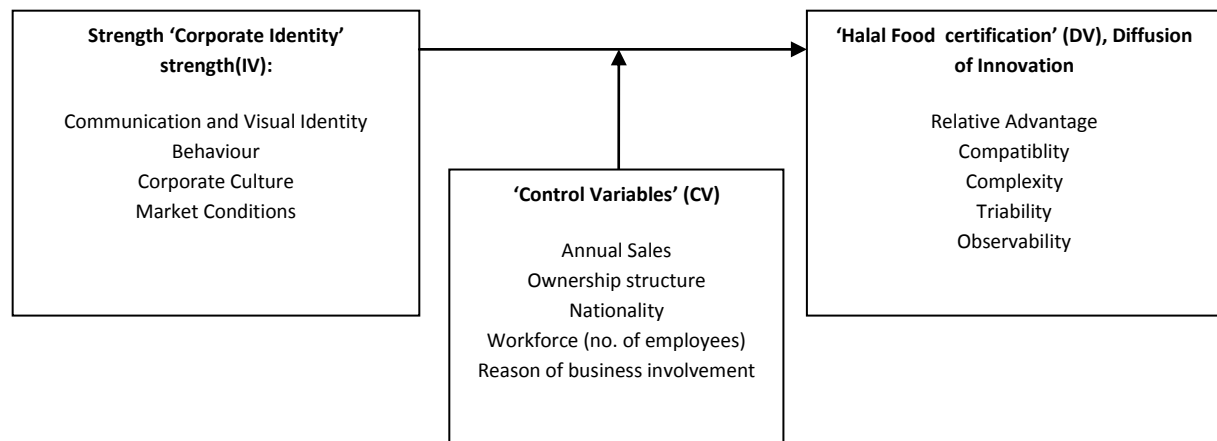


Figure 4: Relation between 'Corporate Identity' and 'Halal food certification adoption'

3. Methodology

Chapter 2 introduced relevant theoretical concepts to deal with the problem statement. This chapter discusses how these concepts can be applied to solve the problem statement. We will conduct a survey research to analyze the relationship between ‘Corporate Identity strength’ and ‘Halal food certification’. Survey research is a useful method to collect data for describing a population too large to observe directly. Section 3.1 discusses the pilot status of this research. Section 3.2 presents an approach to determine ‘Corporate Identity’ strength and its influence on ‘Halal food certification’. Section 3.3 concludes this chapter with the most important findings.

3.1 Pilot status of this research

Research on the relation between ‘Corporate Identity strength’ and ‘Halal food certification’ is somewhat scarce. This is why we took a ‘pilot’ look at the nature of the problem. A pilot study is a small scale preliminary study. “The term ‘pilot studies’ refers to mini versions of a full-scale study (also called ‘feasibility’ studies, as well as the specific pre-testing of a particular research instrument as a questionnaire or interview schedule. Conducting a pilot does not guarantee success in the main study, but it does increase the likelihood” (Teijlingen, 2001, p.289)). One of the main advantages of conducting a pilot study is that it might give advance warning about where the main research project could fail, where research protocols may not be followed, or whether proposed methods or instruments are inappropriate or too complicated. Teijlingen (2001), Day (1979) and Meriwether (2001) defined 16 reasons for conducting pilot studies in social sciences (appendix 7.13). Because of the research scope we decided that 11 out of the 16 reasons for conducting pilot studies will be analyzed. Finding and convincing funding agencies to invest in this kind of research, for example, is beyond the scope of this research. The pilot analysis includes (Corbetta, 2003., Teijlingen & Hundley, 2001., Teijlingen & Hundley, 2005):

- Developing and testing adequacy of research instruments
- Assessing the feasibility of a (full-scale) study/survey
- Designing research protocol
- Assessing whether the research protocol is realistic and workable
- Establishing whether the sampling frame and technique are effective
- Assessing the likely success of proposed recruitment approaches
- Identifying logistical problems which might occur using proposed methods
- Estimating variability in outcomes to help determining sample size
- Collecting preliminary data
- Assessing the proposed data analysis techniques to uncover potential problems
- Developing a research question and research plan

While collecting the survey data we will observe respondents and ask them what they think of the survey. We hope to assess whether the pilot study goals are accomplished. In a future full-scale research on ‘Halal food certification’ we need to test for control variables. It seems likely that, for example, workforce (no. of employees) or ownership structure of SMEs influences the adoption decision of certification. However, in this pilot study it is not possible to make inferences on the influence of control variables on the relation studied because of the ‘small’ n of the four categories of surveys (appendix 7.2):

- Netherlands
 - Adopter of Halal food certification
 - Non-adopter of Halal food certification
- Malaysia
 - Adopter of Halal food certification
 - Non-adopter of Halal food certification

3.2 Survey

“Survey research is probably the best method available to the social researcher who is interested in collecting original data for describing a population too large to observe directly” (Babbie, 2007, p.244). Carefully constructed standardized surveys provide data in the same form from all respondents. A standardized survey is particularly useful to conduct multi-cultural research (Verschuren & Doorewaard, 2007). It enables one to be confident that the questions will be interpreted the same way by all respondents. The research design is illustrated in figure 1. An overview of the survey construction and the content of the survey are given in appendix 7.1. The final survey itself is given in appendix 7.2.

3.2.1 Data Collection

A survey is an instrument specifically designed to elicit information that will be useful for analysis and is a method to collect social data out of the population (Babbie, 2007). The minimum sample size recommendations for the data collection procedure for a quantitative research design are 12 respondents (Guest, Bunce, & Johnson, 2006 as stated in Onweugbuzie & Collings, 2007, p.188). The data from the survey will be analyzed using the statistical package SPSS 20 which is the latest version in the series of statistical programming. Several tests will be performed. The tests – “Chi-square”, “Bivariate Correlation” and “Regression”- will be explained in appendix 7.8 by using Nor (2009). We will test for significance at the one-tailed significance level, because we assume the relation moves a certain direction, at the .1 level of significance. Correlation analysis gives insights in the relation between variables; it gives an estimate of the degree of association between variables. Correlation analysis assumes that the variables are interval- or ratio scaled and linearly related to one another (EDU, ND). Linear relation is the extent to which a relation between two variables can be depicted in a straight line. Conversely, if two variables are strongly related, but this relation is non-linear (e.g., a parabola or a circle), we have a correlation coefficient of almost zero. “Regression attempts to describe the dependence of a variable on one (or more) explanatory variables; it implicitly assumes that there is a one-way causal effect from the explanatory variable(s) to the response variable, regardless of whether the path of effect is direct or indirect” (Read, 2006). Regression analysis is used to estimate a linear relation between dependent and independent variable (Huizingh, 2006). Regression analysis, provide an equation on which the dependent variable (‘Halal food certification adoption’) can be predicted based on the independent variable(s) (‘Corporate Identity strength’) (Huizingh, 2006).

The survey will be conducted in Malaysia and in the Netherlands (multi-cultural research; data from a Muslim- and non-Muslim Country). Malaysia applies strict regulations for Halal and is the first country with an official Halal standard. The Muslims in the Netherlands are a minority where the presence of Halal is still in its beginning phase (PewResearchCenter, 2009). A set of structured surveys were distributed among:

- Malaysian Halal food certification adopters and non-adopters; SMEs entrepreneurs who participated during the Malaysian International Halal Showcase (MIHAS) 2012 from 4-7 April in Kuala Lumpur. MIHAS is an event organized annually by the Malaysian Government to help SMEs throughout Malaysia to showcase their products and link with potential overseas partners. In the process, SME Corp has identified businesses which are SMEs involved in the Food and Beverage businesses, hence this event provides a readymade sample of Food and Beverage businesses in the SME Category in Malaysia.
- Dutch Halal food certification adopters and non-adopters; Dutch SMEs mentioned on the Dutch Halal fora. These fora provide a readymade sample of ‘Food and Beverage’s businesses in the SMEs category in the Netherlands.

We want to measure SMEs entrepreneur’s perceptions on ‘Corporate Identity’ strength in relation to ‘Halal food certification’. The variables are defined according to Melewar and Jenkins (2002) method of ‘Corporate Identity’. ‘Halal food certification adoption’ is measured along five dimensions of

'relative advantage', 'compatibility', 'complexity', 'trialability' and 'observability' as defined in section

2.1. For each respondent consists the survey of three parts:

1. *General data (socio-demographic data)*
2. *Items to measure SMEs entrepreneurs perceptions of organizational Corporate Identity strength (Independent variable)*
3. *Items to measure the 'Diffusion of Innovation' of the process Halal food certification adoption (dependent variable)*

3.2.2 Measurement methods of 'Corporate Identity'

Balmer's (1996) affinity audit (BAA) is a specialized method using the principles of ethnography. This requires wide access within an organization and combines a number of qualitative methods of data collection such as semi-structured interviews, observation and an examination of documentary evidence. Weber (1985 as cited in van Rekom, ND) identified the method of 'verstehende Rekonstruktion' in which employees of organizations legitimize their behavior rationally. Lux (1988, as cited in van Rekom, ND) defines corporate identity as the sum of the characteristics of the organization. He counts seven dimensions of corporate identity e.g., needs, distinctive competencies, attitude, constitution, temperament, heritage and goal orientation. Fombrun and van Riel (2004, p. 165-166) state that corporate identity consist of "(a) features that employees consider *central* to the company, (b) features that make the company *distinctive* from other companies (in the eyes of employees) and (c) features that are *enduring* or continuing, linking the present and the pas future".

Melewar and Jenkins (2002, p. 80) aggregated the classifications of several different authors in the area of corporate identity. Based on this aggregation they designed an extensive model to measure corporate identity. Because Melewar and Jenkins (2002) aggregated multiple theories of different authors, it is leading in this area of research. During this research we will use their method (see figure 3). To determine corporate identity strength of organizations it is important to know what to measure¹⁵. The framework of the AC2ID Test (Balmer, 2002) depicts five identities that are present in any corporate (or organizational) entity they are: communicated identity, conceived identity, desired identity, ideal identity and actual identity. This research will focus on Actual 'Corporate Identity' because identification of Malaysian SME entrepreneurs CURRENT perceptions towards Halal food certification is under investigation.

3.2.3 Survey criteria

The survey itself has to follow certain steps. First, it is important that all the questions and variables are backed up by a thorough literature research. Second, the research has to be tested and controlled to make sure that the questions provide the required answers. Finally, the ordering of the survey is important. The way items are presented can also affect responses (Babbie, 2007). To avoid pitfalls that can result in useless or even misleading information, Babbie (2007) developed 9 guidelines that help researchers to frame and ask questions that serve as excellent operationalizations of variables.

1. Make items clear
2. Choose appropriate question forms
3. Avoid double-barreled questions
4. Respondents must be competent to answer
5. Respondents must be willing to answer
6. Questions should be relevant
7. Short items are best
8. Avoid negative items
9. Avoid biased items and terms

¹⁵ to assess whether we want knowledge about actual, conceived, desired, ideal or communicated corporate identity (Balmer, 2002, p. 73-74).

3.2.4 Measuring SMEs entrepreneurs perceptions

Entrepreneurs don't have much time available and are difficult to convince without a reward. Since there is a limited budget for the survey, the survey itself has to be fairly simple. Just a short introduction should be enough to convince the entrepreneurs to participate. The 7-point Likert-scale is chosen because it is designed in a way that entrepreneurs are less intended to answer 'neutral' or 'no opinion' (than would be the case with a 5-point scale) (Babbie, 2007, p.246). Oftentimes, information gathered in social sciences involves the use of Likert-type scales (Riem & Riem, 2003, p.82): "As individuals attempt to quantify constructs which are not directly measurable they oftentimes use multiple-item scales and summated ratings to quantify the construct(s) of interest". McIver and Carmines (1981, p.22-23) describe the Likert scale as a "set of items, composed of approximately an equal number of favorable and unfavorable statements concerning the attitude object, is given to a group of subjects. They are asked to respond to each statement in terms of their own degree of agreement or disagreement". The purpose of scale construction is to design a survey that provides a quantitative measurement of an abstract theoretical variable (Decoster, 2000). A Likert-Scale consists of four components (Riem & Riem, 2003):

1. The scale must contain multiple items
2. Each individual item must measure something that has an underlying, quantitative measurement continuum
3. Each item has no "right" answer, which makes the summated rating scale different from a multiple-choice test.
4. Each scale is a statement, and respondents are asked to give a rating on that statement.

In order to analyze the data, variable importance weights will be used. Variable importance weights indicate how 'important' a variable is. By doing so, differences in data will reveal. The following is an example of a Likert-scale question.

Likert-scale question:

- a. I'm totally aware of the process involved in getting the Halal certification

Strongly Disagree				Strongly Agree			
1	2	3	4	5	6	7	

3.2.5 Construct reliability and validity

Cronbach alpha is used to determine the reliability (internal consistency) of the research (Gliem & Gliem, 2003, p.83). Cronbach's alpha "reliability coefficient normally ranges between 0 and 1. A Cronbach alpha of at least .7 is desirable. The closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale" (Gliem & Gliem, 2003, p.87).

Factor analysis is a method to check for validity. Factor analysis is a complex algebraic method used to discover patterns among the variations in values of several variables. This is done through the generation of artificial dimensions (factors) that correlate highly with several of the real variables and that are independent of one another (Babbie, 2007, p.474). This research partly uses factor analysis to test for reliability and validity. One of the statistics associated with validity is the Kaiser-Meyer-Olkin Measure of Sampling Adequacy and Barlett's Test of Sphericity. Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) measures the validity of the research. Values between 0.5 and 1.0 indicate that the research's validity is appropriate. Values below 0.5 indicate that validity may not be guaranteed (Huizingh, 2006). Barlett's Test of Sphericity (Barlett, 1954 as cited in Mohani et al., 2011, p.4) is used to examine if variables are uncorrelated in the population (way in which variables correlates perfectly with itself ($r=1$) and has no correlation with other variables ($r=0$)) (Huizingh, 2006). A significance level of less than 0.05 is desired. Factor analysis basically identifies a new set of uncorrelated data variables to replace the original set of data variables. Since this research already defined the constructs 'Corporate Identity' and 'Halal food certification adoption', there will be no further application of factor analysis.

3.3 Conclusion

We developed a survey based on the rules of survey design. The questions are backed-up by a thorough literature review and the variables are linked together in the survey construction. The survey construction is elaborated in appendix 7.1. The survey itself is given in appendix 7.2. The statistical program SPSS 20.0 helps to reveal the relationships between 'Corporate Identity' strength and its perceived effects on 'Halal food certification adoption'.

4. Data collection and findings

This chapter presents the results of the pilot study and the survey. The results of the pilot study mainly focus on study feasibility and acceptability (by asking respondents their opinion of the survey and analyzing their behavior while filling in the survey) while the survey, on the other hand, provides data to draw (preliminary) conclusions.

4.1 Respondents characteristics

The research was conducted in both Malaysia and the Netherlands. A total of 75 usable surveys were collected from food producing entrepreneurs ('Malaysian Halal food certification adopters' n=31, 'Malaysian Halal food certification non-adopters' n=20, 'Dutch Halal food certification non-adopters' n=14, 'Dutch Halal food certification adopters' n=10 see section 4.2)

The construct 'religion' seems to have a smaller impact on the construct 'is your organization certified' than one would expect. Most of the organizations with Halal certification are owned by Muslims. All of the Halal certified Malaysian organizations are certified by the Halal certification authority JAKIM; the Dutch Halal certified organizations are certified by Halal Tayyib and Halal Correct. Most of the respondents were male (n= 56, percent=76,7) and aged between 36 and 50 (40,1%, see table 9 and 11). In table 15, there is an overview of the year of commencement of organizations.

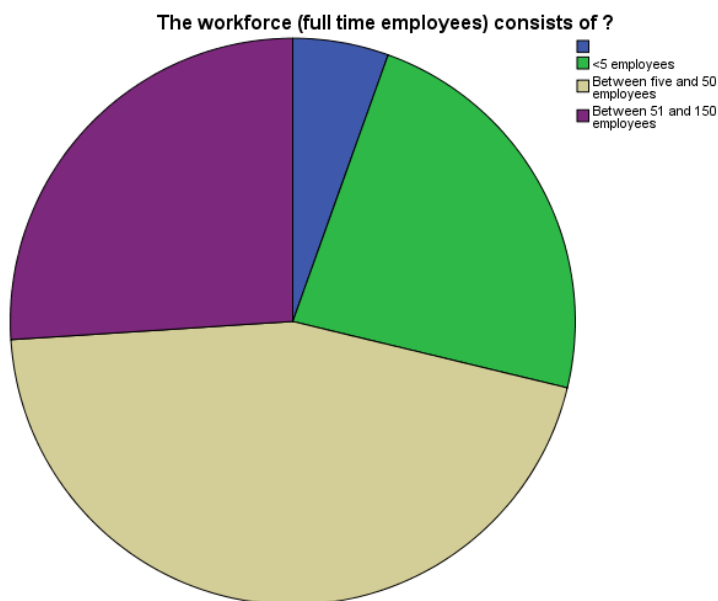


Figure 5: 'workforce'

Most of the respondents "reason of business involvement" is 'family involvement' and 'self interest' (33% vs. 43%, table 14 appendix 7.11). Table 13 depicts the organizational "ownership structure". Almost 32% of the organizations can be characterized as 'company' and almost 46% have a workforce of more than five and less than 50 employees as depicted in figure 5 (full-time) (see table 12).

4.2 Pilot study report

Respondents agreed that this is a valuable pilot study for Halal food producing SMEs in both Malaysia and the Netherlands. Entrepreneurs are interested in the results.

- The pilot study starts with developing and testing adequacy of research instruments. The survey questions are structured based on a 7-point Likert scale. Respondents answer in according to their level of agreement (1= strongly disagree, 7= strongly agree). According to the respondents, it is an effective and efficient way of collecting research data.
- The order of questions is perceived as logical and clear. However, there seems to be some problems with some of the individual questions. Some were too broad and some were vague. Before a full-scale research is undertaken, we need to improve on this¹⁶.
- It is unclear whether translating the surveys in three languages (English, Bahasa Malay, and Dutch) influences the outcome.
- The present pilot study confirms that 'Corporate Identity' can be a useful tool for studying the relationship between 'Corporate Identity' strength and Halal food certification adoption while controlling for annual sales, ownership structure, nationality, workforce and reason of business involvement. Regression and correlation analysis, as depicted in section 4.3 and appendix 7.11-7.12, are useful research instruments to undertake a full-scale study. Correlation between 'Corporate Identity strength' and 'Halal food certification' is not statistically proven (only for Halal certification adopters in Malaysia=> indicates strong relationship). However, there seems to be some kind of correlation for all four categories (of surveys) between 'Corporate Identity' and Diffusion of Innovation, but statistically insignificant because of small n (n=20). Further, research to prove this relation is necessary. In section 4.3 we will give a more extensive elaboration of the results. When a full-scale study is undertaken we need to be cautious for problems arising from contamination, when data from this pilot study are included in the main results.
- The questionnaire distribution of this pilot study was effective. Both, MIHAS in Malaysia and the Dutch Halal fora provided a readymade sample of Halal producing SMEs. The research protocol consist of three parts; contacting entrepreneurs, making appointments and collecting the data. All of the entrepreneurs are personally approached. This increases the likelihood to participate and positively influences research reliability. However, some entrepreneurs were reluctant to participate (incentive is sending study results).
- Sampling frame and technique: the sample size used in our analysis is a poor reflection of the total amount Halal food organizations, both in Malaysia as well as the Netherlands. It is impossible to make statistical inferences, with such a sample size. A full-scale research will be a labor-intensive, somewhat time-consuming procedure, but it proved useful and interesting for our research objective and the entrepreneurs (see section 4.3 for the results). We need to be cautious, however, when interpreting the results of this research. The results seem to reveal a relationship between 'Corporate Identity strength' and 'Halal food certification'.

¹⁶ The survey can be improved by:

Improving vague questions: 1. Overall I agree that intended actions are by far more important than unintended action-> Most of the organizations processes are structured, 2. Management behavior arises from the interaction of organizational members including the managers-> Management behavior mainly focus on structuring organizational processes, 3. Organizational identity and image are being increasingly influenced by the behavior of top management due increased interaction between the organization and its stakeholders-> Organizational identity and image are primarily formed by management interactions with organizational stakeholders.

Does not measure 'Corporate Identity' and thus excluded: 1. The organization markets their products internationally, 2. My organization is an active player in international trade

Excluded: goal of every organization: 1. Overall I agree that the organizational philosophies and statements do not focus on maximizing return on investment

The Cronbach Alpha values are presented in table 2. The Cronbach Alpha of 'Corporate Identity' is calculated for each part it represents (Communication & Visual Identity, Behavior, Corporate Culture, Market Conditions and Diffusion of Innovations). However, the Cronbach Alpha of the construct of 'Diffusion of Innovation' is not calculated separately for the constructs it supersedes. The theory 'Diffusion of Innovation' is influenced by five factors (relative advantage, compatibility, complexity, triability and observability) and intends to explain an adoption decision. To adopt certification or not. 'Diffusion of Innovation' is seen as a single integrated theory¹⁷ (in contrast with the theory of 'Corporate Identity') (Venkatesh & Davis, 2000 & Zmud, 1984).

