

Assessing The Risk of Halal Executive Training for Strengthening Halal Training Management in Malaysia

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ABSTRACT

Halal has been prominent as global business, whereby Malaysia is a model for Muslim countries particularly for its implementation of Halal training. The needs for halal professionals increase drastically after the introduction of Malaysian Halal Certification, which lead to the demand for certified and competent halal executives and internal halal committee members. This study assesses key risks pertaining to Halal Executive Training Providers (HTPs) to strengthen halal training management in Malaysia, focusing on threats to JAKIM accreditation and sustainability. Study was conducted through qualitative interviews with seven certified Halal Training Providers (HTPs) from JAKIM's approved list. Additionally, the Bow Tie approach is employed as a risk assessment tool to visually represent and analyse risk scenarios uncovered during data collection. As a result, four risk were identified from vocational education literature, which are: operational risks from poor training processes (Threat 1), strategic low enrollment in thin markets (Threat 2), curriculum-industry mismatches (Threat 3), and human capital deficiencies from low trainer quality (Threat 4). A holistic mitigation strategy is recommended, integrating operational excellence, adaptive curricula, continuous certification, and enrollment forecasting to foster resilience. These insights enable HTPs to convert risks into various opportunities. Future research should verify and quantify these threats. These findings is hoped to provide strategic insights to enhance Halal training programs, ensuring quality, compliance, and sustainability within the Halal industry framework.

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Contribution/Originality: This study contributes to the existing literature by adopting a risk-based perspective to assess Halal Executive Training Providers in Malaysia. Using qualitative insights and Bow-Tie analysis, it identifies key operational, strategic, and human capital risks, while proposing targeted mitigation strategies to strengthen training effectiveness, regulatory compliance, and long-term sustainability in the halal industry.

1. Introduction

In most advanced democratic countries, the conduct of by-elections is an integral part in Malaysia has been at the forefront of the Halal industry. Its journey in this sector began in 1974 when the Research Centre for the Islamic Affairs Division under the Prime Minister's Office started to provide Halal certification letters for products that complied with Halal standards. The establishment of the first standard in 2000 marked a significant milestone for Malaysia in exploring the Halal industry. Malaysia's halal scheme is divided into nine namely food premises, food products, slaughterhouse, pharmaceuticals, medical devices, cosmetics, and Islamic consumer goods, logistics and OEM. Halal has been prominent as global business in Malaysia, whereby is a model for Muslim countries, particularly for its implementation of Halal training. The needs for halal professionals increase drastically after the introduction of Malaysian Halal Certification, which leads to the demand for certified and competent halal executives and halal committee members (Hashim et al., 2020).

Halal training is important for human resource development for the halal industry. With the implications of not undertaking executive development becoming more acute, the nature and purpose of executive development activities have changed considerably over recent years. In Malaysia, JAKIM is responsible for overseeing Halal certification. Halal training introduces specialized educational programs designed to equip individuals and organizations with knowledge of halal standards, certification processes, and compliance practices, primarily under frameworks like those from JAKIM in Malaysia (Harun et al., 2021). The Halal Industry Occupational Framework 2021 (Department of Skills Development Ministry of Human Resources Malaysia, 2021) provides a structured approach to talent development in the halal sector by categorising job roles and competencies essential for halal compliance, offering a detailed Occupational Structure (OS) and Occupational Area Structure (OAS) to help organisations identify critical job titles and required competencies across regulatory, manufacturing, and service sectors (Tukiran et al., 2025). Besides, the Malaysian Standards for halal were developed to meet the growing demand for halal products, services, and infrastructure within Malaysia's halal ecosystem, driven by increasing Muslim consumer awareness, and were formulated based on the concept of halal built-in with input from relevant stakeholders (Department of Standards Malaysia, 2019). As the global halal economy expands toward \$2.8 trillion by 2025, halal training emerges as a foundational element for building competent workforces capable of sustaining industry growth and certification retention (Masood et al., 2024).

Halal education and training plays an important role in increasing community and industry understanding and awareness of halal concepts (Harun et al., 2021). Moreover, the halal training must be offered in accordance with the syllabus established by the competent authority, which is the Department of Islamic Development Malaysia (JAKIM), and organised by a Halal Training Provider (HTP) certified by the Halal Professional Board (HPB) (Malaysian Halal Management System (MHMS), 2020). The duration of the halal training and instruction programs vary. The training program must be comprised a minimum of 70 hours, during which participants are required to complete all written assignments, group activities, and oral presentations, and, most importantly, successfully pass examinations (Ahmad Nizar et al., 2022). Halal supervision is effective only when supervisors integrate thorough Syariah knowledge with technical proficiency, enabling them to prevent contamination and identify non-compliant practices that could otherwise compromise a product's permissibility (Hamdan & Hashim, 2025).