No. of questions	Construct	Value of Cronbach Alpha
9	Communication & Visual Identity	.88
4	Behavior	.92
8	Corporate Culture	.75
4	Market Conditions	.76
6	Diffusion of Innovation	.83

Table 2: Reliability test; Cronbach's Alpha

Based on the reliability test, the value of the Cronbach Alpha results in .89. Exceeding the recommended value of .7 (Gliem & Gliem, 2003). Based on Factor Analysis, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy gives .852, exceeding the recommended value of .6 (Ho, 2006) and the Bartlett's Test of Sphericity (Barlett, 1954 as cited in Mohani et al., 2011, p.4) gives approximate value of Chi-square of 188,046 (df 10) and significant value is 0.000. Hence the Cronbach and Factor Analysis results confirmed that the set of survey is both valid and reliable.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0,852
Barlett's Test of Sphericity Approx. Chi-Square	188,046
df	10
Sig.	0.000

Table 3: KMO and Barlett's Test

4.3 Survey report

This section is divided in four sub- paragraphs in accordance with the four categories of surveys (Halal food certification adopters and non-adopters of Halal food certification in both Malaysia and the Netherlands). In section 4.3.5 we present an overview of the differences and similarities.

4.3.1 'Halal food certification adopters' – Netherlands

The largest and most respected Dutch Halal food certifying authority is the 'Halal Feed and Food Inspection Authority' (HFFIA). HFFIA is the executive body of the 'Halal Feed and Food Foundation' and performs the physical inspection of the Halal slaughtering and Halal food processing" (interview A.H. Qayyom). As such, HFFIA certifies several multinationals throughout Europe (like Nestlé, DSM and others). The head office is located in The Hague, from which customers are certified and audited. HFFIA is worldwide accepted in countries with the most authentic Halal rules (for example Malaysia and Indonesia) and maintains close relations with the Dutch government and all Muslim communities in the European Union. This Halal certification is guaranteed by the Malis Al Ifta¹⁸, and will ensure

¹⁷ Diffusion of Innovation categories influence each other. When complexity is considered high, it probably influences triability and relative advantage. Therefore, we need to consider it as a single theory and thus present one Cronbach Alpha

¹⁸ Islamic 'Consultative Council' in which Imams and Islamic scholars sit, abbreviated M.A.I

that interpretation of food laws of Islamic religious dietary laws happens. The board consists of scholars and Imams of competent¹⁹, and reflects the Muslim community. Based on foregoing information, we decided to contact the Director of HFFIA, Mr. A.H. Qayyoem MSc. Several interviews were scheduled with Abdul Qayyoem. Qayyoem revealed that the process of Halal food certification is problematic in the Netherlands: “the Halal market is very difficult”. Only a few percent of the Muslims in the Netherlands is so fundamentalist that they set very high standards for Halal. Consumers will never pay premium prices for Halal products. Entrepreneurs assume that if food products state ‘100% Halal’, the Dutch customers will eat it”. Entrepreneurs provide Halal food products based on trust. Food is bought at Halal food organizations with Halal owners. Entrepreneurs ‘assume’ that the products are processed based on the Islamic rules of Halal. There is not a general recognized Halal certificate; there are several foundations that grant certificates (e.g. Halal Tayyib and Halal Correct). It can be concluded that the Dutch Halal food certification market is inconclusive and unclear on the process of Halal food certification; based on interviews with entrepreneurs (non-adopters of Halal food certification) and the interviews with Qayyoem. The Dutch Halal food certification authorities cannot reach the set standard by JAKIM, which is highly respected²⁰. Therefore, the collected data in this research, for the Dutch Halal food organizations, is obtained from certified organizations (Halal Tayyib and Halal Correct), which cannot meet the high Halal standards of JAKIM. We need to be aware of this when analyzing the data.

Among the four subcontracts of Halal food certification, based on average score, the subcontract of behavior scored the highest (average score is 45,25). This shows that most of our respondents agreed on the importance organizational identity and management behavior. Corporate culture, on the other hand, scored low (average score of 22). The Dutch SME entrepreneurs perceived nationality and country advantages as less important. Figure 22 depicts the results of the SPSS statistical correlation test for the subcontract of ‘Corporate Identity strength’ and its perceived effect on ‘Halal food certification’. It shows that respondents, who perceived the organizational ‘Corporate Identity strength’ as strong, scored low on the Diffusion of Innovation (adoption of Halal food certification). These two constructs seem to be correlated, as depicted in the correlation curve of the data (figure 23, appendix 7.12.4).

4.3.2 ‘Halal food certification adopters’ – Malaysia

Overall, most of our respondents agreed that ‘Halal food certification’ promotes satisfaction, confidence and trust (as depicted in table 16, appendix 7.12.1) with a mean score of 6,26. They also agreed that ‘Halal food certification’ is important to increase market competitiveness (mean score of 6,3) and that consumers are particular about ‘Halal food certification’ (mean score of 5,93). Furthermore, respondents agreed on the fact that Halal food certification is perceived as consistent with existing values, past experiences, and needs of potential adopters. Respondents agreed or answered neutral on the statements: 1. has the organization a Halal Assurance System (HAS, 5,70) and 2. the process of Halal certification is perceived as advantageous and interesting for the organization (4,87). Respondents strongly agree that most of the products are Halal certified (mean score of 6,13) and organizational members are involved in the process of Halal certification (mean score of 5,5). Furthermore, respondents agreed (mean score of 5,67) that the process of Halal certification is perceived as relatively easy to understand and use. Entrepreneurs disagreed somewhat on the statements on tediousness and stringentness of Halal food certification (3, 6 & 3,58). Finally, most of the organizations first certified certain products before fully certification of the organization (mean score of 4,9).

¹⁹ including the four Islamic schools of law; the so-called madhaahib

²⁰ Based on interviews with entrepreneurs (non-adopters of Halal food certification) and the interviews with Qayyoem

Adopter – profile description	Mean	N
Individual members of the organization are involved in the process of Halal certification	5,5	30
The process of Halal food certification is perceived as relatively easy to understand and use	5,67	30
Most of the organizations products are Halal certified	6,13	31
The process of Halal food certification is tedious	3,6	30
The process of Halal food certification is NOT stringent	3,58	31
The organization first certified certain products/product groups, before fully certification of the organization	4,9	30

Table 4: ‘Malaysian Halal food certification adopter’– profile description

Among the four subcontracts of ‘Halal food certification’²¹, based on average score, Corporate Culture scored the highest (average score is 188). This shows that most of our respondents agreed on the importance of 1. Halal logistics, ensuring full Halal delivery, 2. Halal integrity, the foundation of a Halal industry with standards, certification, training & consultancy and finally 3. the importance of capacity building and special investment. Even though, there is not a real difference with the other subcontracts²². This is confirmed if we look at the plot of the survey data of ‘Corporate Identity’ (as depicted in figure 15). Respondent’s average score on ‘Corporate Identity’ is over 6²³. This implies that, according the respondents, the construct ‘Corporate Identity’ is considered strong. The construct score of ‘diffusion of innovation’ is also strong (mean average score of 6.1). Table 17 depicts the results of the SPSS statistical correlation test of ‘Corporate Identity strength’ and its perceived influence on ‘Diffusion of Innovation’ (Halal food certification). It shows that respondents who perceived the organizational ‘Corporate Identity’ as strong scored significantly higher, at the .1 significance level, on the construct ‘diffusion of innovation’ (sig. =.95). These two constructs seems to be correlated, as depicted in the correlation curve of the data (figure 16, appendix 7.12.1).

4.3.3 ‘Halal food certification non-adopters’ – Netherlands

Overall, respondents scored lower on the constructs of ‘Corporate Identity’ and ‘Diffusion of Innovation’ than Malaysian adopters and non-adopters of Halal food certification (as depicted in table 18, appendix 7.12.2). Striking to see is the low score on the construct ‘Corporate Culture’ (average score of 33). There seems to be a difference in the strength of the construct ‘Corporate Culture’ in the Netherlands and Malaysia. Regulatory framework, monitoring mechanism and government enforcement of Halal food certification is rather low. Among the four subcontracts of ‘Corporate Identity’, respondents scored high on the construct ‘communication and visual identity’. Respondents scored neutral or agreed somewhat on the statements of information dissemination. Respondents agree that, the management team provides enough information on Halal food (5,50), the information is relevant and up to date (mean score of 4,14) and employees are free to ask questions on Halal food. Respondents disagree on the subcontract of ‘Market conditions’ statements on competitor behavior (mean score of 2,71) and market share (mean score of 2,36). Respondents seem to be unaware of market conditions. Looking at the construct ‘Diffusion of Innovation’ (figure 17) we notice that respondents slightly disagree on the statement on the importance of the process of Halal food certification adoption (mean score of 3). Remarkable is the low score on the construct ‘consumers’. Respondents disagree on the statement that consumers are very particular about Halal certification (mean score of 1,71). Respondents don’t think that Halal certification is important to increase market competitiveness and answered neutral (mean score of 4,42) on the statement whether they possess a Halal Assurance System (HAS) or any other reporting system.

²¹ Constructs ‘Corporate Identity’

²² The average scores are: HFCa1: 179,65, HFCa2: 177,75, HFCa4: 185

²³ ≥Agree, in questionnaire

Table 19 (appendix 7.12.2) depicts the results of the SPSS statistical correlation test of 'Corporate Identity strength' and its perceived influence on 'Diffusion of Innovation' (Halal food certification). The correlation between the subcontracts of 'Corporate Identity' and 'Diffusion of Innovation' is not statistically proven. Correlation between 'Corporate Identity' and 'Diffusion of Innovation' seems to be high (as depicted in figure 18), but statistically insignificant because of small n (n=14). There seems to be a correlation if we look at the linear representation of this relation. Further research to prove this relation is necessary.

4.3.4 'Halal food certification non-adopters' –Malaysia

Overall, most of our respondents scored high on the construct 'Corporate Identity' (average score=105,12), as depicted in table 20 (appendix 7.12.3). According to respondents perceptions, Malaysia offers advantages for Halal food producing organizations and has a strong regulatory framework (mean score of 6,15 and 5,40). Respondents also agreed that the Malaysian government is proactive in enforcing Halal certification. However, there were some problems in the dissemination of information on Halal hub. Such as the contents of information were insufficient (mean score of 3,61) and insufficient Halal Assurance System (HAS) or other reporting system on Halal food (mean score of 2,74). Overall, we can conclude that the 'corporate identity' strength of the organizations is moderate/above moderate (with a mean score between 4 and 5). This is confirmed in the plot of figure 19 (appendix 7.12.3). The plot gives a hierarchical representation of 'Corporate Identity' strength²⁴. Looking at the construct 'Diffusion of Innovation' (table 21), we notice that respondents agreed on the importance of Halal certification. The process of Halal food certification is perceived as interesting for the organization (mean score of 5,16) and promotes confident and trust amongst consumers (mean score of 5,22). Furthermore, respondents agreed that Halal certification is important to increase market competitiveness (mean score of 4,70). Although they agree on the importance of Halal food certification they seem not capable, willing or motivated to organize a Halal Assurance System (HAS) or other reporting system on Halal food.

Table 21 depicts the results of the SPSS statistical correlation test of 'Corporate Identity strength' and its perceived influence on 'Diffusion of Innovation' (Halal food certification). The correlation between the subcontracts of 'Corporate Identity' strength' 'Diffusion of Innovation' is not statistically proven. However, there seems to be some kind of correlation²⁵ between 'Corporate Identity strength' and 'Diffusion of Innovation' (as depicted in figure 20), but statistically insignificant because of small n (n=20) in the linear representation of this relation. Further, research to prove this relation is necessary.

²⁴ Moderate/above moderate

²⁵ Following the linear correlation curve, blue line in figure 18

4.3.5 Survey empirical claims

This section discusses the empirical claims that can be made according to the data described in the sections 4.1-4.3. Based on the findings of the literature review we measured the relationship between 'Corporate Identity strength' and 'Halal food certification' to see what the perceived influence of organizational structure is on 'Halal food certification' adoption. Once again we address that this study is a pilot study, intending to make an assessment on the possibility of performing a full-scale study. The perceived influence of 'Corporate Identity strength' on 'Halal food certification' is depicted in figure 6 (right column). There seems to be a relationship between the two constructs, as one can see from the linear line. However, we did not find significant relationships between these two constructs for all categories of surveys. Only for the Malaysian adopters of Halal food certification we found a significant relation²⁶. This is confirmed if we look at the regression analysis of the data of the Malaysian Halal food organizations with a Halal certificate. In contrast to the regression analysis of the data of three categories of surveys (Malaysian Non Adopters, Dutch Adopters and Dutch Non Adopters), the data of the Malaysian Halal food certification adopters are more grouped (less outliers and extreme values).

Correlations

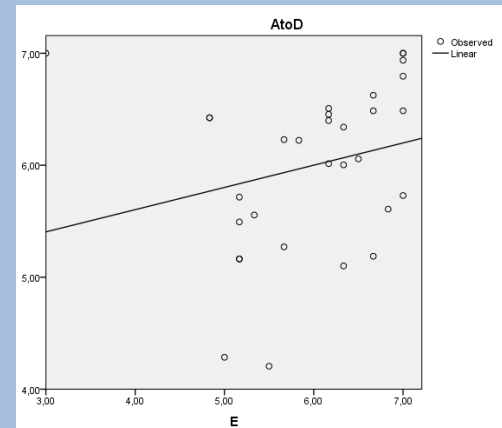
		Mal. A		Mal. Non-A		Dutch A.		Dutch Non-A	
		AtoD	E	AtoD	E	AtoD	E	AtoD	E
AtoD	Pearson Correlation Sig. (1-tailed)	1	0,242 ,095**	1	0,22 0,18	1	-0,26 0,239	1	0,3 0,15
	N	31	31	20	20	10	10	14	14
E	Pearson Correlation Sig. (1-tailed)	0,242 ,095**	1	0,219 0,177	1	-0,26 0,239	1	0,301 0,148	1
	N	31	31	20	20	10	10	14	14

Table 5: survey correlations

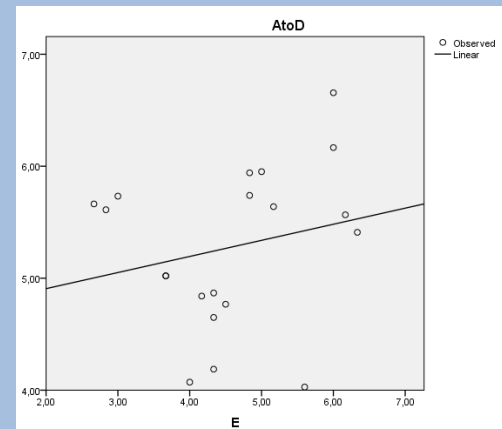
If we look at figure 6, we notice that the Dutch adopters of Halal food certification have a reversed relationship between 'Corporate Identity strength' and Halal food certification (with respect to the other categories of surveys). To explain why, we examined the underlying data according to table (appendix 7.12). We noticed that the constructs 'Corporate Culture' and 'Market conditions', as subcontract of 'Corporate Identity', scored low according to table 22 (appendix 7.12.4). Overall, the entrepreneurial perception is that certified Halal food organizations are in a disadvantageous position through regulation, monitoring & transportation system and the absence of Halal facilities (like Halal research institutes). Furthermore the entrepreneurs perceived that the nature of the industry has a negative influence on business of individual Halal food producing organizations.

²⁶ At a .1 significance level

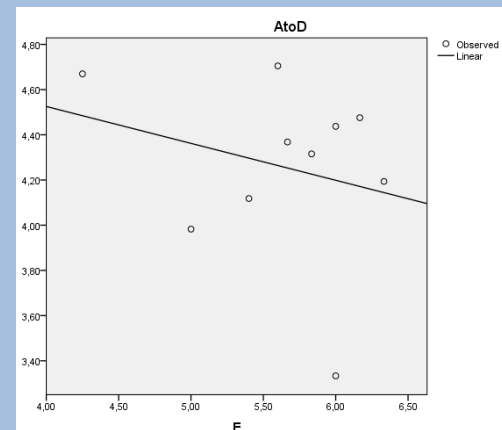
Mal. A.



Mal. NA.



Dutch A.



Dutch NA.

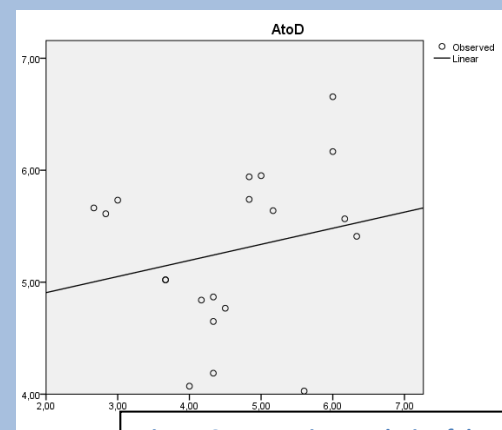


Figure 6: Regression Analysis of data

5. Discussion and Conclusions

This study centered around a triangular relationship between the Halal certifiers, the Muslim community and the Halal food producing organizations. We did research²⁷ on the perceived relationship between ‘Corporate Identity strength’ and ‘Halal food certification’ and its influences on that triangular relationship. In this section we will discuss the findings.

5.1 Discussion

The interest and demand for Halal certified products and services continue to increase across global markets, making Halal not just a religious obligation but also a powerful market force. Halal is emerging as a standard of choice for consumers and manufacturers across the globe (HDC, 2012). “For over a billion Muslims around the world, Halal is one of the rudimentary components of their daily life. This pre- defined Islamic standard ensures hygienic wholesomeness plus ethical, just and humane practices throughout Halal value chain. It is an unquestionable assurance that the product or service utilized is beyond reproach (HDC, 2012, p.16). The Malaysian Halal certification, by the institute JAKIM, is globally recognized as leading in the process of Halal certification. The standard set by JAKIM, is the standard we used during this research. Halal certification by JAKIM assures consumers and businesses that all ingredients used in the manufacturing process conforms to the strictest Halal standards besides meeting the industry quality and safety standards set. “The net result is greater consumer confidence and improved opportunities for businesses to venture into the Halal market” (HDC, 2012, p.16). JAKIM is globally acknowledged as the reference for Halal certification as well as Halal standard development.

The study was conducted around one (main) research question which, subsequently, led to four sub questions. The main research question centered around two central theories and its relation, namely ‘Corporate Identity’ and ‘Diffusion of Innovation’. On the one hand, ‘Corporate Identity’ is the underlying ‘core’ or basic character of the firm (Barnett et al., 2006) – representation of the firm that equates to its current state. On the other hand, ‘Diffusion of Innovation’ is a theory on organizational innovations. Halal food certification can be characterized as a process innovation, as it changes the processes in the organization. The innovation of the processes takes place in a triangular relationship between the Halal certification authority, the Halal food producing organization and the Muslim consumers. This research aims to pilot test a research on ‘Corporate Identity strength’ and its perceived influence on ‘Halal food certification’. Our study marks a preliminary step in ‘Halal food certification’ research. From the data several noteworthy results are found. The findings are consistent with the findings of Abdul et al. (2011); there is a relationship between organizational structure and ‘Halal food certification’. This research states that in order to increase qualitiveness and easiness of ‘Halal food certification adoption’, a strong ‘Corporate Identity’ is needed.

²⁷ Pilot study

5.1.1 Questionnaire

The questionnaire proved to be suitable to study the relationship between ‘Corporate Identity strength’ and its perceived influence²⁸ on ‘Halal food certification’. The quantitative questionnaire²⁹ enables entrepreneurs to make indications, based on the data of a full scale research, on the expected outcomes. The results of the pilot study (section 4.2) indicates that the survey can be ameliorated by improving vague questions and excluding questions that measure items beyond the scope of this research (as indicated on page 28). Overall, the questionnaire worked well. The questionnaire used was tested for reliability and validity. The results of these reliability and validity tests seems to be certain. According to the results of the Cronbach’s Alpha tests, it can be concluded that this pilot study measures what is supposed to measure.