This paper investigates the risk factors affecting Halal Executive Training through qualitative research and risk analysis techniques, aiming to offer strategic recommendations to strengthen Halal training management.

2. Literature Review

The word of Halal originated from Arabic word that bring the meaning of allowable or permitted which are the action of the permitted by Shariah Law or Islamic Law that need to be use in order to obligation toward Islamic faith whereby including the supply chain activities for the product especially halal product in order to ensure the halal status of the product (Tarmizi et al., 2014). The concept of halal in the Quran is not supposed be question by the Muslim in what Allah has prohibited due of the right of Allah alone (Abdul Raufu Ambalia, Ahmad Naqiyuddin Bakara, 2012). For example, Muslim consumers prefer to follow the halal concept in order to follow the daily life needed based on Islamic ways that have been stated in the Qur'an, such as the basic principle that has been applied, which is that all foods are halal except those prohibited in the Qur'an and the Sunnah.

The global halal movement is gaining momentum, with Muslims becoming increasingly aware of halal matters and treating it as important, many food manufacturers including non-Muslims, to taking part in producing halal products due to the rise growth of the halal food market. Furthermore, the halal concept extends beyond religious reasons, as non-Muslim consumers also recognise and purchase halal items for their safety, hygiene, and other benefits (Jamaludin et al., 2015)

Halal training and education have more positive impacts as these can help the halal industry by ensuring that the halal integrity and quality produced and offered by industry players are elevated to a level of standard that is equivalent to the requirements and in excellent conditions(Harun et al., 2021). Comprehensive Halal training is critical for preserving Halal integrity and increasing the proficiency of Halal executives and committee members (Hashim & Shariff, 2015). In order to maintain compliance, Malaysian Halal certification incorporates technical management and Shariah education (Mahadi et al., 2018).

According to studies, issues such as time limits, training expenses, job opportunity conflicts, and regulatory requirements have a substantial impact on participant enrolment in Halal training programs (Jamaludin et al., 2015). Participants frequently struggle to reconcile employment responsibilities and training needs, and financial constraints can dissuade potential candidates, lowering overall enrolment rates (Harun et al., 2021).

JAKIM and Halal Professional Board-accredited training providers play a critical role in offering excellent Halal training while adhering to curriculum requirements and industry needs (Malaysian Halal Management System (MHMS), 2020). Their responsibilities include curriculum development, compliance facilitation, and competency certification for Halal executives. However, these providers have obstacles such as maintaining trainer certifications, managing changing rules, effectively promoting training programs, and providing sufficient facilities to fulfil rising demand (Hashim & Shariff, 2015).

Besides, the government, primarily through JAKIM, supervises Halal certification and training standards, assuring strict compliance with Shariah and technical requirements (Mahadi et al., 2018). The challenges include maintaining regulatory revisions,

communicating accurate Halal information, and carrying out effective assessment and evaluation processes to maintain quality assurance (Harun et al., 2021)

The industry's demand for experienced Halal executives derives from the necessity to comply with increasingly complex Halal certification criteria while also maintaining consumer confidence domestically and internationally (Jamaludin et al., 2015). Companies demand executives with expertise in Halal law, supply chain management, and quality assurance. Challenges include knowledge gaps, low awareness among some industry actors, and the difficulty of integrating training curriculum with real-time industry needs (Harun et al., 2021).

Risk assessment methods such as the bow-tie analysis technique, when compared with other risk analysis approaches, provide practical examples while highlighting key benefits, such as its diagram's ability to offer a rapid, straightforward overview of evaluated processes for thorough risk and control system assessment (Dimova et al., 2024). Coupled with probabilistic risk matrix tools, these methods provide comprehensive frameworks to understand and manage risks effectively in education and training contexts.

3. Research Methods

3.1. Literature search

The literature search focuses on challenges of low participant enrolment, unable to meet industry expectation, low training quality, and poor training operation. The literature research was conducted by using various databases such as Science Direct, Springer Link, EBSCO, IEEE Xplore, Scientific Journal, Conference Proceeding, reports, books and guidelines. Apart from that, a thorough review of halal legislation and standards was done through open access to governmental websites and standards compliance. Literature research was very important to guide the researcher to develop the framework of the research question for this study. The research question will be used during the interview session with the key informant and will help to achieve the research objective of the study. Therefore, the purpose of this exploratory study is to seek insight into the risk factors related to Halal Training Providers. Semi-structured interview approach is used due to it provide informants with some guidance on what to talk about, while also allowing for the discovery or elaboration of crucial information.

3.2. Data Collection

This study applies qualitative research methodology, incorporating semi-structured interviews with seven (7) Halal Training Providers (HTPs) (Table 1), certified by JAKIM. These HTPs were located in Selangor, Kedah and Terengganu. These participants were purposively sampled from the official list of Halal Training Provider under JAKIM to ensure representation of credible training providers. The list consist of 32 organisation. Companies were contacted through email invitations. The firms were told their involvement would be anonymous and that the information would be used only for research. The survey was held from August to October 2024 thru virtual platform (Microsoft Teams). Data collected focuses on challenges, low participant enrolment, unable to meet industry expectation, low training quality, and poor training operation (Table 2). The data was analysed using thematic analysis.

Table 1: Summary from the informants of the interviewee session

Halal Training Provider Code	Interviewee code	Position of the interviewee	Role in the organisation	Years of Working in Halal Training Provider field
HTP 01	01A	Executive	Manage Training & Courses	3
	01B	Executive	Manage Training & Courses	2
HTP 02	02A	Assistant Director	Halal Research and Training	3
HTP 03	03A	Lecturer	Lecture	7
HTP 04	04A	Manager	Manage Training centre	4
	04B	Assist. Manager	Adviser in Halal Training	3
HTP 05	05A	senior lecturer	Director, Institute Halal Management	5

Table 2: Interview Question for Halal Training Provider Session

No	Risk Category	Sub Variables	Questions
1	Low Participant enrolment	Time	Q1.
		Price	Do you agree that offering a training with a (Sub Variables: suitable time/price etc.) is a risk for Halal Training provider / your company?
		opportunity on Job	If disagree, what are your suggestion risk for Halal Training provider / your company?
2	Unable to meet Industry expectation	Regulation	Q2.
		Knowledge/ awareness	How severe are these risk as High (H), Moderate (M) or Low (L)?
		Content	Q3.
		Duration	How do Halal Training provider / your company identify this risk as one of the possible risk?
3	Low Training Quality	Version	Q4.
		Information	Please share your view and thoughts regarding this risk?
		Assessment & Evaluation	Q5.
4	Poor Training Operation	Duration	What is the current strategy that Halal training provider / your company implement to minimise the risk?
		Qualification of Trainer	If no implementation by Halal training provider / your company, what are your suggestions to minimise the risk?
		Regulation	
		Marketing	
		Facility	

3.3. Description of the bow-tie methodology to analyse and control clinical risks

For risk analysis, the Bow Tie approach is employed as it enables clear visualisation of risk scenarios discovered during interviews. The bow-tie approach was used to identify risk factors for halal training providers. The diagram was created using MS Excel, whereby it places the central incident (top event) in the middle, with preventive layers on the left and

mitigation layers on the right. Potential consequences of adverse outcomes appear on the right side. The bowtie method offers a clear and intuitive visualisation of the relationships between the causes of business disruptions, the potential escalation pathways, the preventive controls in place, and the preparedness measures designed to mitigate business impacts (Sneddon, 2018).

Bowtie analysis is a structured graphical risk assessment methodology applied to Major Accident Hazards (MAH), systematically identifying potential system weaknesses that may initiate accident scenarios and escalate their consequences, including fatalities, significant asset damage, and environmental impacts (website: <https://www.ors-consulting.com/bowtie-analysis>).

4. Results

4.1. Data Analysis

The data was collected and then processed in accordance to the issues raised. There are seven (7) interviews with various Halal Training Providers (HTPs). It covers the several Halal Training Provider (HTP) designations, each with a different level of experience and area. Results emphasise all of the facts and information gathered throughout the interview.