5.1.2 Limitations and possible future research directions

This research has a number of limitations which should be considered when interpreting the results:

- One important limitation is the number of interviewees that participated. However, in pilot research, it is not the intention to create a design that is valid or true and thus generalizable. The primary goal in pilot research is to create a design that works; the applied approach is sufficient for this research. In this study, we solely applied ‘Corporate Identity’ strength as causation of ‘Halal food certification’.
- It may be possible that there are spurious relationships. A spurious relationship is a statistical correlation between two variables, shown to be influenced by some or multiple third variable(s) (Babbie, 2007). It may be possible that, for example, the size of the workforce (no. of employees) influences ‘Corporate Identity strength’. In that case, it may influence the research data.
- The results of this research have limited generalizability of the empirical claims. Some careful considerations need to be made. The problem of generalizability arises because it is uncertain whether the found preliminary relationships holds over variations in units, treatments, outcomes and settings (problem of generalizability according to Shadish, Cook & Campbell, 2002). A quantitative research design is chosen because this study intends to pilot test a full scale research in the research area of ‘Corporate Identity strength’ and ‘Halal food certification’.
- There seems to be a difference in ‘Corporate Identity strength’ and its perceived influence on ‘Halal food certification’ between the Netherlands and Malaysia. It is advisable to perform a full scale research to strengthen these findings.
- This study can be characterized as a cross-sectional study. A cross-sectional study “involves observations of a sample, or cross section, of a population or phenomenon that are made at one point in time. Descriptive studies are often cross-sectional” (Babbie, 2007, p.102). However, cross-sectional studies have an inherent problem. Their conclusions are based on observations made at only one time; typically they aim at understanding causal processes that occur over time. ‘Halal food certification’ is a process that occurs over time. It is a result of triangular processes between the Muslim consumers, Halal food producing organizations and the Halal certifier. Major changes in food producing for example, influences this triangular relationship and thus may influence the relationship between ‘Corporate Identity strength’ and ‘Halal food certification’. Measuring changes over time is useful to see if individual organizations improve their certification processes (due, for example, changed expectations). For a future full scale study we advocate to perform a longitudinal study to permit observations of the same phenomenon over an extended period.

²⁸ According to SMEs entrepreneurs

²⁹ 7-point Likert scale

- Another limitation is that respondents knew the research intend. Before filling in the survey, respondents were informed on the research objectives. This may result in a bias in the survey assessment values.
- A final limitation stems from the potential existence of non-response bias, as we do not have data from those who did not fill in the survey. However, our survey response rate was very high (87%).

In section 5.1 we addressed a number of avenues for future research. We can further develop these with the following future research recommendations. During this research we solely measured management perceptions of the theoretical concepts of 'Corporate Identity' and 'Halal food certification'. In future research it would be interesting to examine the perceptions of operational employees (non-managerial) as well. These respondents may perceive a different relationship. Another interesting future research path concerns taking a multilevel approach to testing our relationship. Already, we looked at the perceptions of the individual manager. However, a multilevel approach (for example: interviewing a group of managers) would allow the simultaneous examination of group-level and individual level. For further reading on multilevel analysis, we refer to Hox and Kreft (1994), Snijders and Bosker (1999), and Kozlowski and Klein (2000). Cultural differences are found to be important determinants of behavior. We did control for cultural differences since our study was conducted in both the Netherlands and Malaysia. However, it would be interesting to compare our findings with those from multiple cultural diverse contexts, so as to generate a more general perspective on 'Halal food certification'. Ideally, we can presage that if an organization has a certain 'Corporate Identity strength' it influences the process 'Halal food certification' in a specific manner.

5.2 Conclusions

From the data several noteworthy results are found. Our study marks a preliminary step in determining the perceived relationship between 'Corporate Identity strength' and 'Halal food certification'. Whilst this relationship did not lead to significant relationships for most of the categories of surveys, only for Malaysian Halal food certification adopters, we did find some interesting results at the group level (based on regression analysis). At this level, it appeared that 'Corporate Identity' seems to be positively related to 'Halal food certification'. A strong basic organizational structure, as measured by the theory 'Corporate Identity', positively influences the perceived attractiveness of 'Halal food certification adoption'. However, the found relationship was not found in the category of Dutch adopters of Halal food certification. This is explained due the weak subcontracts 'Corporate Culture' and 'Market Conditions' of 'Corporate Identity'. Organizational 'Corporate Culture' and organizational 'Market Conditions' negatively influences perceived 'Halal food certification' attractiveness. This negative relationship is explained if we look at the Halal certification processes in the Netherlands. In the Netherlands, there is not a general recognized Halal certificate (like JAKIM in Malaysia). There are several foundations that grant certificates (e.g.) Halal Tayyib and Halal Correct). The certification processes in the Netherlands is somewhat inconclusive and unclear and cannot reach the integrity level of JAKIM. Figure 7 and 8 provide an overview of the recommendations based on this pilot study data results.

Malaysia – the Halal Industrial masterplan to bring investments

"Malaysian certification assures consumers and businesses that all ingredients used in the manufacturing process conform to the strictest Halal standards besides meeting the industry quality and safety standards set. The net result is greater consumer confidence and improved opportunities for businesses to venture into the Halal market "(HDC, 2012).

"The interest and demand for Halal certified products and services continue to increase across global markets making Halal not just a religious obligation but also a powerful market force. Halal is emerging as a standard of choice for consumers and manufacturers across the globe. For over a billion Muslims around the world, Halal is one of the rudimentary components of their daily life. This pre- defined Islamic standard ensures hygienic wholesomeness plus ethical, just and humane practices throughout Halal value chain. It is an unquestionable assurance that the product or service utilized is beyond reproach" (HDC, 2012).

The Malaysian survey data for both the adopter- and non-adopters of Halal food certification, indicate a 'strong'* relationship between 'Corporate Identity strength' and 'Halal food certification'. However, there still are some challenges for the Malaysian SMEs entrepreneurs:

*not statistical

- Development of human capital and the effective utilization of skills and resources
- The common misconception is that Halal is just about food. It is not. Other countries had jumped on the Halal bandwagon earlier than Malaysia.
- Malaysia needs to drive to develop companies into export ready SMEs (currently not many). Focus on becoming a global Halal hub.
- SMEs need to have their production processes automated and undertake their own production development to meet the increased export needs.
- The Malaysian government can facilitate Halal compliant services such as cold-chain facilities (like in the Netherlands in the port of Rotterdam), transportation, handling and forwarding and warehousing services.
- Strengthen ties between government agencies and industry players (some entrepreneurs complain about the length and vagueness of the certification process.
- Promote quality standards, ethics and values via greater learning.
- Nurturing industry players so that they can move on to higher levels and become export ready.
- Assisting non Halal compliant companies to graduate into Halal compliant ones to ensure economic advantages
- Providing more training for SMEs to cover requirements for Halal compliance, product choice, packaging and labeling plus marketing and branding
- Providing consultancy services to overseas companies and MNCs as part of the country's efforts to be the reference centre for Halal standards and certification
- Provide grants for the development and promotion of Halal products
- Continue to give Halal industry players an attractive incentive in the form of tax breaks for forging ahead in their commitment to help grow the Halal industry

Figure 7: recommendations Malaysia, developed in conjunction with HDC (2012)

The Netherlands – The Importance of capacity building and special incentives

Both the Dutch adopters and non-adopters of Halal food certification scored low on the subcontracts 'Corporate Culture' and 'Market Conditions' of the theory 'Corporate Identity'. In contrast to the strong Malaysian 'Corporate Identity strength'. Based on the survey data we suggest to take the Malaysian certification process as the reference centre for Halal food certification as well as Halal standard development. Create institutional support in the form of government incentives to eligible companies for their efforts in trying to access the Halal market. The incentives include:

- Grants for business planning and development product and process improvements, productivity and quality improvements plus certification, market development and brand promotions.
- Special grant for the development and promotion of Halal products
- Tax deduction on expenditures for obtaining Halal certification and accreditation.

"In Malaysia, industry players are given an attractive incentive in the form of tax breaks for forgoing ahead in their commitment to help grow the Halal industry" (HDC, 2012). Currently these tax incentives include:

- Income tax exemption on export revenue at 100% for 5 years OR
- Investment tax allowance at 100% for 10 years
- Exemption from import duty on raw materials
- Double deduction on expenses incurred in obtaining international quality standards

Strengthen the triangular relationship between Halal certifiers, Muslim community and food producing SMEs. Based on this triangular relationship we can advocate the following:

- SMEs need to have their production processes automated and undertake their own production development to meet the increased export needs
- Strengthen ties between government agencies and industry players (some entrepreneurs complain about the length and vagueness of the certification process.
- Promote quality standards, ethics and values via greater learning.
- Nurturing industry players so that they can move on to higher levels and become export ready.
- Assisting non Halal compliant companies to graduate into Halal compliant ones to ensure economic advantages
- Providing more training for SMEs to cover requirements for Halal compliance, product choice, packaging and labeling plus marketing and branding
- Providing consultancy services to overseas companies and MNCs as part of the country's efforts to be the reference centre for Halal standards and certification
- Provide grants for the development and promotion of Halal products
- Continue to give Halal industry players an attractive incentive in the form of tax breaks for forging ahead in their commitment to help grow the Halal industry

Figure 8: recommendations the Netherlands, developed in conjunction with HDC (2012)

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7. Appendix

7.1 Content survey

Entrepreneurs profile	Indicator	Question in survey
Background information of organization and entrepreneur	<ul style="list-style-type: none"> Age, gender and religion Year business is commenced Structure of the organization Country 	Adopters: Question 5, 9 and 10: nominal measurement level: multiple choice Question 6: Open Question Question 11: nominal measurement level: multiple choice Question 13: Open Question Non-Adopters: Question 4, 8 and 9: nominal measurement level: multiple choice Question 5: Open Question Question 10: nominal measurement level: multiple choice Question 12: Open Question
Business Size	<ul style="list-style-type: none"> Business involvement and annual sales Workforce, nr. of employees 	Adopters: Question 7 and 8: nominal measurement level: multiple choice Question 12: nominal measurement level: multiple choice Non-adopters: Question 6 and 7: nominal measurement level: multiple choice Question 11: nominal measurement level: multiple choice
Independent variable -> Corporate Identity strength (IV)	Indicator	Question in survey
Communication and Visual Identity --- satisfaction with information dissemination	Construct 'Communication and Visual Identity' (IV) is measured through information dissemination, location and employee loyalty: <ul style="list-style-type: none"> Corporate Communications Uncontrollable Communication Architecture and Location Corporate Visual Identity 	Adopters: Part A. Question 14 up to 22 Ordinal Measurement Level 7-point Likertscale: from strongly disagree till strongly agree Non-adopters: Part A. Question 13 up to 21 Ordinal Measurement Level 7-point Likertscale: from strongly disagree till strongly agree



Behavior	--- perception of organizational behavior	Construct 'Behavior' (IV) is measured through organizational identity & image, interaction between organizational members and intended actors: <ul style="list-style-type: none"> Corporate Behavior Management Behavior Employee Behavior 	Adopters: Part B. Question 23 up to 26 Ordinal Measurement Level 7-points Likertscale: from strongly disagree till strongly agree Non-adopters: Part B. Question 22 up to 25 Ordinal Measurement Level 7-points Likertscale: from strongly disagree till strongly agree
Corporate Culture	--- Respondents perceptions of Government support and Monitoring and organizational Goals and history	Construct 'Corporate culture' (IV) is measured through organizational philosophies and statements, organizational imagery and history and advantages of location and is expected to be influenced by country (MV) located in: <ul style="list-style-type: none"> Goals, philosophies and principles Nationality Organizational Imagery and History 	Adopters: Part C. Question 27 up to 35 Ordinal Measurement Level 7-points Likertscale: from strongly disagree till strongly agree Non-adopters: Part C. Question 26 up to 34 Ordinal Measurement Level 7-points Likertscale: from strongly disagree till strongly agree
Market Conditions	--- Respondents perceptions Towards market share and Market competitiveness	Construct 'Market Conditions' (IV) is measured through market share and market competitiveness and is expected to be influenced by country (MV) located in: <ul style="list-style-type: none"> Nature of history Corporate Marketing strategies 	Adopters: Part D. question 36 up to 41 Ordinal Measurement Level 7-points Likertscale: from strongly disagree till strongly agree Non-Adopters: Part D. question 35 up to 40 Ordinal Measurement Level 7-points Likertscale: from strongly disagree till strongly agree
Dependent Variable Halal Food certification adoption (DV)		Indicator	Question in Survey
Diffusion of innovation		<ul style="list-style-type: none"> Perception of innovation by members of social system and relation with rate of adoption 	Adopters: Part Entrepreneursprofile: Question 1 up to 4. Nominal measurement level: multiple choice, question 1, 2 and 3 Open question: question 4. Part E. Question 42 up to 53. Ordinal Measurement Level 7-points Likertscale: from strongly disagree till strongly agree Non Adopters: Part Entrepreneursprofile: Question 1 to 3. Open question and nominal measurement level: multiple choice. Part E. Question 41 up to 47. Ordinal Measurement Level 7-points Likertscale: from strongly disagree till strongly agree

Relative Advantage	<ul style="list-style-type: none"> Decision to certify Over adoption 	<p>Adopters: Part Entrepreneursprofile: Question 1 up to 4. Nominal measurement level: multiple choice, question 1, 2 and 3 Open question: question 4. Part E. Question 42 up to 45. Ordinal Measurement Level 7-points Likertscale: from strongly disagree till strongly agree</p> <p>Non Adopters: Part Entrepreneursprofile: Question 1 to 3. Open question and nominal measurement level: multiple choice. Part E. Question 41 up to 44. Ordinal Measurement Level 7-points Likertscale: from strongly disagree till strongly agree</p>
Compatibility	<ul style="list-style-type: none"> Fit with current business processes Fit with existing values, past experiences, and needs of potential adopters 	<p>Adopters: Part E. Question 46 up to 47. Ordinal Measurement Level 7-points Likertscale: from strongly disagree till strongly agree</p> <p>Non Adopters: Part E. Question 46. Ordinal Measurement Level 7-points Likertscale: from strongly disagree till strongly agree</p>
Complexity	<ul style="list-style-type: none"> ease of understanding of the innovation Intelligibility of innovation 	<p>Adopters: Part E. Question 48-51. Ordinal Measurement Level 7-points Likertscale: from strongly disagree till strongly agree</p> <p>Non Adopters: not applicable</p>
Triability	<ul style="list-style-type: none"> Degree the innovation allows experimentation 	<p>Adopters: Part E. Question 52. Ordinal Measurement Level 7-points Likertscale: from strongly disagree till strongly agree</p> <p>Non Adopters: not applicable</p>
Observability	<ul style="list-style-type: none"> Visibility of innovation 	<p>Adopters: Part E. Question 53. Ordinal Measurement Level 7-points Likertscale: from strongly disagree till strongly agree</p> <p>Non Adopters: Part E. Ord. Measr. Question 47. 7-points Likerscale.</p>

Table 6: Content survey



7.1.1 Survey usage-> Mohani et al., 2011: HALAL FOOD CERTIFICATION

Halal food certification adopter

Question:

- 15. This information on Halal food is relevant
- 16. The content of information on Halal food is up to date
- 29. The regulatory framework off my country offers advantages for Halal food producing organizations
- 30. My country has a proper monitoring mechanism to ensure companies comply with the Halal certification
- 32. Transportation system in my country is effective to support Halal food producing organizations
- 33. My government has provided facilities for Halal products research centers
- 38. Overall the organization is aware of how big their market share is
- 39. The organization closely watch competitor behavior
- 42. The process of Halal certification is perceived as advantegous and interesting for the organization
- 44. My consumers are very particular about Halal certification
- 45. Halal certification is important to increase my market competitiveness
- 50. The process of Halal food certification is tedious
- 51. The process of Halal food certification is stringent

Halal food certification non-adopter

Question:

- 14. This information on Halal food is relevant
- 15. The content of information on Halal food is up to date
- 28. The regulatory framework off my country offers advantages for Halal food producing organizations
- 29. My country has a proper monitoring mechanism to ensure companies comply with the Halal certification
- 31. Transportation system in my country is effective to support Halal food producing organizations
- 32. My government has provided facilities for Halal products research centers
- 37. Overall the organization is aware of how big their market share is
- 38. The organization closely watch competitor behavior
- 41. The process of Halal certification is perceived as advantegous and interesting for the organization
- 44. My consumers are very particular about Halal certification
- 45. Halal certification is important to increase my market competitiveness

Excluded questions:

- Overall I agree that my country has the potential to be a Halal hub
- The content of the information about the Halal hub is sufficient
- The content of information about the Halal hub is up to date
- My government is proactive in enforcing the Halal certification
- The content of information about the Halal hub is published in a regularly accessed media
- The information about Halal hub is relevant
- There is sufficient number of websites on the Halal products



7.2 Survey Halal Food certification

7.2.1 English Survey – Halal food certification, Adopters

Number _____

Date _____

Entrepreneurs opinion Survey

This survey is part of a research project to understand the process of Halal food certification adoption. Your responses are important in enabling me to obtain as full as possible an understanding of this issue.

The survey should take you about 20-25 minutes to complete. The information you provide will be treated in the strictest confidence.

The answers from your survey and others will be used as the main data set for my master thesis project at the University of Twente (Europe, the Netherlands).

Thank you for your help.

Martijn Kolkman
d.m.kolkman@student.utwente.nl



Please answer each of the following questions by circling the number that best describes your opinion.

Entrepreneurs profile (Please V the relevant information)

1. Is your organization certified?
☐ Yes
☐ No
2. Is the Halal certification authority (who certifies your products) recognized by JAKIM or HFFFA?
☐ Yes– please specify by whom _____
☐ No– please specify by whom _____
3. Since when is your organization certified?
☐ Before 1995
☐ 1995-2000
☐ 2000-2005
☐ 2005-now
4. What are the main reasons to certify the organization, or product group?
 1. _____
 2. _____
 3. _____
5. What is your gender?
☐ Male
☐ Female
6. Please state the year you commenced your business _____
7. Main factor that influences you to involve in the business activity (please tick one only)
☐ Family involvement in the business activity
☐ Self interest
☐ Education
☐ Working Experience
8. What was your average annual sale for the last three years?
☐ Less than RM250.000 (€65.000)
☐ Between RM250.000 and RM1-million (between €65.000 and €2,5 million)
☐ Between RM10 million and RM25 million (between €2,5 million and €6 million)
☐ More than RM25 million (more than €6 million)
9. Age:
☐ 0<20
☐ 20-35
☐ 36-50
☐ 51-65
☐ >65
10. Religion:
☐ Muslim
☐ Non-Muslim
11. What is the ownerships structure of your business?
☐ Sole-proprietorships
☐ Partnership
☐ Company
☐ Others -> Please specify _____

12. The workforce (full time employees) consists of:

- ☐ <5 employees
☐ Between five and 50 employees
☐ Between 51 and 150 employees
☐ >150 employees

13. Which country do you come from:

- ☐ Malaysia
☐ Netherlands
☐ Others _____

-PLEASE CIRCLE THE FOLLOWING STATEMENTS IN ACCORDANCE TO YOUR PERCEPTIONS-

A. Communication and visual identity --- satisfaction with information dissemination

- | | |
|--|---|
| 14. Over all I agree that the management team/entrepreneur(s) of my organization provides enough information on Halal food | <div style="display: flex; justify-content: space-between;"> Strongly Disagree Strongly Agree </div> <div style="text-align: center;"> <div style="display: flex; justify-content: space-around;"> 1234567 </div> </div> |
| 15. This information on Halal food is relevant | <div style="display: flex; justify-content: space-between;"> Strongly Disagree Strongly Agree </div> <div style="text-align: center;"> <div style="display: flex; justify-content: space-around;"> 1234567 </div> </div> |
| 16. The content of information on Halal food is up to date | <div style="display: flex; justify-content: space-between;"> Strongly Disagree Strongly Agree </div> <div style="text-align: center;"> <div style="display: flex; justify-content: space-around;"> 1234567 </div> </div> |
| 17. Organizational members are free to ask questions about Halal Food | <div style="display: flex; justify-content: space-between;"> Strongly Disagree Strongly Agree </div> <div style="text-align: center;"> <div style="display: flex; justify-content: space-around;"> 1234567 </div> </div> |
| 18. There is a internal system that provides information on Halal Food | <div style="display: flex; justify-content: space-between;"> Strongly Disagree Strongly Agree </div> <div style="text-align: center;"> <div style="display: flex; justify-content: space-around;"> 1234567 </div> </div> |
| 19. Employees feel loyal/ are concerned (on)(to) Halal food products | <div style="display: flex; justify-content: space-between;"> Strongly Disagree Strongly Agree </div> <div style="text-align: center;"> <div style="display: flex; justify-content: space-around;"> 1234567 </div> </div> |
| 20. The organization is located on key location('s) to protect the appropriate image | <div style="display: flex; justify-content: space-between;"> Strongly Disagree Strongly Agree </div> <div style="text-align: center;"> <div style="display: flex; justify-content: space-around;"> 1234567 </div> </div> |
| 21. The content of the information on Halal food is sufficient | <div style="display: flex; justify-content: space-between;"> Strongly Disagree Strongly Agree </div> <div style="text-align: center;"> <div style="display: flex; justify-content: space-around;"> 1234567 </div> </div> |
| 22. Overall I agree that the purpose of the organizational logo/symbol is to present the central idea of the organization | <div style="display: flex; justify-content: space-between;"> Strongly Disagree Strongly Agree </div> <div style="text-align: center;"> <div style="display: flex; justify-content: space-around;"> 1234567 </div> </div> |

B. Behavior--- perceptions of organizational behavior

23. Overall I agree that intended actions are by far more important than unintended actions	Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree
24. Management behavior arises from the interaction of organizational members including the managers	Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree
25. Actions of employees are linked towards organizational goals and philosophies; these linkages are also communicated towards employees	Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree
26. Organizational identity and image are being increasingly influenced by the behavior of top management due increased interaction between the organization and its stakeholders	Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

C. Corporate Culture. Respondents perceptions of governments support and monitoring and organizational goals and history.

27. Overall I agree that my country has advantages for Halal food producing organizations	Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree
28. Following the organizational imagery and history it is logical that my organization did apply for Halal Food certification	Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree
29. The regulatory framework off my country offers advantages for Halal food producing organizations	Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree
30. My country has a proper monitoring mechanism to ensure companies comply with Halal certification	Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree
31. My government is proactive in enforcing the Halal certification	Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree
32. Transportation system in my country is effective to support Halal food producing organizations	Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree
33. My government has provided facilities for Halal products research centers	Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

34. Organizational philosophies and statements mainly focus on providing quality Halal products

Strongly Disagree Strongly Agree
1 2 3 4 5 6 7

35. Overall I agree that the organizational philosophies and statements do not focus on maximizing return on investment

Strongly Disagree Strongly Agree
1 2 3 4 5 6 7

D. Market Conditions. Respondents perceptions towards market share and market competitiveness.

36. The organization markets their products internationally

Strongly Disagree Strongly Agree
1 2 3 4 5 6 7

37. My organization is an active player in international trade

Strongly Disagree Strongly Agree
1 2 3 4 5 6 7

38. Overall the organization is aware of how big their market share is

Strongly Disagree Strongly Agree
1 2 3 4 5 6 7

39. The organization closely watch competitor behavior

Strongly Disagree Strongly Agree
1 2 3 4 5 6 7

40. The Halal food industry influences business of individual organizations

Strongly Disagree Strongly Agree
1 2 3 4 5 6 7

41. Overall I agree that strategy development is important for organizational success

Strongly Disagree Strongly Agree
1 2 3 4 5 6 7

E. Diffusion of Innovation

42. The process of Halal certification is perceived as advantageous and interesting for the organization

Strongly Disagree Strongly Agree
1 2 3 4 5 6 7

43. The process of Halal certification promotes confident, trust and satisfaction amongst consumers

Strongly Disagree Strongly Agree
1 2 3 4 5 6 7

44. My consumers are very particular about Halal certification

Strongly Disagree Strongly Agree
1 2 3 4 5 6 7

45. Halal certification is important to increase my market competitiveness

Strongly Disagree Strongly Agree
1 2 3 4 5 6 7

46. The process of Halal certification is perceived as consistent with existing values, past experiences, and needs of potential adopters.

Strongly Disagree Strongly Agree
1 2 3 4 5 6 7

47. Individual members of the organization were involved in the process of certification	Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree
48. The process of certification is perceived as relatively easy to understand and use	Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree
49. Most of the organizations products are Halal certified	Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree
50. The process of Halal certification is NOT tedious	Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree
51. The process of Halal certification is NOT stringent (very strict)	Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree
52. The organization first certified certain products/product groups, before fully certification of the organization.	Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree
53. The organization has a Halal Assurance System (HAS) or other reporting system on Halal Food	Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree



7.2.2 English Survey – Halal food certification, non-Adopters

Number _____

Date _____

Entrepreneurs opinion Survey

This survey is part of a research project to understand the relation between organizational characteristics and its influence on the process of Halal food certification adoption. Your responses are important in enabling me to obtain as full as possible an understanding of this issue.

The survey should take you about 20-25 minutes to complete. The information you provide will be treated in the strictest confidence.

The answers from your survey and others will be used as the main data set for my master thesis project at the University of Twente (Europe, the Netherlands).

Thank you for your help.

Martijn Kolkman
d.m.kolkman@student.utwente.nl



Please answer each of the following questions by circling the number that best describes your opinion.

Entrepreneurs profile (Please V the relevant information)

1. Is your organization certified?
☐ Yes
☐ No
2. Can you give a few reasons why the organization is not Halal certified?
☐ _____
☐ _____
☐ _____
3. How does your organization assure the quality of the label 'Halal' ?
☐ _____
☐ _____
☐ _____
4. What is your gender?
☐ Male
☐ Female
5. Please state the year you commenced your business _____
6. Main factor that influences you to involve in the business activity (please tick one only)
☐ Family involvement in the business activity
☐ Self interest
☐ Education
☐ Working Experience
7. What was your average annual sale for the last three years?
☐ Less than RM250.000 (€65.000)
☐ Between RM250.000 and RM1-million (between €65.000 and €2,5 million)
☐ Between RM10 million and RM25 million (between €2,5 million and €6 million)
☐ More than RM25 million (more than €6 million)
8. Age:
☐ 0<20
☐ 20-35
☐ 36-50
☐ 51-65
☐ >65
9. Religion:
☐ Muslim
☐ Non-Muslim
10. What is the ownerships structure of your business?
☐ Sole-proprietorships
☐ Partnership
☐ Company
☐ Others -> Please specify _____
11. The workforce (full time employees) consists of:
☐ <5 employees
☐ Between five and 50 employees
☐ Between 51 and 150 employees
☐ >150 employees
12. Which country do you come from:
☐ Malaysia
☐ Netherland
☐ Others _____

-PLEASE CIRCLE THE FOLLOWING STATEMENTS IN ACCORDANCE TO YOUR PERCEPTIONS-

A. Communication and visual identity --- satisfaction with information dissemination

- | | |
|--|--|
| 13. Over all I agree that the management team/entrepreneur(s) of my organization provides enough information on Halal food | Strongly Disagree
1 2 3 4 5 6 7
Strongly Agree |
| 14. This information on Halal food is relevant | Strongly Disagree
1 2 3 4 5 6 7
Strongly Agree |
| 15. The content of information on Halal food is up to date | Strongly Disagree
1 2 3 4 5 6 7
Strongly Agree |
| 16. Organizational members are free to ask questions about Halal Food | Strongly Disagree
1 2 3 4 5 6 7
Strongly Agree |
| 17. There is a internal system that provides information on Halal Food | Strongly Disagree
1 2 3 4 5 6 7
Strongly Agree |
| 18. Employees feel loyal/ are concerned (on)(to) Halal food products | Strongly Disagree
1 2 3 4 5 6 7
Strongly Agree |
| 19. The organization is located on key location('s) to protect the appropriate image | Strongly Disagree
1 2 3 4 5 6 7
Strongly Agree |
| 20. The content of the information on Halal food is sufficient | Strongly Disagree
1 2 3 4 5 6 7
Strongly Agree |
| 21. Overall I agree that the purpose of the organizational logo/symbol is to present the central idea of the organization | Strongly Disagree
1 2 3 4 5 6 7
Strongly Agree |

B. Behavior--- perceptions of organizational behavior

- | | |
|---|--|
| 22. Overall I agree that intended actions are by far more important than unintended actions | Strongly Disagree
1 2 3 4 5 6 7
Strongly Agree |
| 23. Management behavior arises from the interaction of organizational members including the managers | Strongly Disagree
1 2 3 4 5 6 7
Strongly Agree |
| 24. Actions of employees are linked towards organizational goals and philosophies; these linkages are also communicated towards employees | Strongly Disagree
1 2 3 4 5 6 7
Strongly Agree |
| 25. Organizational identity and image are being increasingly influenced by the behavior of top management due increased interaction between the | Strongly Disagree
1 2 3 4 5 6 7
Strongly Agree |

organization and its stakeholders

C. Corporate Culture. Respondents perceptions of governments support and monitoring and organizational goals and history.

26. Overall I agree that my country has advantages for Halal food producing organizations	Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree
27. Following the organizational imagery and history it is logical that my organization did NOT apply for Halal Food certification	Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree
28. The regulatory framework off my country offers advantages for Halal food producing organizations	Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree
29. My country has a proper monitoring mechanism to ensure companies comply with Halal certification	Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree
30. My government is proactive in enforcing the Halal certification	Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree
31. Transportation system in my country is effective to support Halal food producing organizations	Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree
32. My government has provided facilities for Halal products research centers	Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree
33. Organizational philosophies and statements mainly focus on providing quality Halal products	Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree
34. Overall I agree that the organizational philosophies and statements do not focus on maximizing return on investment	Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

D. Market Conditions. Respondents perceptions towards market share and market competitiveness.

35. The organization markets their products internationally	Strongly Disagree	Strongly Agree
	1 2 3 4 5 6 7	
36. My organization is an active player in international trade	Strongly Disagree	Strongly Agree
	1 2 3 4 5 6 7	
37. Overall the organization is aware of how big their market share is	Strongly Disagree	Strongly Agree
	1 2 3 4 5 6 7	
38. The organization closely watch competitor behavior	Strongly Disagree	Strongly Agree
	1 2 3 4 5 6 7	
39. The Halal food industry influences business of individual organizations	Strongly Disagree	Strongly Agree
	1 2 3 4 5 6 7	
40. Overall I agree that strategy development is important for organizational success	Strongly Disagree	Strongly Agree
	1 2 3 4 5 6 7	

E. Diffusion of Innovation

41. In your opinion, is your organization in a disadvantageous position to produce for local/international markets because of the absence of certification?	Strongly Disagree	Strongly Agree
	1 2 3 4 5 6 7	
42. The decision not to certify is perceived as advantageous and interesting for the organization	Strongly Disagree	Strongly Agree
	1 2 3 4 5 6 7	
43. The decision not to certify promotes confident, trust and satisfaction amongst consumers	Strongly Disagree	Strongly Agree
	1 2 3 4 5 6 7	
44. My consumers are NOT very particular about Halal certification	Strongly Disagree	Strongly Agree
	1 2 3 4 5 6 7	
45. Halal certification is NOT considered as off major influence on market competitiveness	Strongly Disagree	Strongly Agree
	1 2 3 4 5 6 7	
46. The decision not to certify is perceived as consistent with existing values, past experience, and potential adoptors	Strongly Disagree	Strongly Agree
	1 2 3 4 5 6 7	
47. The organization has a Halal Assurance System (HAS) or other reporting system on Halal Food	Strongly Disagree	Strongly Agree
	1 2 3 4 5 6 7	



7.2.3 Malaysian Survey – Halal Food certification, Adopters

Nombor _____

Tarikh _____

Kajian Pendapat Usahawan

Kajian ini adalah sebahagian daripada projek penyelidikan untuk memahami proses menerima pakai pensijilan makanan Halal. Jawapan anda adalah penting bagi saya untuk mendapatkan penuh pemahaman tentang isu ini.

Soal selidik ini hendaklah mengambil kira-kira 20-25 minit untuk selesai. Maklumat yang anda berikan akan dianggap sebagai sulit.

Jawapan daripada soal selidik dan lain-lain anda akan digunakan sebagai data utama yang ditetapkan bagi projek tesis master saya di Universiti Twente (Europe, the Netherlands).

Terima kasih atas bantuan anda

Martijn Kolkman
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Jawab setiap soalan-soalan yang berikut.

Profil usahawan (Sila ✓ maklumat yang berkaitan)

1. Adakah organisasi anda sah?
☐ Ya
☐ Tidak
2. Adakah pihak berkuasa pemerakuan Halal(yang memperakui produk anda) yang diiktiraf oleh JAKIM atau HFFFA?
☐ Ya– sila nyatakan oleh siapa _____
☐ Tidak– sila nyatakan oleh siapa _____
3. Sejak bila organisasi anda disahkan?
☐ Sebelum 1995
☐ 1995-2000
☐ 2000-2005
☐ 2005-kini
4. Apakah sebab-sebab utama untuk mengesahkan organisasi atau produk anda?
4. _____
5. _____
6. _____
5. Apakah jantina anda?
☐ Lelaki
☐ Wanita
6. Sila nyatakan tahun apa anda memulakan perniagaan anda _____
7. Faktor utama yang memperngaruhi anda untuk terlibat dalam aktiviti perniagaan (Sila tandakan satu sahaja)
☐ Penglibatan keluarga dalam aktiviti perniagaan
☐ Kepentingan diri
☐ Pendidikan
☐ Kerja Pengalamans
8. Apakah jualan purata tahunan bagi tempoh tiga tahun yang lalu?
☐ Kurang daripada RM250.000 (€65.000)
☐ Antara RM250.000 hingga RM1-juta (antara €65.000 hingga €2,5 juta)
☐ Antara RM10 juta hingga RM25 juta (antara €2,5 juta hingga €6 juta)
☐ Lebih daripada RM25 juta(lebih daripada €6 juta)
9. Umur:
☐ 0<20
☐ 20-35
☐ 36-50
☐ 51-65
☐ >65
10. Agama:
☐ Muslim
☐ Non-Muslim
11. Apakah struktur pemilikan perniagaan anda?
☐ Sole-proprietorships
☐ Perkongsian
☐ Syarikat
☐ Lain -> Sila nyatakan _____

12. Tenaga kerja (pekerja sepenuh masa) terdiri daripada:

- ☐ <5 pekerja
☐ Antara lima hingga 50 pekerja
☐ Antara 51 hingga 150 pekerja
☐ >150 pekerja

13. Dari Negara mana anda dating?:

- ☐ Malaysia
☐ Netherlands
☐ Lain _____

-Sila bulatkan penyata berikut mengikut dengan persepsi anda-

A. Komunikasi dan Identiti Visual

14. Keatas semua saya bersetuju bahawa pasukan pengurusan/usahawan organisasi saya menyediakan maklumat yang cukup mengenai makanan Halal.

Tidak Setuju Setuju
1 2 3 4 5 6 7

15. Maklumat mengenai makanan Halal adalah berkaitan.

Tidak Setuju Setuju
1 2 3 4 5 6 7

16. Kandungan maklumat mengenai makanan Halal yang sudah terkini.

Tidak Setuju Setuju
1 2 3 4 5 6 7

17. Ahli Organisasi boleh bertanya soalan tentang makanan Halal.

Tidak Setuju Setuju
1 2 3 4 5 6 7

18. Terdapat satu sistem dalaman yang menyediakan maklumat mengenai makanan Halal.

Tidak Setuju Setuju
1 2 3 4 5 6 7

19. Pekerja berasa setia/berkecintaan (di/kepada) produk makanan Halal.

Tidak Setuju Setuju
1 2 3 4 5 6 7

20. Organisasi ini terletak di lokasi utama untuk melindungi imej yang sesuai

Tidak Setuju Setuju
1 2 3 4 5 6 7

21. Kandungan maklumat mengenai makanan Halal adalah mengcukupi.

Tidak Setuju Setuju
1 2 3 4 5 6 7

22. Secara keseluruhannya saya bersetuju bahawa tujuan organisasi logo adalah untuk membentangkan idea pusat organisasi.

Tidak Setuju Setuju
1 2 3 4 5 6 7

B. Tingkah Laku --- Persepsi perlakuan organisasi

23. Secara keseluruhannya saya bersetuju bahawa tujuan tindakan organisasi lebih penting daripada tindakan yang tidak diingini.	Tidak Setuju 1 2 3 4 5 6 7 Setuju
24. Tingkah laku pengurusan timbul daripada interaksi ahli-ahli organisasi termasuk pengurus.	Tidak Setuju 1 2 3 4 5 6 7 Setuju
25. Tindakan pekerja dihubungkan kearah matlamat organisasi, hubungan ini adalah juga berkomunikasi terhadap perkerja.	Tidak Setuju 1 2 3 4 5 6 7 Setuju
26. Identiti dan imej organisasi yang semakin dipengaruhi oleh tingkah laku pengurusan atasan interaksi disebabkan meningkat antara organisasi dan pihak yang berkepentingan.	Tidak Setuju 1 2 3 4 5 6 7 Setuju

C. Budaya korporat. Persepsi responden kerajaan dan sokongan pemantauan dan matlamat organisasi dan sejarah.

27. Secara keseluruhannya saya bersetuju bahawa Negara saya mempunyai kelebihan untuk organisasi menghasilkan makanan Halal.	Tidak Setuju 1 2 3 4 5 6 7 Setuju
28. Berikutan imej dan sejarah organisasi, ia adalah logic bahawa organisasi saya telah memohon pensijilan Makanan Halal	Tidak Setuju 1 2 3 4 5 6 7 Setuju
29. Rangka kerja Negara saya menawarkan kelebihan untuk organisasi menghasilkan makanan Halal	Tidak Setuju 1 2 3 4 5 6 7 Setuju
30. Negara saya mempunyai pemantuan untuk memastikan syarikat mematuhi sijil Halal.	Tidak Setuju 1 2 3 4 5 6 7 Setuju
31. Kerajaan saya adalah proaktif dalam menguatkuasakan pensijilan Halal.	Tidak Setuju 1 2 3 4 5 6 7 Setuju
32. Sistem pengangkutan di Negara saya adalah berkesan untuk menyokong organisasi makanan Halal.	Tidak Setuju 1 2 3 4 5 6 7 Setuju
33. Kerajaan telah menyediakan kemudahan untuk pusat penyelidikan produk Halal.	Tidak Setuju 1 2 3 4 5 6 7 Setuju
34. Falasah organisasi dan penyata terutamanya memberi tumpuan kepada menyediakan produk Halal yang berkualiti	Tidak Setuju 1 2 3 4 5 6 7 Setuju

35. Secara keseluruhannya, saya bersetuju bahawa falsafah organisasi dan penyata tidak memberi tumpuan kepada memaksimumkan pulangan keatas pelaburan,

Tidak Setuju

Setuju

1 | 2 | 3 | 4 | 5 | 6 | 7

D. Kondisi Pasaran. Persepsi responden terhadap bahagian pasaran dan daya saing pasaran.

36. Organisasi memasarkan produk mereka di peringkat antarabangsa

Tidak Setuju

Setuju

1 | 2 | 3 | 4 | 5 | 6 | 7

37. Organisasi saya aktif dalam perdagangan antarabangsa

Tidak Setuju

Setuju

1 | 2 | 3 | 4 | 5 | 6 | 7

38. Keseluruhan organisasi sedar betapa besar bahagian pasaran mereka.

Tidak Setuju

Setuju

1 | 2 | 3 | 4 | 5 | 6 | 7

39. Organisasi perhatikan tingkah laku pesaing.

Tidak Setuju

Setuju

1 | 2 | 3 | 4 | 5 | 6 | 7

40. Industri makanan Halal mempengaruhi perniagaan oranisasi individu.

Tidak Setuju

Setuju

1 | 2 | 3 | 4 | 5 | 6 | 7

41. Secara keseluruhannya saya bersetuju bahawa strategi pembangunan adalah penting untuk kejayaan organisasi

Tidak Setuju

Setuju

1 | 2 | 3 | 4 | 5 | 6 | 7

E. Penyebaran Inovasi

42. Proses pensijilan Halal dianggap sebagai berfaedah dan menarik bagi organisasi

Tidak Setuju

Setuju

1 | 2 | 3 | 4 | 5 | 6 | 7

43. Proses pensijilan Halal menggalakkan keyakinan, kepercayaan dan kepuasan di kalangan pengguna.

Tidak Setuju

Setuju

1 | 2 | 3 | 4 | 5 | 6 | 7

44. Pihak pengguna saya harus berasa sijil Halal ini amat penting.

Tidak Setuju

Setuju

1 | 2 | 3 | 4 | 5 | 6 | 7

45. Pensijilan Halal adalah penting untuk meningkatkan daya saing pasaran saya.

Tidak Setuju

Setuju

1 | 2 | 3 | 4 | 5 | 6 | 7

46. Proses pensijilan Halal dianggap sebagai konsisten dengan nilai-nilai yang sedia ada, pengalaman lepas, dan keperluan penerima potensi.

Tidak Setuju

Setuju

1 | 2 | 3 | 4 | 5 | 6 | 7

47. Ahli-ahli individu organisasi yang terlibat dalam proses pensijilan.

Tidak Setuju

Setuju

1 | 2 | 3 | 4 | 5 | 6 | 7

48. Proses pensijilan dilihat sebagai agak mudah untuk memahami dan menggunakan.

Tidak Setuju Setuju
1 | 2 | 3 | 4 | 5 | 6 | 7

49. Kebanyakan produk organisasi telah disahkan Halal.

Tidak Setuju Setuju
1 | 2 | 3 | 4 | 5 | 6 | 7

50. Proses pensijilan Halal tidak menyusahkan.

Tidak Setuju Setuju
1 | 2 | 3 | 4 | 5 | 6 | 7

51. Proses pensijilan Halal TIDAK sukar.

Tidak Setuju Setuju
1 | 2 | 3 | 4 | 5 | 6 | 7

52. Pertama sekali organisasi harus sahkan produk, sebelum pengesanan sepenuhnya organisasi tersebut.

Tidak Setuju Setuju
1 | 2 | 3 | 4 | 5 | 6 | 7

53. Organisasi mempunyai Sistem Jaminan Halal (HAS) atau sistem pelaporan yang lain pada makanan Halal

Tidak Setuju Setuju
1 | 2 | 3 | 4 | 5 | 6 | 7



7.2.4 Malaysian Survey – Halal Food certification, non-Adopters

Nombor _____

Tarikh _____

Kajian Pendapat Usahawan

Kajian ini adalah sebahagian daripada projek penyelidikan untuk memahami proses menerima pakai pensijilan makanan Halal. Jawapan anda adalah penting bagi saya untuk mendapatkan penuh pemahaman tentang isu ini.