Table 3: Summary of Interviewee informants for risk category: Low Participant Enrollment

No	Sub risk	Questions	Interview (HTP): Responses from seven (7) informants
1	Time	Q1	Agree (7/7)
		Q2	H (3/7), M (2/7), L (2/7)
		Q3	Busy timelines prevent meeting main target participants
		Q4	Unsuitable time slots fail to meet client expectations, especially during holidays or events.
		Q5	HTP04A: “meet the customer expectation especially public class”
2	Price		Analyse enrollment patterns and participant trends; offer flexible schedules for in-house sessions and avoid holidays/events; enhance promotions via continuous contact and social media blasts
		Q1	HTP02A: “ We examine attendance records from past training sessions to identify patterns in participant enrollment. This helps us understand which times of the year, days of the week, or specific times of day are more likely to attract higher participation.”
		Q2	Agree (6/7)
		Q3	H (2/6), M (4/6), L (0)
		Q4	High prices risk company viability and enable competitors via price comparisons.
		Q4	Set reasonable prices comparable to competitors, with HRD Corp claimability, certified trainers, and tailored content

3	opportunity on Job		HTP02A: "It is simple, when the training modules/courses priced at a higher price point, people tend to think twice before enrolling the training and trying to compare the price with other training provider."
		Q5	Analyse markets and conduct surveys; standardise pricing for win-win outcomes and budget advice; revise frequently, add value, and partner for affordability.
			HTP04B: "Collab or partner to make more reasonable price for industry player or student"
		Q1	Agree (7/7)
		Q2	H (3/7), M (3/7), L (1/7)
			Certification adds career value; conduct participant case studies
		Q3	HTP02A: "This risk will impact the number of enrolments among participants. Participants tend to enrol trainings that only 'compulsory' for them in order to apply for Halal Certification. As of now, there are only two trainings are categorised as a value-added training for their professional development, i.e. Halal Executive Training & Halal Internal Auditor Training and two compulsory training for industries employees to attend (Halal Competency Training & Halal Awareness Training)"
		Q4	Enhances market value and quality for halal roles; make mandatory for executives despite oversupply risks.
		Q5	HTP03A: "industry participant" Establish talent placement programs and liaise with companies; offer hands-on experience and promote opportunities; build industry connections.
			HTP01B: "liase with a few company for job opportunity" and "Open opportunity to participant"
4	Regulation	Q1	Agree (6/7)
		Q2	H (2/6), M (4/6), L (0)
		Q3	JAKIM halal certification is essential.
		Q4	Stronger enforcement and recognition of providers/trainers elevate standards.
			HTP04B: "recognize Training provider/Trainer" Engage authorities via discussions and updates; fulfill requirements and maintain enforcement; upgrade certification value with grading
		Q5	HTP02A: "For the industries/ participants who attended the training from the uncertified training provider, usually JAKIM will issue a Non Conformance Report (NCR) to them and requires them to reattend the training from the certified one."

H – High, **M** – Moderate, **L** – Low

Number in brackets i.e. (3/7) indicate the number of informants agreed on the subrisk

The Table 3 presents findings from a risk assessment of halal training providers (HTPs), focusing on the first sub-variable, "Time," as evaluated by seven informants through

structured interview questions. For Q1, all seven informants agreed on the significance of time-related challenges in training delivery, whereby the choosing the wrong date will result in few number of participants. In Q2, risks were rated as high by 3 informants, moderate by 2, and low by 2, highlighting variability in perceived severity linked to busy timelines and unsuitable scheduling. Qualitative insights from Q3-Q5 reveal key issues such as participant enrollment shortfalls, holiday impacts, and recommendations for flexible scheduling, trend analysis, and enhanced promotions to mitigate these risks.

The second sub-variable "Price", show that in Q1, six out of seven informants affirmed the importance of putting the right price is a challenge in Q1. Q2 ratings indicated high risk by 2 informants, moderate by 4, and low by none, reflecting predominant moderate severity due to competitive pricing pressures. Insights from Q3-Q5 emphasize high prices risking market share, demand sensitivity to comparisons, and strategies like market surveys, HRD Corp claimability, standardized pricing, trainer value assessment, and industry partnerships.

While for the third sub-variable "Opportunity on Job" factor, all seven informants concurred on its relevance in Q1. The risk were perceived as high by 3, moderate by 3, and low by 3 informants, indicating evenly distributed perceptions of employability risks. Thematic responses in Q3-Q5 highlight certification's career value, oversupply concerns, market advantages, and mitigation via talent programs, practical experiences, industry linkages, and job promotion initiatives.