Soal selidik ini hendaklah mengambil kira-kira 20-25 minit untuk selesai. Maklumat yang anda berikan akan dianggap sebagai sulit.

Jawapan daripada soal selidik dan lain-lain anda akan digunakan sebagai data utama yang ditetapkan bagi projek tesis master saya di Universiti Twente (Europe, the Netherlands).

Terima kasih atas bantuan anda

Martijn Kolkman

d.m.kolkman@student.utwente.nl

Jawab setiap soalan-soalan yang berikut.

Profil usahawan (Sila ✓ maklumat yang berkaitan)

1. Adakah organisasi anda sah?
 - ☐ Ya
 - ☐ Tidak
2. Berikan berapa sebab organisasi anda tidak mempunyai sijil Halal?
 - ☐ _____
 - ☐ _____
 - ☐ _____
3. Apa cara organisasi anda menjamin kualiti 'Halal'?
 - 7. _____
 - 8. _____
 - 9. _____
4. Apakah jantina anda?
 - ☐ Lelaki
 - ☐ Wanita
5. Sila nyatakan tahun apa anda memulakan perniagaan anda _____
6. Faktor utama yang memperngaruhi anda untuk terlibat dalam aktiviti perniagaan (Sila tandakan satu sahaja)
 - ☐ Penglibatan keluarga dalam aktiviti perniagaan
 - ☐ Kepentingan diri
 - ☐ Pendidikan
 - ☐ Kerja Pengalamans
7. Apakah jualan purata tahunan bagi tempoh tiga tahun yang lalu?
 - ☐ Kurang daripada RM250.000 (€65.000)
 - ☐ Antara RM250.000 hingga RM1-juta (antara €65.000 hingga €2,5 juta)
 - ☐ Antara RM10 juta hingga RM25 juta (antara €2,5 juta hingga €6 juta)
 - ☐ Lebih daripada RM25 juta(lebih daripada €6 juta)
8. Umur:
 - ☐ 0<20
 - ☐ 20-35
 - ☐ 36-50
 - ☐ 51-65
 - ☐ >65
9. Agama:
 - ☐ Muslim
 - ☐ Non-Muslim
10. Apakah struktur pemilikan perniagaan anda?
 - ☐ Sole-proprietorships
 - ☐ Perkongsian
 - ☐ Syarikat
 - ☐ Lain -> Sila nyatakan _____
11. Tenaga kerja (pekerja sepenuh masa) terdiri daripada:
 - ☐ <5 pekerja
 - ☐ Antara lima hingga 50 pekerja
 - ☐ Antara 51 hingga 150 pekerja
 - ☐ >150 pekerja

12. Dari Negara mana anda datang?:

- ☐ Malaysia
☐ Netherlands
☐ Lain _____

-Sila bulatkan penyata berikut mengikut dengan persepsi anda-

A. Komunikasi dan Identiti Visual

- | | | | | | | | | |
|---|--|---|---|---|---|---|---|---|
| 13. Keatas semua saya bersetuju bahawa pasuka pengurusan/usahawan organisasi saya menyediakan maklumat yang cukup mengenai makanan Halal. | <div style="display: flex; justify-content: space-between;"> Tidak Setuju Setuju </div> <div style="text-align: center;"> <table border="1" style="border-collapse: collapse; width: 100%;"> <tr> <td style="width: 12.5%;">1</td> <td style="width: 12.5%;">2</td> <td style="width: 12.5%;">3</td> <td style="width: 12.5%;">4</td> <td style="width: 12.5%;">5</td> <td style="width: 12.5%;">6</td> <td style="width: 12.5%;">7</td> </tr> </table> </div> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | | |
| 14. Maklumat mengenai makanan Halal adalah berkaitan. | <div style="display: flex; justify-content: space-between;"> Tidak Setuju Setuju </div> <div style="text-align: center;"> <table border="1" style="border-collapse: collapse; width: 100%;"> <tr> <td style="width: 12.5%;">1</td> <td style="width: 12.5%;">2</td> <td style="width: 12.5%;">3</td> <td style="width: 12.5%;">4</td> <td style="width: 12.5%;">5</td> <td style="width: 12.5%;">6</td> <td style="width: 12.5%;">7</td> </tr> </table> </div> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | | |
| 15. Kandungan maklumat mengenai makanan Halal yang sudah terkini. | <div style="display: flex; justify-content: space-between;"> Tidak Setuju Setuju </div> <div style="text-align: center;"> <table border="1" style="border-collapse: collapse; width: 100%;"> <tr> <td style="width: 12.5%;">1</td> <td style="width: 12.5%;">2</td> <td style="width: 12.5%;">3</td> <td style="width: 12.5%;">4</td> <td style="width: 12.5%;">5</td> <td style="width: 12.5%;">6</td> <td style="width: 12.5%;">7</td> </tr> </table> </div> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | | |
| 16. Ahli Organisasi boleh bertanya soalan tentang makanan Halal. | <div style="display: flex; justify-content: space-between;"> Tidak Setuju Setuju </div> <div style="text-align: center;"> <table border="1" style="border-collapse: collapse; width: 100%;"> <tr> <td style="width: 12.5%;">1</td> <td style="width: 12.5%;">2</td> <td style="width: 12.5%;">3</td> <td style="width: 12.5%;">4</td> <td style="width: 12.5%;">5</td> <td style="width: 12.5%;">6</td> <td style="width: 12.5%;">7</td> </tr> </table> </div> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | | |
| 17. Terdapat satu sistem dalaman yang menyediakan maklumat mengenai makanan Halal. | <div style="display: flex; justify-content: space-between;"> Tidak Setuju Setuju </div> <div style="text-align: center;"> <table border="1" style="border-collapse: collapse; width: 100%;"> <tr> <td style="width: 12.5%;">1</td> <td style="width: 12.5%;">2</td> <td style="width: 12.5%;">3</td> <td style="width: 12.5%;">4</td> <td style="width: 12.5%;">5</td> <td style="width: 12.5%;">6</td> <td style="width: 12.5%;">7</td> </tr> </table> </div> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | | |
| 18. Pekerja berasa setia/berkenaan (di/kepada) produk makanan Halal. | <div style="display: flex; justify-content: space-between;"> Tidak Setuju Setuju </div> <div style="text-align: center;"> <table border="1" style="border-collapse: collapse; width: 100%;"> <tr> <td style="width: 12.5%;">1</td> <td style="width: 12.5%;">2</td> <td style="width: 12.5%;">3</td> <td style="width: 12.5%;">4</td> <td style="width: 12.5%;">5</td> <td style="width: 12.5%;">6</td> <td style="width: 12.5%;">7</td> </tr> </table> </div> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | | |
| 19. Organisasi ini terletak di lokasi utama untuk melindungi imej yang sesuai | <div style="display: flex; justify-content: space-between;"> Tidak Setuju Setuju </div> <div style="text-align: center;"> <table border="1" style="border-collapse: collapse; width: 100%;"> <tr> <td style="width: 12.5%;">1</td> <td style="width: 12.5%;">2</td> <td style="width: 12.5%;">3</td> <td style="width: 12.5%;">4</td> <td style="width: 12.5%;">5</td> <td style="width: 12.5%;">6</td> <td style="width: 12.5%;">7</td> </tr> </table> </div> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | | |
| 20. Kandungan maklumat mengenai makanan Halal adalah mencukupi. | <div style="display: flex; justify-content: space-between;"> Tidak Setuju Setuju </div> <div style="text-align: center;"> <table border="1" style="border-collapse: collapse; width: 100%;"> <tr> <td style="width: 12.5%;">1</td> <td style="width: 12.5%;">2</td> <td style="width: 12.5%;">3</td> <td style="width: 12.5%;">4</td> <td style="width: 12.5%;">5</td> <td style="width: 12.5%;">6</td> <td style="width: 12.5%;">7</td> </tr> </table> </div> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | | |
| 21. Secara keseluruhannya saya bersetuju bahawa tujuan organisasi logo adalah untuk membentangkan idea pusat organisasi. | <div style="display: flex; justify-content: space-between;"> Tidak Setuju Setuju </div> <div style="text-align: center;"> <table border="1" style="border-collapse: collapse; width: 100%;"> <tr> <td style="width: 12.5%;">1</td> <td style="width: 12.5%;">2</td> <td style="width: 12.5%;">3</td> <td style="width: 12.5%;">4</td> <td style="width: 12.5%;">5</td> <td style="width: 12.5%;">6</td> <td style="width: 12.5%;">7</td> </tr> </table> </div> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | | |

B. Tingkah Laku --- Persepsi perlakuan organisasi

- | | | | | | | | | |
|---|--|---|---|---|---|---|---|---|
| 22. Secara keseluruhannya saya bersetuju bahawa tujuan tindakan organisasi lebih penting daripada tindakan yang tidak diinginkan. | <div style="display: flex; justify-content: space-between;"> Tidak Setuju Setuju </div> <div style="text-align: center;"> <table border="1" style="border-collapse: collapse; width: 100%;"> <tr> <td style="width: 12.5%;">1</td> <td style="width: 12.5%;">2</td> <td style="width: 12.5%;">3</td> <td style="width: 12.5%;">4</td> <td style="width: 12.5%;">5</td> <td style="width: 12.5%;">6</td> <td style="width: 12.5%;">7</td> </tr> </table> </div> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | | |
| 23. Tingkah laku pengurusan timbul daripada interaksi ahli-ahli organisasi termasuk pengurus. | <div style="display: flex; justify-content: space-between;"> Tidak Setuju Setuju </div> <div style="text-align: center;"> <table border="1" style="border-collapse: collapse; width: 100%;"> <tr> <td style="width: 12.5%;">1</td> <td style="width: 12.5%;">2</td> <td style="width: 12.5%;">3</td> <td style="width: 12.5%;">4</td> <td style="width: 12.5%;">5</td> <td style="width: 12.5%;">6</td> <td style="width: 12.5%;">7</td> </tr> </table> </div> | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | | |

24. Tindakan pekerja dihubungkan kearah matlamat organisasi, hubungan ini adalah juga berkomunikasi terhadap perkerja.	<div>Tidak Setuju</div> <div>1 2 3 4 5 6 7</div> <div>Setuju</div>
25. Identiti dan imej organisasi yang semakin dipengaruhi oleh tingkah laku pengurusan atasan interaksi disebabkan meningkat antara organisasi dan pihak yang berkepentingan.	<div>Tidak Setuju</div> <div>1 2 3 4 5 6 7</div> <div>Setuju</div>

C. Budaya korporat. Persepsi responden kerajaan dan sokongan pemantauan dan matlamat organisasi dan sejarah.

26. Secara keseluruhannya saya bersetuju bahawa Negara saya mempunyai kelebihan untuk organisasi menghasilkan makanan Halal.	<div>Tidak Setuju</div> <div>1 2 3 4 5 6 7</div> <div>Setuju</div>
27. Berikutan imej dan sejarah organisasi, ia adalah logic bahawa organisasi saya telah memohon pensijilan Makanan Halal	<div>Tidak Setuju</div> <div>1 2 3 4 5 6 7</div> <div>Setuju</div>
28. Rangka kerja Negara saya menawarkan kelebihan untuk organisasi menghasilkan makanan Halal	<div>Tidak Setuju</div> <div>1 2 3 4 5 6 7</div> <div>Setuju</div>
29. Negara saya mempunyai pemantuan untuk memastikan syarikat mematuhi sijil Halal.	<div>Tidak Setuju</div> <div>1 2 3 4 5 6 7</div> <div>Setuju</div>
30. Kerajaan saya adalah proaktif dalam menguatkuasakan pensijilan Halal.	<div>Tidak Setuju</div> <div>1 2 3 4 5 6 7</div> <div>Setuju</div>
31. Sistem pengangkutan di Negara saya adalah berkesan untuk menyokong organisasi makanan Halal.	<div>Tidak Setuju</div> <div>1 2 3 4 5 6 7</div> <div>Setuju</div>
32. Kerajaan telah menyediakan kemudahan untuk pusat penyelidikan produk Halal.	<div>Tidak Setuju</div> <div>1 2 3 4 5 6 7</div> <div>Setuju</div>
33. Falasah organisasi dan penyata terutamanya memberi tumpuan kepada menyediakan produk Halal yang berkualiti	<div>Tidak Setuju</div> <div>1 2 3 4 5 6 7</div> <div>Setuju</div>
34. Secara keseluruhannya, saya bersetuju bahawa falsafah organisasi dan penyata tidak memberi tumpuan kepada memaksimumkan pulangan keatas pelaburan	<div>Tidak Setuju</div> <div>1 2 3 4 5 6 7</div> <div>Setuju</div>

D. Kondisi Pasaran. Persepsi responden terhadap bahagian pasaran dan daya saing pasaran.

35. Organisasi memasarkan produk mereka di peringkat antarabangsa	<div>Tidak Setuju</div> <div>1 2 3 4 5 6 7</div> <div>Setuju</div>
36. Organisasi saya aktif dalam perdagangan antarabangsa	<div>Tidak Setuju</div> <div>1 2 3 4 5 6 7</div> <div>Setuju</div>
37. Keseluruhan organisasi sedar betapa besar bahagian pasaran mereka.	<div>Tidak Setuju</div> <div>1 2 3 4 5 6 7</div> <div>Setuju</div>
38. Organisasi perhatikan tingkah laku pesaing.	<div>Tidak Setuju</div> <div>1 2 3 4 5 6 7</div> <div>Setuju</div>
39. Industri makanan Halal mempengaruhi perniagaan organisasi individu.	<div>Tidak Setuju</div> <div>1 2 3 4 5 6 7</div> <div>Setuju</div>
40. Secara keseluruhannya saya bersetuju bahawa strategi pembangunan adalah penting untuk kejayaan organisasi	<div>Tidak Setuju</div> <div>1 2 3 4 5 6 7</div> <div>Setuju</div>

E. Penyebaran Inovasi

41. Pada pendapat anda, organisasi anda di kedudukan yang merugikan untuk pasaran tempatan/antarabangsa kerana ketiadaan sijil?	<div>Tidak Setuju</div> <div>1 2 3 4 5 6 7</div> <div>Setuju</div>
42. Keputusan untuk tidak memperakui dianggap sebagai berfaedah dan menarik bagi organisasi.	<div>Tidak Setuju</div> <div>1 2 3 4 5 6 7</div> <div>Setuju</div>
43. Keputusan tidak memperakui menggalakkan keyakinan, kepercayaan dan kepuasan di kalangan pengguna	<div>Tidak Setuju</div> <div>1 2 3 4 5 6 7</div> <div>Setuju</div>
44. Pengguna saya tidak tertentu mengenai pensijilan Halal.	<div>Tidak Setuju</div> <div>1 2 3 4 5 6 7</div> <div>Setuju</div>
45. Proses pensijilan Halal dianggap sebagai konsisten dengan nilai-nilai yang sedia ada, pengalaman lepas, dan keperluan penerima potensi.	<div>Tidak Setuju</div> <div>1 2 3 4 5 6 7</div> <div>Setuju</div>
46. Proses pensijilan dilihat sebagai agak mudah untuk memahami dan menggunakan.	<div>Tidak Setuju</div> <div>1 2 3 4 5 6 7</div> <div>Setuju</div>
47. Organisasi mempunyai Sistem Jaminan Halal (HAS) atau sistem pelaporan yang lain pada makanan Halal	<div>Tidak Setuju</div> <div>1 2 3 4 5 6 7</div> <div>Setuju</div>



7.2.5 Dutch Survey – Certificering Halal voedsel, Adopters

Nummer _____

Datum _____

Interview Ondernemers

Dit onderzoek is onderdeel van een onderzoeksproject om het proces van Halal voedsel certificering beter te begrijpen. De resultaten van dit onderzoek maken het mij mogelijk om dit proces beter te begrijpen en te beschrijven.

Het interview zal ongeveer 20-25 minuten in beslag nemen. De gegeven informatie zal vertrouwelijk behandeld worden. De resultaten van dit onderzoek en die van anderen zal gebruikt worden als basis van mijn master thesis project aan de Universiteit Twente (Enschede).

Bedankt voor het deelnemen aan dit onderzoek.

Martijn Kolkman
d.m.kolkman@student.utwente.nl

Profiel van de organisatie (v het van toepassing zijnde antwoord).

1. Is de organisatie Halal gecertificeerd?
☐ Ja
☐ Nee
2. Is de Halal certificeringsorganisatie (wie de producten certificeerd) erkent door Jakim of HVV?
☐ Ja, namelijk door _____
☐ Nee, namelijk door _____
3. Sinds wanneer is de organisatie gecertificeerd?
☐ Voor 1995
☐ 1995-2000
☐ 2000-2005
☐ 2005-nu
4. Wat zijn de belangrijkste redenen om de organisatie, of product groep te certificeren?
 1. _____
 2. _____
 3. _____
5. Wat is uw geslacht?
☐ Man
☐ Vrouw
6. Wanneer is de organisatie opgericht? _____
7. Waardoor bent u betrokken in deze organisatie/bedrijfsactiviteit(en)?
☐ Betrokkenheid van de familie in de organisatie
☐ Eigen belang
☐ Opleiding
☐ Werk ervaring
8. Wat was de gemiddelde jaaromzet voor de afgelopen 3 jaar?
☐ Minder dan €65.000
☐ Tussen €65.000 en €2,5 miljoen
☐ Tussen €2,5 miljoen en €6 miljoen
☐ Meer dan €6 miljoen.
9. Leeftijd:
☐ 0<20
☐ 20-35
☐ 36-50
☐ 51-65
☐ >65
10. Religie:
☐ Moslim
☐ Niet Moslim
11. Wat is de eigendomsstructuur van de organisatie?
☐ Eenmanszaak
☐ Franchise
☐ Organisatie
☐ Anders -> Namelijk _____
12. Het werknemersbestand (full time medewerkers) bestaat uit:
☐ <5 medewerkers
☐ Tussen 5 en 50 medewerkers
☐ Tussen 50 en 150 medewerkers

☐ >150 medewerkers

13. Welk land komt u vandaan?

☐ Nederland

☐ Anders _____

-Omcirkel het antwoord dat uw mening het best vertegenwoordigd-

A. Communicatie en visuele identiteit – tevredenheid met de verspreiding van informatie

14. Over het algemeen ben ik het ermee eens dat mijn organisatie/ het management team voldoende informatie geeft over Halal voedsel	Mee oneens	Mee eens
	1 2 3 4 5 6 7	
15. Deze informatie over Halal voedsel is relevant	Mee oneens	Mee eens
	1 2 3 4 5 6 7	
16. De inhoud van informatie over Halal voedsel is up-to-date	Mee oneens	Mee eens
	1 2 3 4 5 6 7	
17. Medewerkers van de organisatie zijn vrij om vragen te stellen over Halal voedsel	Mee oneens	Mee eens
	1 2 3 4 5 6 7	
18. Er is een intern systeem dat informatie geeft over Halal voedsel	Mee oneens	Mee eens
	1 2 3 4 5 6 7	
19. Medewerkers zijn betrokken bij Halal voedsel	Mee oneens	Mee eens
	1 2 3 4 5 6 7	
20. De locatie van de organisatie is speciaal gekozen om het beeld van de organisatie correct te vertegenwoordigen	Mee oneens	Mee eens
	1 2 3 4 5 6 7	
21. De hoeveelheid gegeven informatieve over Halal voedsel is voldoende	Mee oneens	Mee eens
	1 2 3 4 5 6 7	
22. Het bedrijfslogo representeert het centrale beeld van de organisatie	Mee oneens	Mee eens
	1 2 3 4 5 6 7	

B. Gedrag--- percepties van gedrag van de organisatie

23. Over het algemeen ben ik het ermee eens dat geplande acties belangrijker zijn dan ongeplande acties	Mee oneens 1 2 3 4 5 6 7 Mee eens
24. Beslissingen/ gedragingen van het management team of eigenaren vinden haar oorsprong in gedragingen van de medewerkers binnen de organisatie	Mee oneens 1 2 3 4 5 6 7 Mee eens
25. Werkzaamheden van de medewerkers worden gekoppeld aan organisatie doelen en deze connectie wordt vervolgens ook gecommuniceerd	Mee oneens 1 2 3 4 5 6 7 Mee eens
26. Identiteit en het beeld dat de medewerkers van de organisatie hebben wordt veroorzaakt door het gedrag van top management in interactie met de stakeholders van de organisatie	Mee oneens 1 2 3 4 5 6 7 Mee eens

C. Bedrijfscultuur. Perceptie van organisationele doelen, bedrijfsgeschiedenis en overheidssteun

27. Over het algemeen ben ik het ermee eens dat Nederland voordelen heeft voor Halal voedsel producerende organisaties	Mee oneens 1 2 3 4 5 6 7 Mee eens
28. Op basis van de geschiedenis en beeldvorming van dit bedrijf/organisatie is Halal certificering van de producten logisch	Mee oneens 1 2 3 4 5 6 7 Mee eens
29. De juridische regelgeving in Nederland heeft voordelen voor Halal voedsel producerende bedrijven/ organisaties	Mee oneens 1 2 3 4 5 6 7 Mee eens
30. Nederland draagt er zorg voor dat er alleen valide Halal certificeerders, certificaten in omloop zijn (waarborging van de kwaliteit)	Mee oneens 1 2 3 4 5 6 7 Mee eens
31. De Nederlandse overheid is proactief in het aanmoedigen om Halal certificering te verkrijgen	Mee oneens 1 2 3 4 5 6 7 Mee eens
32. De logistieke inrichting van Nederland is effectief voor het ondersteunen van Halal producerende organisaties	Mee oneens 1 2 3 4 5 6 7 Mee eens

33. De Nederlandse overheid heeft faciliteiten opgezet voor Halal-onderzoekscentra	Mee oneens 1 2 3 4 5 6 7 Mee eens
34. De filosofie en statements van de organisatie richten zich vooral op het produceren van kwalitatief hoogstaande Halal producten	Mee oneens 1 2 3 4 5 6 7 Mee eens
35. Over het algemeen ben ik het ermee eens dat winstmaximalisatie niet het enige doel is van de organisatie	Mee oneens 1 2 3 4 5 6 7 Mee eens

D. Omstandigheden op de markt. Percepties over marktaandeel en concurrentieverhoudingen op de markt waarin de organisatie actief is.

36. De organisatie is international actief	Mee oneens 1 2 3 4 5 6 7 Mee eens
37. De organisatie is een actieve speler op de international markt	Mee oneens 1 2 3 4 5 6 7 Mee eens
38. Over het algemeen is iedereen binnen de organisatie zich bewust van hoe groot het markt aandeel is	Mee oneens 1 2 3 4 5 6 7 Mee eens
39. De organisatie let nauwlettend op concurrenten	Mee oneens 1 2 3 4 5 6 7 Mee eens
40. De Halal voedsel industrie is van invloed op zaken van individuele organisaties	Mee oneens 1 2 3 4 5 6 7 Mee eens
41. Over het algemeen ben ik het ermee eens dat strategie ontwikkeling belangrijk is voor het hebben van organisatie succes	Mee oneens 1 2 3 4 5 6 7 Mee eens

E. Diffusion of Innovation

- | | |
|---|---|
| 42. De beslissing om de organisatie/ product groep Halal te certificeren werd gezien als een kans voor de organisatie | Mee oneens
1 2 3 4 5 6 7
Mee eens |
| 43. Halal certificering vertegenwoordigd vertrouwen, veiligheid en tevredenheid onder de consumenten | Mee oneens
1 2 3 4 5 6 7
Mee eens |
| 44. Mijn klanten zijn erg specifiek over Halal certificering | Mee oneens
1 2 3 4 5 6 7
Mee eens |
| 45. Halal certificering is belangrijk om het concurrentievermogen van de organisatie te verhogen | Mee oneens
1 2 3 4 5 6 7
Mee eens |
| 46. De beslissing om de organisatie of product groep Halal te certificeren is in overeenstemming met de binnen de organisatie geldende waarden en normen, geschiedenis, ervaringen en de behoeften van potentiële klanten | Mee oneens
1 2 3 4 5 6 7
Mee eens |
| 47. Medewerkers zijn betrokken bij het process van Halal certificering | Mee oneens
1 2 3 4 5 6 7
Mee eens |
| 48. Het process van certificeren is vrij eenvoudig te begrijpen en toe te passen | Mee oneens
1 2 3 4 5 6 7
Mee eens |
| 49. De meeste producten van de organisatie zijn Halal gecertificeerd | Mee oneens
1 2 3 4 5 6 7
Mee eens |
| 50. Het proces van Halal certificering is NIET erg vervelend | Mee oneens
1 2 3 4 5 6 7
Mee eens |
| 51. Het proces van Halal certificering is NIET overdreven strikt | Mee oneens
1 2 3 4 5 6 7
Mee eens |
| 52. De organisatie heeft eerst bepaalde producten/productgroep(en) gecertificeerd alvorens de gehele organisatie te certificeren | Mee oneens
1 2 3 4 5 6 7
Mee eens |
| 53. De organisatie heeft een Halal Assurance System (HAS) of een ander rapportage system | Mee oneens
1 2 3 4 5 6 7
Mee eens |



7.2.6 Dutch Survey – Certificering Halal Voedsel, non-Adopters

Nummer _____

Datum _____

Interview Ondernemers

Dit onderzoek is onderdeel van een onderzoeksproject om het proces van Halal voedsel certificering beter te begrijpen. De resultaten van dit onderzoeken maken het mij mogelijk om dit proces beter te begrijpen en te beschrijven.

Het interview zal ongeveer 20-25 minuten in beslag nemen. De gegeven informatie zal vertrouwelijk behandeld worden. De resultaten van dit onderzoek en die van anderen zal gebruikt worden als basis van mijn master thesis project aan de Universiteit Twente (Enschede).

Bedankt voor het deelnemen aan dit onderzoek.

Martijn Kolkman
d.m.kolkman@student.utwente.nl



Profiel van de organisatie (v het van toepassing zijnde antwoord).

1. Is de organisatie Halal gecertificeerd?
☐ Ja
☐ Nee
2. Kunt u redenen geven waarom de organisatie niet Halal gecertificeerd is?
☐ _____
☐ _____
☐ _____
3. Op welke manier waarborgt u dat uw organisatie 'Halal' producten verkoopt?
☐ _____
☐ _____
☐ _____
4. Wat is uw geslacht
☐ Man
☐ Vrouw
5. Wanneer is uw organisatie opgericht _____
6. Belangrijkste reden waarom u binnen deze organisatie actief bent?
☐ Betrokkenheid van familie
☐ Eigen belang
☐ Onderwijs
☐ Werk ervaring
7. Wat was de gemiddelde jaaromzet over de afgelopen 3 jaar?
☐ Minder dan €65.000
☐ Tussen €65.000 en €2,5 miljoen
☐ Tussen €2,5 miljoen en €6 miljoen
☐ Meer dan €6 miljoen
8. Leeftijd:
☐ 0<20
☐ 20-35
☐ 36-50
☐ 51-65
☐ >65
9. Religie:
☐ Moslim
☐ Niet-Moslim
10. Wat is de eigendomsstructuur van de organisatie
☐ Eenmanszaak
☐ Franchise
☐ Organisatie
☐ Anders -> Namelijk _____
11. Het medewerkersbestand (full-time medewerkers) bestaat uit:
☐ ≤5 medewerkers
☐ Tussen 5 en 50 medewerkers
☐ Tussen 51 en 150 medewerkers
☐ ≥150 medewerkers
12. Welk land komt u vandaan?
☐ Maleisië
☐ Nederland
☐ Anders, nl. _____

-Omcirkel het antwoord dat uw mening het best vertegenwoordigd-

A. Communicatie en visuele identiteit – tevredenheid met de verspreiding van informatie

- | | |
|---|--|
| 13. Over het algemeen ben ik het ermee eens dat mijn organisatie/ het management team voldoende informatie geeft over Halal voedsel | Mee oneens <div> 1 2 3 4 5 6 7 </div> Mee eens |
| 14. Deze informatie over Halal voedsel is relevant | Mee oneens <div> 1 2 3 4 5 6 7 </div> Mee eens |
| 15. De inhoud van informatie over Halal voedsel is up-to-date | Mee oneens <div> 1 2 3 4 5 6 7 </div> Mee eens |
| 16. Medewerkers van de organisatie zijn vrij om vragen te stellen over Halal voedsel | Mee oneens <div> 1 2 3 4 5 6 7 </div> Mee eens |
| 17. Er is een intern system dat informatie geeft over Halal voedsel | Mee oneens <div> 1 2 3 4 5 6 7 </div> Mee eens |
| 18. Medewerkers zijn betrokken bij Halal voedsel | Mee oneens <div> 1 2 3 4 5 6 7 </div> Mee eens |
| 19. De locatie van de organisatie is special gekozen om het beeld van de organisatie correct te vertegenwoordigen | Mee oneens <div> 1 2 3 4 5 6 7 </div> Mee eens |
| 20. De hoeveelheid gegeven informatie over Halal voedsel is voldoende | Mee oneens <div> 1 2 3 4 5 6 7 </div> Mee eens |
| 21. Het bedrijfslogo representeert het centrale beeld van de organisatie | Mee oneens <div> 1 2 3 4 5 6 7 </div> Mee eens |

B. Gedrag --- percepties van de organisatie

- | | |
|--|--|
| 22. Over het algemeen ben ik het ermee eens dan geplande acties belangrijker zijn dan ongeplande acties | Mee oneens <div> 1 2 3 4 5 6 7 </div> Mee eens |
| 23. Beslissingen/ gedragingen van het management team of eigenaren vinden haar oorsprong in gedragingen van de medewerkers binnen de organisatie | Mee oneens <div> 1 2 3 4 5 6 7 </div> Mee eens |
| 24. Werkzaamheden van de medewerkers worden gekoppeld aan organisatie doelen en deze connectie wordt vervolgens ook gecommuniceerd | Mee oneens <div> 1 2 3 4 5 6 7 </div> Mee eens |
| 25. Identiteit en het beeld dat de medewerkers van de organisatie hebben wordt veroorzaakt door het gedrag van top management in interactie met de | Mee oneens <div> 1 2 3 4 5 6 7 </div> Mee eens |

stakeholders van de organisatie

C. Bedrijfscultuur. Perceptie van organisationele doelen, bedrijfsgeschiedenis en overheidssteun

26. Over het algemeen ben ik het ermee eens dat Nederland voordelen heeft voor Halal voedsel producerende organisaties	Mee oneens 1 2 3 4 5 6 7 Mee eens
27. Op basis van de geschiedenis en beeldvorming van dit bedrijf/organisatie is het logisch dat de producten niet Halal gecertificeerd zijn	Mee oneens 1 2 3 4 5 6 7 Mee eens
28. De juridische regelgeving in Nederland heeft voordelen voor Halal voedsel producerende bedrijven/ organisaties	Mee oneens 1 2 3 4 5 6 7 Mee eens
29. Nederland draagt er zorg voor dat er alleen valide Halal certificeerders/ certificaten in omloop zijn (waarborging van de kwaliteit)	Mee oneens 1 2 3 4 5 6 7 Mee eens
30. De Nederlandse overheid is proactief in het aanmoedigen om Halal certificering te verkrijgen	Mee oneens 1 2 3 4 5 6 7 Mee eens
31. De logistieke inrichting van Nederland is effectief voor het ondersteunen van Halal producerende organisaties	Mee oneens 1 2 3 4 5 6 7 Mee eens
32. De Nederlandse overheid heeft faciliteiten opgezet voor Halal-onderzoeks centra	Mee oneens 1 2 3 4 5 6 7 Mee eens
33. De filosofie en statements van de organisatie richten zich vooral het produceren van kwalitatief hoogstaande Halal producten	Mee oneens 1 2 3 4 5 6 7 Mee eens
34. Over het algemeen ben ik het ermee eens dat winstmaximalisatie niet het enige doel is van de organisatie	Mee oneens 1 2 3 4 5 6 7 Mee eens

D. Omstandigheden op de markt. Percepties over marktaandeel en concurrentie verhoudingen op de markt waarin de organisatie actief is

35. De organisatie is international actief	Mee oneens 1 2 3 4 5 6 7 Mee eens
36. De organisatie is een actieve speler op de international markt	Mee oneens 1 2 3 4 5 6 7 Mee eens
37. Over het algemeen is iedereen binnen de organisatie zich bewust van hoe groot het marktaandeel is	Mee oneens 1 2 3 4 5 6 7 Mee eens
38. De organisatie let nauwlettend op concurrenten	Mee oneens 1 2 3 4 5 6 7 Mee eens
39. De Halal voedsel industrie is van invloed op individuele organisaties	Mee oneens 1 2 3 4 5 6 7 Mee eens
40. Over het algemeen ben ik het ermee eens dat strategie ontwikkeling belangrijk is voor het hebben van organisatie succes	Mee oneens 1 2 3 4 5 6 7 Mee eens

E. Diffusion of Innovation

41. De beslissing om de organisatie/ product groep niet Halal te certificeren werd gezien als een kans voor de organisatie	Mee oneens 1 2 3 4 5 6 7 Mee eens
42. De beslissing om niet Halal te certificeren wordt gezien als 'voordelig' voor de organisatie	Mee oneens 1 2 3 4 5 6 7 Mee eens
43. De beslissing om niet Halal te certificeren vergroot vertrouwen, veiligheid en tevredenheid onder de consumenten	Mee oneens 1 2 3 4 5 6 7 Mee eens
44. Mijn klanten zijn NIET specifiek wat betreft Halal certificering	Mee oneens 1 2 3 4 5 6 7 Mee eens
45. Het ontbreken van Halal certificering wordt NIET gezien als een factor dat het concurrentie vermogen negatief beïnvloed	Mee oneens 1 2 3 4 5 6 7 Mee eens
46. De beslissing niet Halal te certificeren is consistent met bestaan bedrijfswaarden en bedrijfs ervaringen.	Mee oneens 1 2 3 4 5 6 7 Mee eens
47. De organisatie heeft een Halal Assurance System (HAS) of een ander rapportage system	Mee oneens Mee eens



7.3 Classification of Halal Food (Ifanca.org, 2011)

Halal - We all know very well the terms Halal and haram and have a clear idea about the food items we consume. For Muslims the Halal or permissible items are:

- All vegetable materials except intoxicating ones
- The meat from humanely-handled Halal animals and birds slaughtered by a sane Muslim after pronouncing Bismillah and ALLAHu Akbar, followed by blood draining
- Fish and most seafood
- Milk and eggs from Halal animals

Haram - Alhamdulillah, we have a very clear understanding of the haram food s, and we all refrain from consuming items such as:

- Alcoholic drinks and intoxicating drugs
- Pork and its by-products
- Meat of dead animal
- Blood
- Meat of animals not slaughtered according to Islamic requirements
- Products that contain any of the above items

Mashbooh - For all Muslims, this group of consumables consists of ingredients that are doubtful or questionable and it causes us to stop and ponder whether we can use them or not.

7.4 Halal food processing requirements

Halal	
Pork	Prohibited
Ruminants & Poultry	Slaughtered by a Muslim
Blessing	Blessing on each animal while slaughtering.
Slaughtering by hand	Preferred
Mechanical slaughtering	Poultry yes, but not mammals
Stunning	Allowed
Restrictions	Whole carcass No salting
Blood	Prohibited
Gelatin	
Skin and bones	From Halal animals
Dry bones	Halal bones only
Fish	Any fish
Pork	Not allowed
Enzymes	
Microbial	Accepted
Biotech-derived	Accepted
Animal	Halal slaughtered
Porcine	Not accepted
Addition of Cheese Culture	No restriction
Alcohol	Not permitted
Fish	Most accept all fish, some only with scales
Seafood	Varying degree of acceptance
Combining Meat & Dairy	Not an issue
Sanitation of Equipment	Thorough cleaning No idle period required
Special Occasion	Same rules year-round

Figure 10: Halal food processing requirements (Riaz & Chaudry, 2004, p. 699).

7.5 Distribution of SMEs in the manufacturing Sector

Sector	Number of Establishments	SMEs	Proportion of SMEs (per cent)
Textiles and apparel	3,419	3,319	18.2
Food and beverages	2,949	2,749	15.2
Metal and metal products	2,918	2,709	14.8
Wood and wood products	2,776	2,582	14.1
Paper, printing, publishing	1,288	1,195	6.5
Machinery and engineering	1,249	1,135	6.2
Plastic products	1,121	988	5.4
Electrical and electronics	907	543	3.0
Non-metallic mineral products	893	803	4.4
Other (Jewellery)	733	666	3.6
Petrochemical and chemical	712	526	2.9
Transport equipment	507	433	2.4
Rubber and rubber products	582	366	2.0
Palm oil and palm oil products	434	155	0.8
Leather	67	65	0.4
Total	20,455	18,271	100.0

Table 7: Distribution of SMEs in the Manufacturing Sector (by sector) (SMIDEC, 2004 as cited in Saleh et al., 2006, p.4)

7.6 Distribution of Muslim population by country and territory

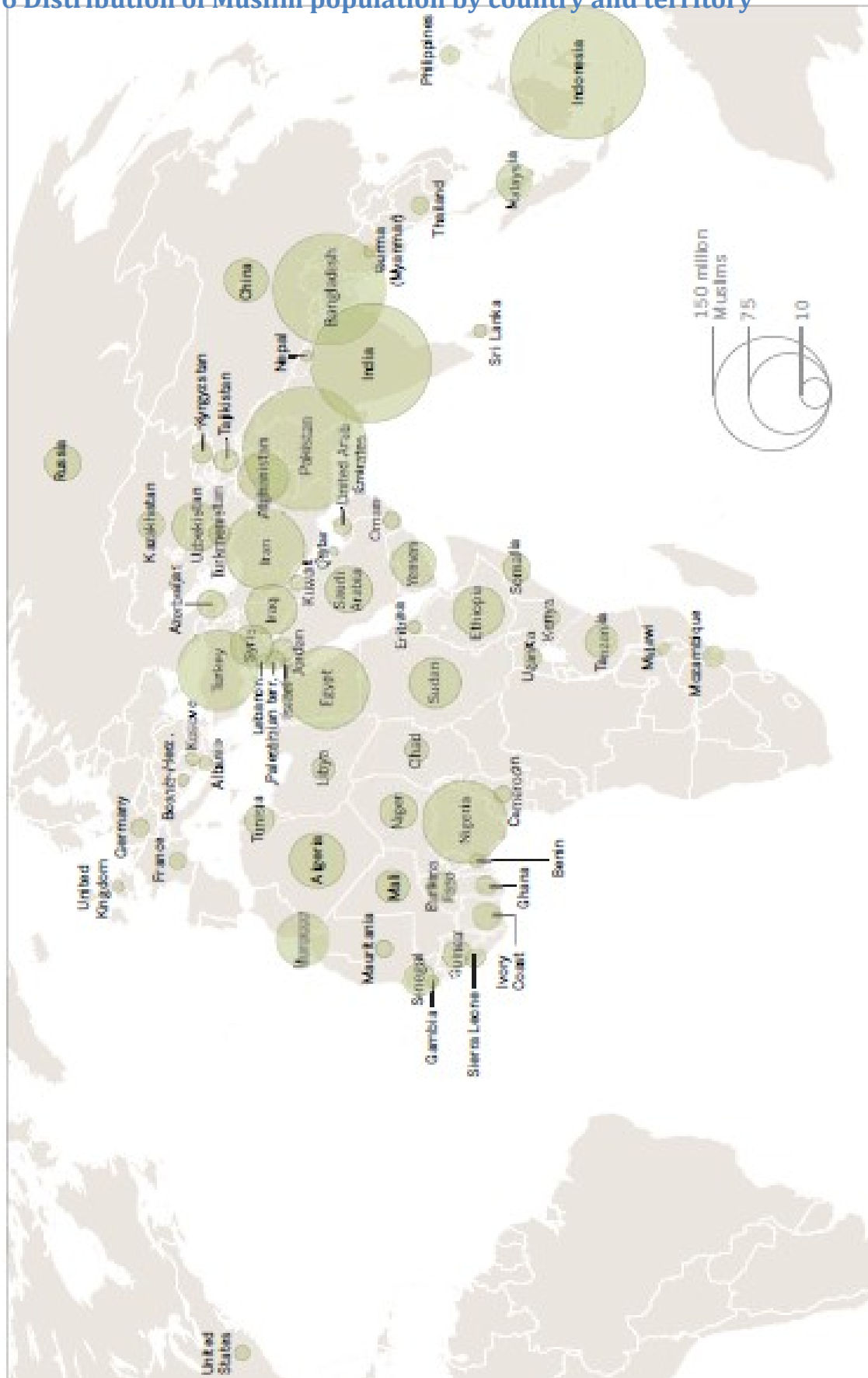


Figure 11: Distribution of Muslim Population by Country and Territory. (Pew Research Center, 2009, p.6)

7.7 Jakim's Halal certification flow chart

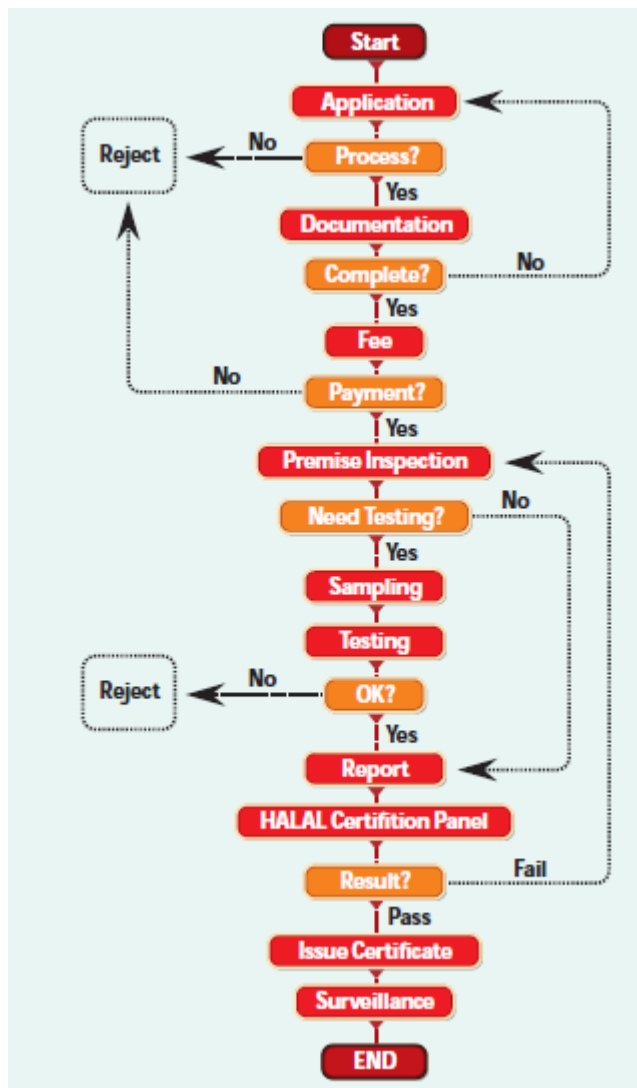


Figure 12: Jakims Halal Certifying Flow Chart. (Bernad, 2004, p.5)

7.8 SPSS Tests according to Abd Rahim Md Nor

SPSS Tests according to Abd Rahim Md Nor

Chi-square	Is used to determine whether there is an association between two variables measure at nominal (categorical) scale. Chi-square is a non-parametric statistical method, which does not need stringent requirements. This means that the test can also be run when the data shows no Normal distribution.
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Table 8: SPSS test (Nor, 2004 as cited in Bruil, 2010)

7.9 Halal Certification as a spring board for SMEs to access the global market

SME FOCUS

Halal certification as a spring board for SMEs to access the global market

By LEE KIAN SEONG
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SMALL and medium enterprises (SMEs) have been advised to tap into the enormous potential offered by the multi-billion dollar global *halal* industry by getting a *halal* certification.