Lastly, the fourth sub-variable "Regulation" factor, shows that in Q1, six of seven agreed on regulatory challenges' importance. Q2 showed high ratings by 2, moderate by 4, and low by none among the six, underscoring moderate-to-high compliance concerns. Q3-Q5 data point to JAKIM certification demands, enforcement gaps, and suggestions including authority dialogues, performance grading, standard upgrades, and ongoing regulatory adherence.

Table 4: Summary of Interviewee informants for risk category: Unable to meet industry expectation

No	Sub risk	Questions	Interview (HTP): Responses from seven (7) informants
		Q1	Agree (6/7)
		Q2	H (5/6), M (1/6), L (0)
			External parties risk illegal training with incorrect content Participants require updates on latest regulatory content.
1	Regulation	Q3	HTP02A: " There is a concern raised by JAKIM in the uncertified Training Provider that claims the content to be legit and more updated. As of now, all the content for the certified training modules is provided by the Authority Body (JAKIM). Other than the certified trainings, will be tailored by the training provider itself. The contents shall be aligned with the current rules and regulations enforced by the government."
		Q4	Follow JAKIM guidelines, standardize courses, and update content regularly.

		HTP04B: "requirement set by Authority, if not follow will issues the participant"
	Q5	Enforce audits, PIC monitoring, and halal integrity modules. Link with industry via consultations and platforms like LinkedIn
		HTP05A: " Update frequently the module"
	Q1	Agree (7/7)
	Q2	H (3/7), M (4/7), L (0)
	Q3	Low awareness among players reduces halal training demand
		HTP02A: "The level of awareness among the industry players will reflect their readiness to enrol halal training."
2	Knowledge/ awareness	Refresh knowledge regularly and shift reactive industry mindset
	Q4	Run campaigns and enforce via JAKIM procedures.
		HTP01B:" industry to know the about Halal Industry"
	Q5	Refresh executive courses and post awareness on social media Promote in-house training and industry collaborations.
		HTP03A: " Promote In House Training to educate the company to get more awareness on halal training"
	Q1	Agree (7/7)
	Q2	H (2/7), M (3/7), L (2/7)
		Halal executive training essential; inspect company areas.
	Q3	HTP02A:"identifying the risk related to the training content's relevance and reasonableness for organizations involves a strategic approach to ensure that our programs meet industry needs and expectations"
3	Content	Align content with JAKIM schemes, MS/ISO standards Meet 72-hour requirements under enforcement.
	Q4	
		HTP01A: content need to be meet the scheme given"
	Q5	Update modules for schemes, policies, and client needs Emphasize executive roles and experienced trainers
		HTP05A:"update the training content frequently"
	Q1	Agree (6/7)
	Q2	H (1/6), M (4/6), L (1/6)
		Workload disrupts in-house training JAKIM certification ties to duration constraints
	Q3	
4	Duration	HTP02A:"We received multiple feedback from industries stating the concern of getting affected in their production line if their staff attend the training during working time."
		72-hour JAKIM mandate challenging for employers.
	Q4	
		HTP01A:" requirement by Jakim 72 hours"
	Q5	Offer flexible/in-house schedules and feedback

Educate employers on program benefits

HTP01B: "Company to allow the employee to attend the training with schedule by the training provider"

H – High, M – Moderate, L – Low

Number in brackets i.e. (3/7) indicate the number of informants agreed on the sub risk

The Table 4 presents findings from a risk of unable to meet industry expectation. Focusing on the "Regulation" factor, six out of seven informants agreed on the significance of regulation-related challenges in Q1. In Q2, risks were rated as high by 5 informants, moderate by 1, and low by none, indicating strong consensus on high severity from regulatory compliance issues. Insights from Q3-Q5 highlight risks like illegal training by external parties and needs for content updates, with recommendations for JAKIM guideline adherence, standardised courses, audits, monitoring, and industry linkages.

Meanwhile for the "Knowledge Awareness" factor, all seven informants affirmed its importance in Q1. Q2 ratings showed high risk by 3, moderate by 4, and low by none, reflecting prevalent concerns over low industry awareness impacting demand. Responses in Q3-Q5 emphasise mindset shifts, reduced training uptake, and strategies such as regular refreshers, JAKIM-enforced campaigns, social media promotion, executive courses, and in-house collaborations.

Next, for the "Content", all seven concurred on its relevance in Q1. For Q2, risks were evenly rated as high, moderate, and low by 3 informants each, showing diverse perceptions of content alignment risks. Thematic data from Q3-Q5 identify essentials like halal executive inspections, JAKIM/MS ISO alignment, 72-hour mandates, and suggestions for module updates, policy integration, experienced trainers, and client-focused adaptations.