Halal Industry Development Corp Sdn Bhd (HDC) managing director and chief executive officer Datuk Seri Jamil Bidin says the *halal* industry is diverse as it covers sectors like food, cosmetics, services, pharmaceutical, tourism, healthcare and finance.

"It is a value proposition if your products come with a *halal* certification as it can be consumed by Muslims and there are 1.8 billion of them in the world," he tells *StarBizWeek* in an interview. In short, the business potential is tremendous.

"The market size of the *halal* industry in Malaysia is estimated to be RM15bil. Ninety percent is

contributed by the food industry while the growing *halal* sectors - cosmetic, pharmaceutical and *halal* ingredients - should be capitalised by the SMEs," he says.

The *halal* industry is one of the engines of growth for Malaysia's economy as envisaged under the third Industrial Master Plan to promote the country as a global *halal* hub. It is expected to contribute 5.8% to the country's gross domestic product by 2020 from less than 2% currently.

Established in 2006, HDC coordinates the overall development of the *halal* industry in Malaysia. Focusing on development of *halal* standards, audit and certification. Besides capacity building for *halal* products and services, it promotes participation and facilitates growth of Malaysian companies in the global *halal* market.

Jamil says the department of Islamic Development Malaysia (Jakim) is working on the certification for *halal* products while HDC



Jamil says the *halal* industry is diverse as it covers sectors like food, cosmetics, services, pharmaceutical, tourism, healthcare and finance.

is involved in the industry's development such as capacity building among SMEs, *halal* investment promotion and training.

"The awareness of the *halal* certification has been improving over the last five years. The concerns

among SMEs is on the understanding of *halal* certification and the importance of having it. We work closely with Jakim in promoting *halal* certification," he says.

There are, however, certain requirements that businesses need to fulfill to secure a *halal* certificate. He says most SMEs may be put off by the process involved but it generally takes not more than 30 days if the companies submit all the required documents and information.

"*Halal* is also about cleanliness and safety of the products - this means they are safe for all. A lot of restaurants can't get the *halal* certification due to their (lack of) cleanliness," he says.

He says SMEs that are interested to apply for the certification can consult Jakim or the HDC if they are not sure about the process, criteria and requirements.

Having said that, he points out that a *halal* certification on its own is not enough to succeed in the

international market as there are other factors to be mindful of like pricing, product competitiveness and quality. "They have to concentrate in providing high value or value-added products to make it," he says.

On the challenges for the *halal* industry in the world, he says: "We have many *halal* standards in the world set by different countries, and it is quite difficult to have just one standard across the world. My view is that this provides confusion for industry players."

He suggests that countries work together to create a global standard for *halal* certification with Malaysia, adding that minor differences can be included as supplementary standards.

HDC has introduced the Halal Champion Company Programme (HCCP) aimed at giving recognition to Malaysian companies that have demonstrated a commitment towards promoting *halal* products and services.

Figure 13: Halal Certification (HDCglobal, 2011)

7.10 Percentage of internationalized SMEs in each industry

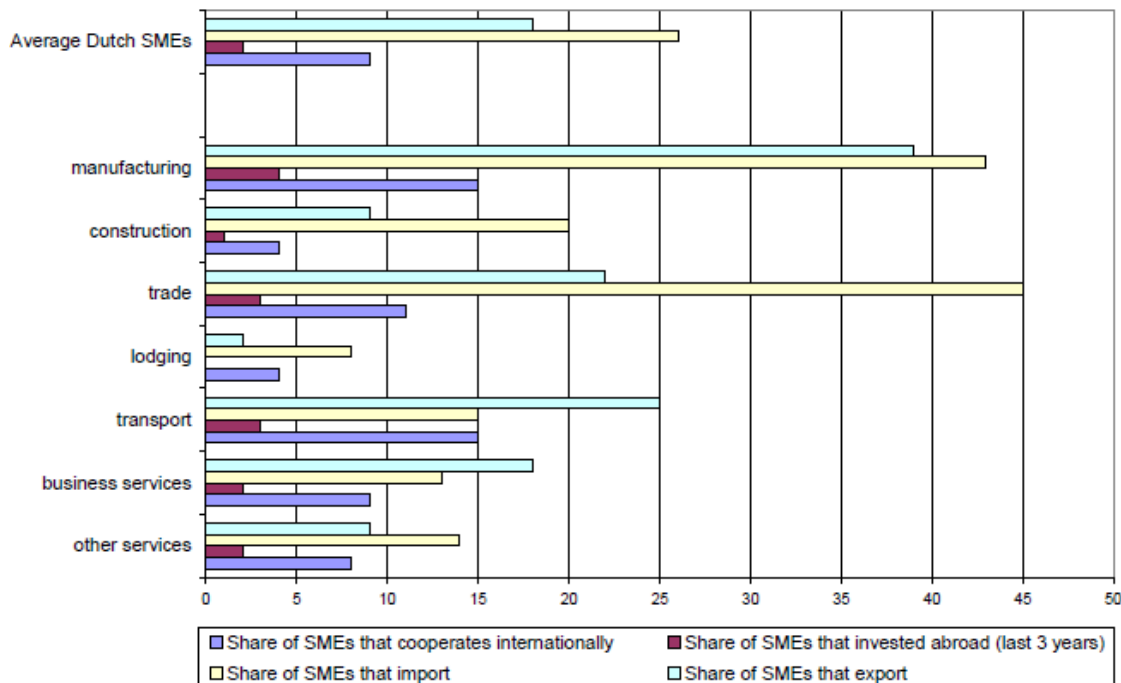


Figure 14: Percentage of internationalized SMEs in each industry. (Hessels, 2005, p.4)

7.11 Profile of respondents

	Frequency	Percent
Missing	7	17
Before 1995	9	22
1995-2000	7	17
2000-2005	7	17
2005-now	11	27
Total	41	100

Table 10: "Since when is your organization certified?"

Gender	Frequence	Percent
Male	56	76,7
Female	13	17,8
Missing	4	5,5
Total	73	100

Table 9: "Gender"

Age	Frequency	Percent
0<20	2	2,7
20-35	22	30,1
36-50	30	41,1
51-65	11	15,1
Missing	8	11
Total	73	100

Table 11: "Age"

Workforce n. empl.	Frequency2	Percent2
<5 employees	17	23,3
5-50 employees	33	45,2
51-150 employees	19	26
Missing	4	5,5
Total	73	100

Table 12: "Workforce"

Ownership structure	Frequency	Percent
Sole-proprietorships	2	2,7
Partnership	22	30,1
Compan	23	31,5
Others	25	34,2
Missing	2	1,4
Total	73	100

Table 13: "Ownership structure"

Main factor that influences you to involve in the business activity

	Frequency	Percent	Valid Percent	Cumulative Percent
	5	6,8	6,8	6,8
Family involvement in the business activity	24	32,9	32,9	39,7
Valid Self interest	30	41,1	41,1	80,8
Education	5	6,8	6,8	87,7
Working experience	9	12,3	12,3	100,0
Total	73	100,0	100,0	

Table 14: Business involvement
Please state the year you commenced your business?

	Frequency	Percent	Valid Percent	Cumulative Percent
1950	1	1,4	1,9	1,9
1970	1	1,4	1,9	3,8
1971	1	1,4	1,9	5,7
1972	1	1,4	1,9	7,5
1973	2	2,7	3,8	11,3
1978	2	2,7	3,8	15,1
1982	1	1,4	1,9	17,0
1987	1	1,4	1,9	18,9
1988	1	1,4	1,9	20,8
1990	1	1,4	1,9	22,6
1992	2	2,7	3,8	26,4
1995	2	2,7	3,8	30,2
Valid 1997	1	1,4	1,9	32,1
1998	4	5,5	7,5	39,6
1999	2	2,7	3,8	43,4
2000	2	2,7	3,8	47,2
2001	1	1,4	1,9	49,1
2002	1	1,4	1,9	50,9
2003	2	2,7	3,8	54,7
2004	3	4,1	5,7	60,4
2005	1	1,4	1,9	62,3
2006	5	6,8	9,4	71,7
2007	4	5,5	7,5	79,2
2008	2	2,7	3,8	83,0
2009	5	6,8	9,4	92,5

	2010	1	1,4	1,9	94,3
	2011	2	2,7	3,8	98,1
	2012	1	1,4	1,9	100,0
	Total	53	72,6	100,0	
Missing	System	20	27,4		
Total		73	100,0		

Table 15: "Year of commencement"

7.12 : Results

7.12.1 'Halal food certification adopters' –Malaysia

Kolom1	Variables	1SD	2D	3DS	4U	5AS	6A	7SA	TOTAL	Mean
Communication and visual Identity	HalalInformation			1	2	8	5	14	31	
Average	Score			3	8	40	30	98	179	5,77
Score=	RelevanceInformation				2	7	8	14	31	
179,56	Score				8	35	48	98	189	6,10
	InfoUptodate				2	12	3	14	31	
	Score				8	60	18	98	184	5,94
	AskQuestions				3	6	6	14	29	
	Score				12	30	36	98	176	6,07
	InternalSys			1	3	5	10	9	28	
	Score			3	12	25	60	63	163	5,82
	LoyalHalal				1	7	6	16	30	
	Score				4	35	36	112	187	6,23
	Location	1	1	1	3	7	8	11	31	
	Score			3	12	35	48	77	175	5,65
	ContentInfo			1	1	9	9	11	31	
	Score			3	4	45	54	77	183	5,90
	OrgSymb				3	9	10	9	31	
	Score			12	45	60	63	180	180	5,81
Behavior	Actions				4	11	9	7	31	
Average	Score				16	55	54	49	174	5,61
Score=	ManBehavior				6	6	13	6	31	
177,75	Score				24	30	78	42	174	5,61
	Goal			1	2	7	11	10	31	
	Score			3	8	35	66	70	182	5,87
	OrgIdentity				3	9	9	10	31	
	Score			12	45	54	70	181	181	5,84
Corporate Culture	CountryAdv					4	7	20	31	
Average	Score					20	42	140	202	6,52
Score=	ImageryHistory			1		5	7	17	30	
188	Score			3		25	42	119	189	6,30
	Regulation				3	4	8	15	30	
	Score				12	20	48	105	185	6,17
	Monitoring			1	1	2	9	17	30	
	Score			3	4	10	54	119	190	6,33
	Enforcement			1	1	4	9	16	31	
	Score			3	4	20	54	112	193	6,23
	Transportation			1	1	6	10	12	30	
	Score			3	4	30	60	84	181	6,03
	Facilities				1	5	8	16	30	
	Score				4	25	48	112	189	6,30
	Philosophy			1	2	8	9	10	30	
	Score			3	8	40	54	70	175	5,83
Market Conditions	MarketShare				2	8	7	13	30	
Average	Score				8	40	42	91	181	6,03
Score=	CompBehavior			2	4	3	10	12	30	
185	Score			6	16	15	60	84	181	6,03
	Business				2	9	8	12	31	
	Score				8	45	48	84	185	5,97
	Strategy				2	6	6	17	31	
	Score				8	30	36	119	193	6,23
Dol	ProcessHFCa			1	3	7	4	16	31	
Average	Score			3	12	35	24	112	186	6,00
Score=	HFCpromotes			1		5	9	16	31	
184	Score			3		25	54	112	194	6,26

Consumers	2	2	4	10	12	30	
Score	6	8	20	60	84	178	5,93
Compet	2	2	11	15	30		
Score	8	10	66	105	189		6,30
Consistency	6	12	12	30			
Score		30	72	84	186		6,20
HAS	4	3	6	9	9	30	
Score	12	12	30	54	63	171	5,70

*Missing value(s), may influence the results

Table 16: Detail Frequencies and Scores –‘Adopter Malaysia’

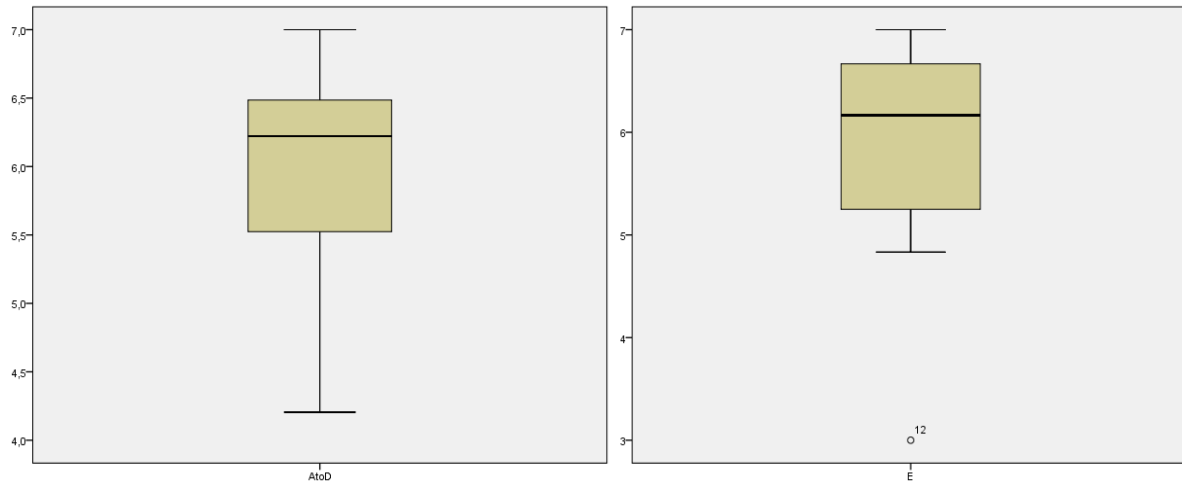


Figure 15: Plot of mean results surveys “A to D” and “E” – ‘Adopter Malaysia’

Correlations			
	AtoD	E	
AtoD	Pearson Correlation	1	,242
	Sig. (1-tailed)		,095**
	N	31	31
E	Pearson Correlation	,242	1
	Sig. (1-tailed)	,095**	
	N	31	31

**. Correlation is significant at the 0.1 level (1-tailed)

Table 17: Correlation – ‘Adopter Malaysia’

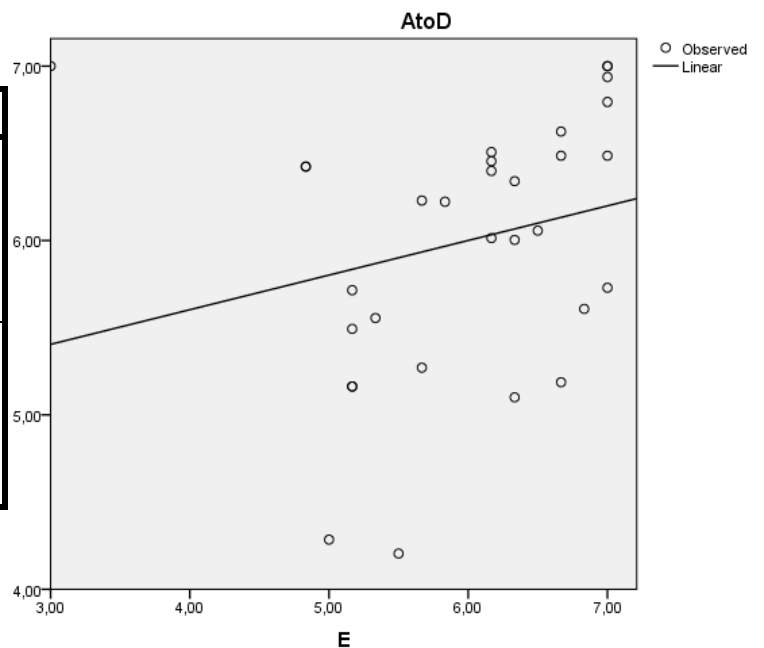


Figure 16: Correlation Curve – ‘Adopter Malaysia’

7.12.2 'Halal food certification non-adopters' -Netherlands

HFC	Variables	1SD	2D	3DS	4U	5AS	6A	7SA	TOTAL	Mean
Communication and Visual Identity	HalalInformation			1	4	1	3	5	14	
Average	Score			3	16	5	18	35	77	5,50
Score=	RelevanceInformation	1		1	8	3		1	14	
58,67	Score	1		3	32	15		7	58	4,14
	InfoUptodate			3	8	2		1	14	
	Score			9	32	10		7	58	4,14
	AskQuestions			4	1	3	1	4	13*	
	Score			12	4	15	6	28	65	5,00
	InternalSys	3		5	2	3		1	14	
	Score	3		15	8	15		7	48	3,43
	LoyalHalal	1		2	4	3	1	1	12*	
	Score	1		6	16	15	6	7	51	4,25
	Location	1	5	5		1		2	14	
	Score	1	10	15		5		14	45	3,21
	ContentInfo			2	2	2	3	5	14	
	Score			6	8	10	18	35	77	5,50
	OrgSymb	3		3	4	3	1		14	
	Score	3		9	16	15	6		49	3,50
Behavior	Actions			1	7	1	1	3	13*	
Average	Score			3	28	5	6	21	63	4,85
Score=	ManBehavior	1			5	3	4		14	
59,75	Score	1			20	15	24		60	4,29
	Goal	1		1	6	4	1		13*	
	Score	1		3	24	20	6		54	4,15
	OrgIdentity	1		1	6	3	2	1	14	
	Score	1		3	24	15	12	7	62	4,43
Corporate Culture	CountryAdv	2	1	6	3	1			13*	
Average	Score	2	2	18	12	5			39	3,00
Score=	ImageryHistory	1	2	3	2	1			11*	
33	Score	1	4	9	8	5			27	2,45
	Regulation	6	3	3	1				13*	
	Score	6	6	9	4				25	1,92
	Monitoring	3	6	3					12*	
	Score	3	12	9					24	2,00
	Enforcement	3	6	3					12*	
	Score	3	12	9					24	2,00
	Transportation		5	6	1				12*	
	Score		10	18	4				32	2,67
	Facilities	2	5	4	1				12*	
	Score	2	10	12	4				28	2,33
	Philosophy		2	1	2	2	2	4	13*	
	Score		4	3	8	10	12	28	65	5,00
Market Condions	MarketShare	5	1	6	2				14	
Average	Score	5	2	18	8				33	2,36
Score=	CompBehavior	5	1	4	3			1	14	
46,75	Score	5	2	12	12			7	38	2,71
	Business	3	3	1	1	1	2	2	13*	
	Score	3	6	3	4	5	12	14	47	3,62
	Strategy				3	1	4	4	12*	
	Score				12	5	24	28	69	5,75
Dol	ProcessHFCa			2	7	2	1		14	
44,17	Score			6	28	10	6		50	3,57
	HFCpromotes			4	5	1		2	12*	
	Score			12	20	5		14	51	4,25
	Consumers	10	2	1				1	14	
	Score	10	4	3				7	24	1,71
	Compet	5	3		3	2		1	14	
	Score	5	6		12	10		7	40	2,86
	Consistency	2	1	4	4	3			14	

Score	2	2	12	16	15		47	3,36
HAS	3		2	3	1	3	12	
Score	3		8	15	6	21	53	4,42

*Missing value(s), may influence the results

Table 18: Detail Frequencies and Scores –‘Non-adopter Netherlands’

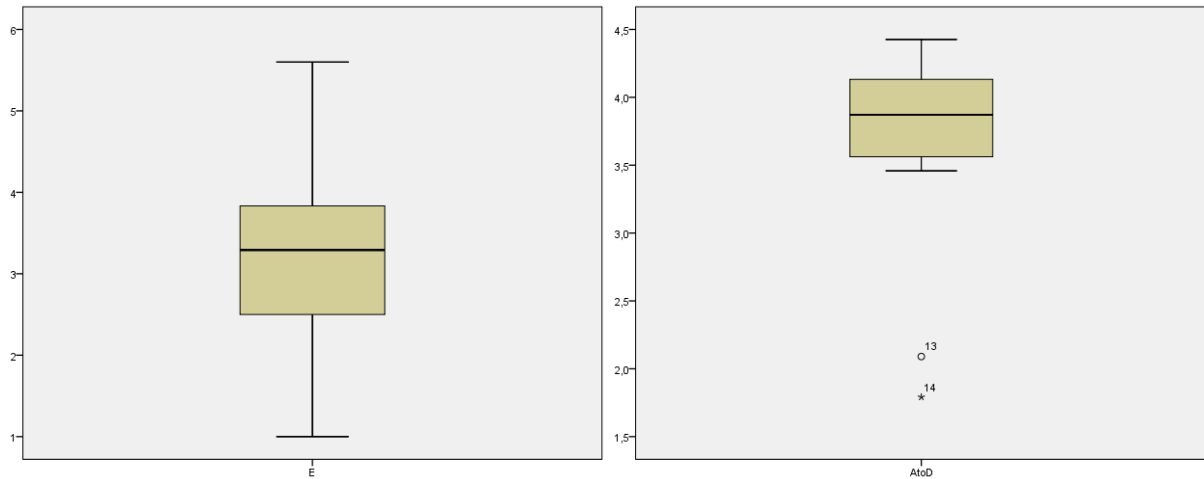


Figure 17: Plot of mean results surveys “A to D” and “E” – ‘Non-adopter Netherlands’

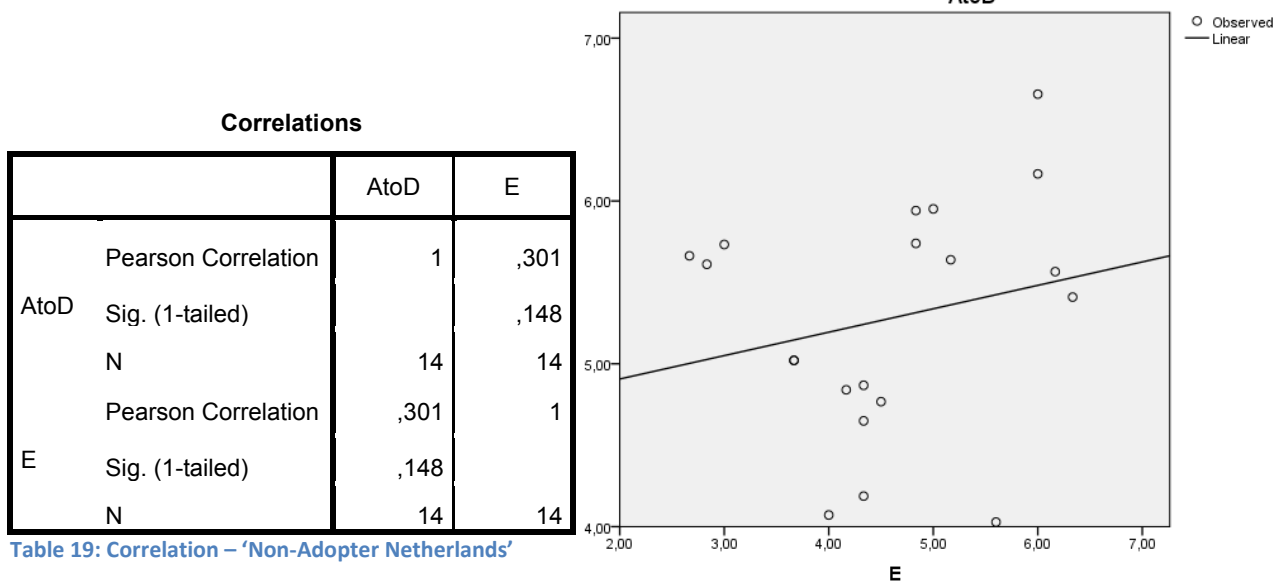


Figure 18: Correlation Curve – ‘Non-Adopter Netherlands’

Correlations		
	AtoD	E
AtoD	Pearson Correlation	1
	Sig. (1-tailed)	,301
	N	14
E	Pearson Correlation	,301
	Sig. (1-tailed)	,148
	N	14

Table 19: Correlation – ‘Non-Adopter Netherlands’

7.12.3 'Halal food certification non-adopters' –Malaysia

HFC	Variables	1SD	2D	3DS	4U	5AS	6A	7SA	TOTAL	Mean
Communications and Visual Identity										
Average	HalalInformation		1	1		5		5	18*	
Score=	Score		2	3		25		35	65	3,61
100,67	RelevanceInformation		2			11		5	18*	
	Score		4			55		35	94	5,22
	InfoUptodate			2	3	2	7	5	19*	
	Score			6	12	10	42	35	105	5,53
	AskQuestions			1		1	9	8	19*	
	Score			3		5	54	56	118	6,21
	InternalSys	2	1		5	1	4	6	19*	
	Score	2	2		20	5	24	42	95	5,00
	LoyalHalal			2	1	5	2	9	19*	
	Score			6	4	25	12	63	110	5,79
	Location				2	3	6	8	19*	
	Score				8	15	36	56	115	6,05
	ContentInfo			1	2	3	6	6	18*	
	Score			3	8	15	36	42	104	5,78
	OrgSymb			2	1	5	5	5	18*	
	Score			6	4	25	30	35	100	5,56
Behavior	Actions	1			1	8	3	5	18*	
Average	Score	1			4	40	18	35	98	5,44
Score=	ManBehavior	1			1	4	8	4	18*	
99,25	Score	1			4	20	48	28	101	5,61
	Goal	1				5	8	4	18*	
	Score	1				25	48	28	102	5,67
	OrgIdentity	1			1	9	3	4	18*	
	Score	1			4	45	18	28	96	5,33
Corporate Culture										
Average	CountryAdv			2		2	5	11	20	
Score	Score			6		10	30	77	123	6,15
105,13	ImageryHistory			5	3	2	4	5	19*	
	Score			15	12	10	24	35	96	5,05
	Regulation	1			1	8	7	3	20	
	Score	1			4	40	42	21	108	5,40
	Monitoring		2	1	6	2	4	5	20	
	Score		4	3	24	10	24	35	100	5,00
	Enforcement				2	2	8	8	20	
	Score				8	10	48	56	122	6,10
	Transportation	1	3		3	9		4	20	
	Score	2	6		12	45		28	92	4,60
	Facilities	1		6	5	2		6	20	
	Score	1		18	20	10		42	91	4,55
	Philosophy	1		2	1	5	5	6	20	
	Score	1		6	4	25	30	42	108	5,40
Corporate Culture										
Average	MarketShare	4	3	2	7	2	1	1	20	
Score=	Score	4	6	6	28	10	6	7	67	3,35
98	CompBehavior	1	1	2	6	2	3	4	19*	
	Score	1	2	6	24	10	18	28	89	4,68
	Business				1	7	6	6	20	
	Score				4	35	36	42	117	5,85
	Strategy			1		3	4	11	19*	
	Score			3		15	24	77	119	6,26
Dol	ProcessHFCa	2	3			2	4	8	19*	
Average	Score	2	6			10	24	56	98	5,16
Score=	HFCpromotes	1	2		3	3	1	8	18*	
87,83	Score	1	4		12	15	6	56	94	5,22
	Consumers		2	5	4	2		7	20	
	Score		4	15	16	10		49	94	4,70
	Compet	1		3	5	5		6	20	
	Score	1		9	20	25		42	97	4,85
	Consistency		3	1	5	3	1	6	19*	
	Score		6	3	20	15	6	42	92	4,84
	HAS	6	7	1	1		3	1	19*	
	Score	6	14	3	4		18	7	52	2,74

*Missing value('s), may influence the results

Table 20: Detail Frequencies and Scores –'Non-adopter Malaysia'

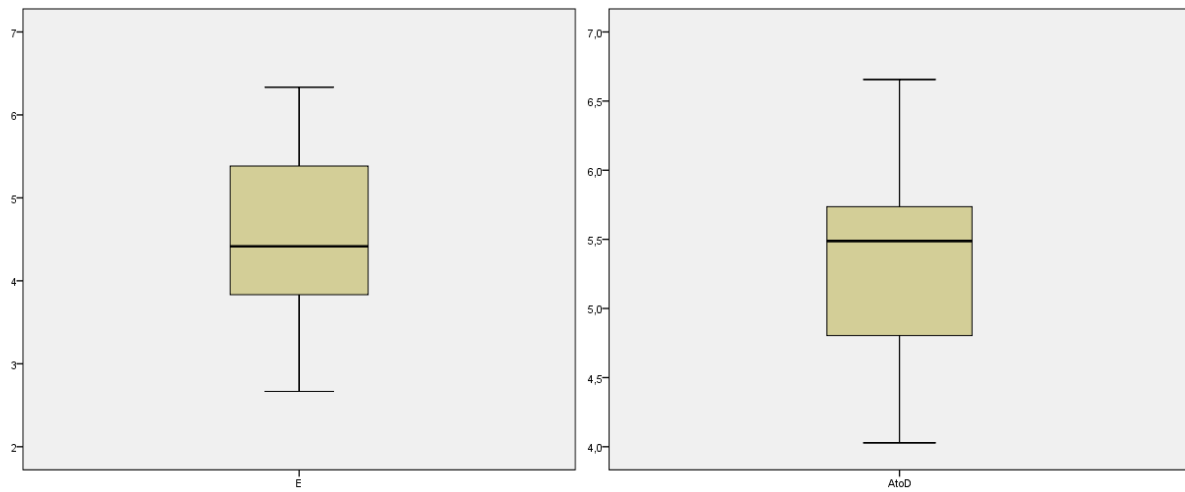


Figure 19: Plot of mean results surveys “A to D” and “E” – ‘Non-adopter Malaysia’

Correlations		
	AtoD	E
AtoD	Pearson Correlation	1
	Sig. (1-tailed)	,219
	N	20
E	Pearson Correlation	,219
	Sig. (1-tailed)	,177
	N	20

Table 21: Correlation – ‘Non-Adopter Malaysia’

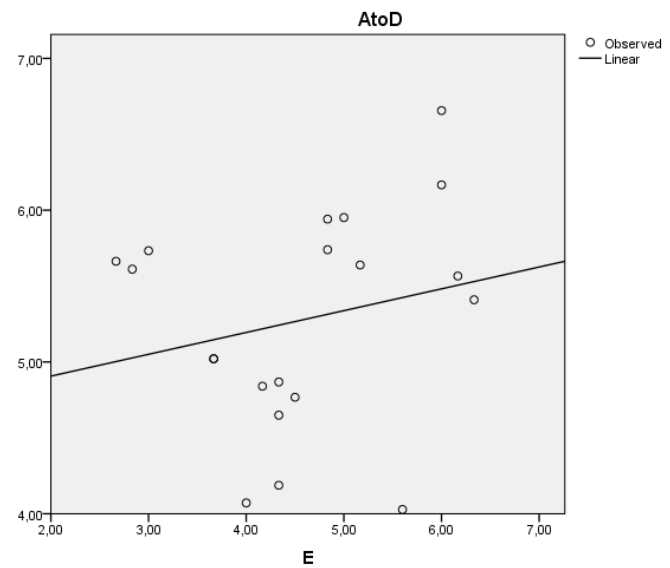


Figure 20: Correlation Curve – ‘Non-Adopter Malaysia’

7.12.4 'Halal food certification adopters' – Netherlands

HFC	Variables	1SD	2D	3DS	4U	5AS	6A	7SA	TOTAL	Mean
Communication and Visual Identity	HalalInformation			1	2	3	1	2	9	
Average	Score			3	8	15	6	14	46	5,11
Score=	RelevanceInformation				5	1	3		9	
41,78	Score				20	5	18		43	4,78
	InfoUptodate				1	6	2		9	
	Score				4	30	12		46	5,11
	AskQuestions					2	1	6	9	
	Score					10	6	42	58	6,44
	InternalSys			3	3	2			8	
	Score			9	12	10			31	3,88
	LoyalHalal					1	1	7	9	
	Score					5	6	49	60	6,67
	Location	3	1	3	2				9	
	Score	3	2	9	8				22	2,44
	ContentInfo				3	2	4		9	
	Score				12	10	24		46	5,11
	OrgSymb		1	2	4				7	
	Score		2	6	16				24	3,43
Behavior	Actions				3	2	1	2	8	
Average	Score				12	10	6	14	42	5,25
Score=	ManBehavior				1	4	1	3	9	
45,25	Score				4	20	6	21	51	5,67
	Goal					6	1	1	8	
	Score					30	6	7	43	5,38
	OrgIdentity	1			1	4	1	2	9	
	Score	1			4	20	6	14	45	5,00
Corporate Culture	CountryAdv	2	5	2					9	
Average	Score	2	10	6					18	2,00
Score=	ImageryHistory				4	3		2	9	
22	Score				16	15		14	45	5,00
	Regulation	4	3	2					9	
	Score	4	6	6					16	1,78
	Monitoring	6	1						7	
	Score	6	2						8	1,14
	Enforcement	5	3						8	
	Score	25	6						31	3,88
	Transportation	2		3	3				8	
	Score	2		9	12				23	2,88
	Facilities	3	4	1					8	
	Score	3	8	3					14	1,75
	Philosophy					3	1		8	
	Score					15	6		21	2,63
Market conditions	MarketShare			3	6	1			10	
Average	Score			9	24	5			38	3,80
Score=	CompBehavior				5	2	1		8	
40	Score				20	10	6		36	4,50
	Business		1	3	3			2	9	
	Score		2	9	12			14	37	4,11
	Strategy		1			3	3	2	9	
	Score		2			15	18	14	49	5,44
Dol	ProcessHFCa					2	3	4	9	
Average	Score					10	18	28	56	6,22
Score=	HFCpromotes					2	4	4	10	
52,16666667	Score					10	24	28	62	6,20
	Consumers		1		1	4	2	1	9	
	Score		2		4	20	12	7	45	5,00

Compet	1	2	1	5	9	
Score	4	10	6	35	55	6,11
Consistency		3	4	2	9	
Score		15	24	14	53	5,89
HAS	1	3	3	2	9	
Score	3	12	15	12	42	4,67

*Missing value(s), may influence the results

Table 22: Detail frequencies and Scores – ‘Adopters Netherlands’

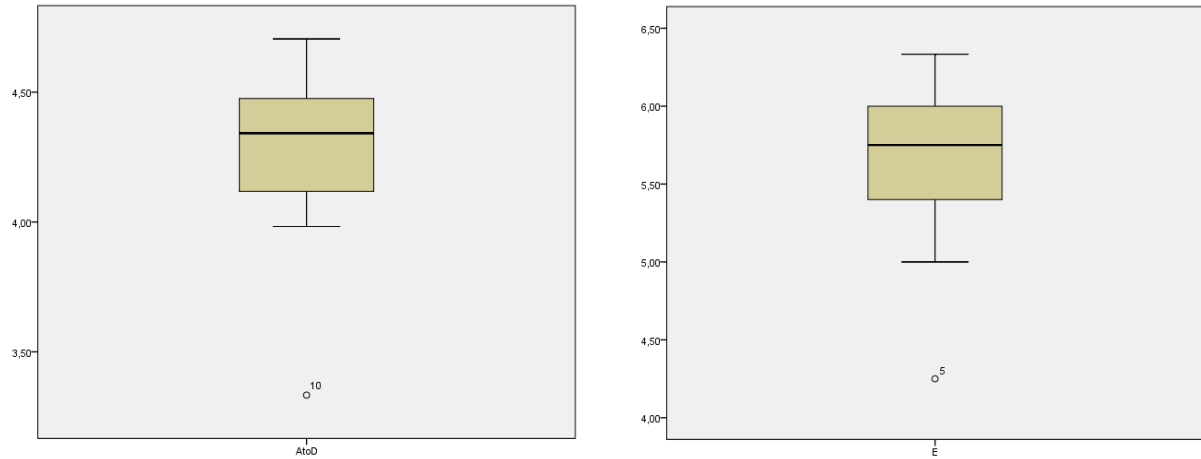


Figure 21: Plot of mean results surveys “A to D” and “E” – ‘Adopter- Netherlands

Correlations			
		AtoD	E
AtoD	Pearson Correlation	1	-,255
	Sig. (1-tailed)		,239
	N	10	10
E	Pearson Correlation	-,255	1
	Sig. (1-tailed)	,239	
	N	10	10

Figure 22: Correlation – ‘Adopter – Netherlands’

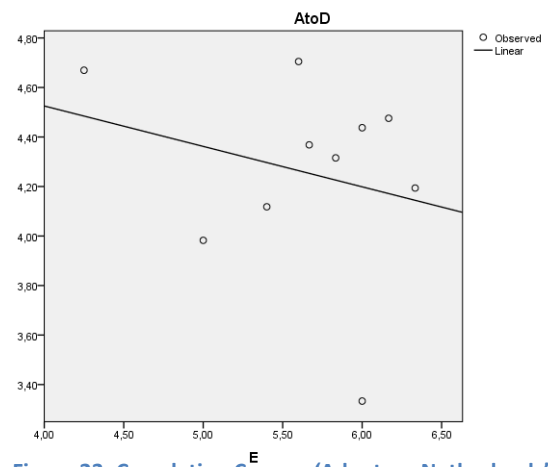


Figure 23: Correlation Curve – ‘Adopter - Netherlands’

7.13 Conducting pilot studies

- Developing and testing adequacy of research instruments
 - Included in analysis; since this research focuses on both testing as a pilot study and reports on some preliminary data
- Assessing the feasibility of a (full-scale) study/survey
 - Included in analysis; testing research instruments and see if there seems to be a relationship between 'Corporate Identity' and 'Halal food certification' in the preliminary data.
- Designing research protocol
 - Included in analysis; how to structure research
- Assessing whether the research protocol is realistic and workable
 - Included in analysis; how to structure research
- Establishing whether the sampling frame and technique are effective
 - Included in analysis; is the selected respondent sample effective
- Assessing the likely success of proposed recruitment approaches
 - Included in analysis; useful for future full-scale study
- Identifying logistical problems which might occur using proposed methods
 - Included in analysis; useful for future full-scale study
- Estimating variability in outcomes to help determining sample size
 - Included in analyses; see whether there is a relationship between 'Corporate Identity' and 'Halal food certification'
- Collecting preliminary data
 - Included in analysis; see whether there is a relationship between 'Corporate Identity' and 'Halal food certification'
- Assessing the proposed data analysis techniques to uncover potential problems'
 - Included in analysis; see if there is a relationship between 'Corporate Identity' and 'Halal food certification'
- Developing a research question and research plan
 - Included in analysis; indicate what we want to measure and how to
- Determining what resources (finance, staff) are needed for a planned study
 - Excluded from analysis; checking for resources is beyond the research scope of this thesis
- Training a research in as many elements of the research process as possible
 - Excluded from analysis; checking for resources is beyond the research scope of this thesis
- Convincing funding bodies that the research team is competent and knowledgeable
 - Excluded from analysis; checking for resources is beyond the research scope of this thesis
- Convincing funding bodies that the main study is feasible and worth funding
 - Excluded from analysis; checking for resources is beyond the research scope of this thesis
- Convincing other stakeholders that the main study is worth supporting
 - Excluded from analysis; checking for resources is beyond the research scope of this thesis

The red bullets are excluded from analysis.

Reasons for conducting pilot studies, Teulingen & Hundley (2001 & 2005), Day (1979) and Meriwether (2001).