Lastly, the "Duration" factor, show that six of seven agreed on duration challenges in Q1. Q2 indicated high risk by 1, moderate by 4, and low by 1 informants, underscoring moderate concerns tied to workload and certification constraints. Q3-Q5 insights reveal disruptions from workloads, 72-hour JAKIM mandates, and recommendations for flexible in-house schedules, employer education, and feedback mechanisms.

Table 5: Summary of interviewee informants for risk category: Low training quality

No	Sub risk	Questions	Interview (HTP): Responses from seven (7) informants
1	Version	Q1	Agree (7/7)
		Q2	H (1/7), M (2/7), L (4/7) Risk from infrequent module/slide reviews
		Q3	HTP02A: "While the risk of having outdated training module is present, the risk is quite low comparing to the development of Halal in Malaysia."
		Q4	Issues from provider/authority update lags or rigid JAKIM adherence; prefer minor updates to latest standards. HTP03: "follow exactly JAKIM module, and not update" Frequent module revisions (e.g., every 3 years) with PIC oversight and industry sharing platforms
		Q5	HTP04B: "keep update the industry with current issues" and "frequently update with the latest requirement"

2	Information	Q1	Agree (7/7)
		Q2	H (5/7), M (2/7), L (0)
			License revocation or quality compromise risks
		Q3	HTP02A: "Each of the training modules must comply and align with the current regulations/ guidelines/ requirements by the authority body to ensure the effectiveness of the training."
		Q4	Align with authority/JAKIM requirements and current modules.
3	Assessment & Evaluation	Q4	HTP04B: "need to follow the requirement and guideline by Authority"
		Q5	PLH frequent reviews with PIC; collaborate with JAKIM for updates
			HTP05A: "frequently update"
		Q1	Agree (7/7)
		Q2	H (1/7), M (5/7), L (1/7)
3	Assessment & Evaluation		JAKIM packages need competency improvements.
		Q3	HTP02A: "The assessment and evaluation must comply with the guidelines from the authority body, based on what training it is. The non-compliance with the requirement will lead to the participants did not receive any certificate from JAKIM."
			Ensure participant competence via JAKIM methods for improvement
		Q4	HTP01B: "method need to follow the requirement by JAKIM"
		Q5	Add practicals, monitor performance, and update assessments/questions/scoring per JAKIM guidelines.
4	Duration	Q5	HTP03A: "Monitoring the process and provided the time for evaluation or assessment - Performance"
		Q1	Agree (7/7)
		Q2	H (0), M (5/6), L (2/7)
			Module-specific competency levels affect costing.
		Q3	HTP02A: "Each of training module requires different amount of teaching hours, depending on the level of competency. Higher level of competency requires higher/longer hours of training. The insufficient amount of time taken for training will lead the participant to not fully grasp the element of competency during the training, especially when the modules are related to technical."
4	Duration	Q4	Follow JAKIM for standardised, content-emphasised durations per topic.
			HTP05A: "follow Jakim"
		Q5	Plan schedules wisely, allocate per topic, boost hands-on, and use PIC/evaluations to optimise.

HTP04B:” identify every each of topic in the module and come out with suitable duration for each topic”

H – High, **M** – Moderate, **L** – Low

Number in brackets i.e. (3/7) indicate the number of informants agreed on the sub risk

The Table 5 presents findings from a risk assessment of halal training providers (HTPs), focusing on the "Version" factor as evaluated by seven operational informants through structured interview questions. For Q1, all seven informants agreed on the significance of version-related challenges in training materials. In Q2, risks were rated as high by 1 informants, moderate by 2, and low by 4, indicating generally lower perceived severity from outdated modules. Qualitative insights from Q3-Q5 reveal issues like infrequent slide reviews and update lags with authorities, alongside recommendations for revisions every three years, PIC oversight, and industry sharing platforms.

The table delineates risk assessment results for halal training providers (HTPs) concerning the "Information" factor, derived from responses by seven operational interviewees. All seven affirmed its importance in Q1. Q2 ratings showed high risk by 5 informants, moderate by 2, and low by none, highlighting elevated concerns over information accuracy and compliance. Responses in Q3-Q5 emphasize risks of license revocation or quality compromise, with strategies including alignment to JAKIM requirements, frequent PLH reviews, and collaboration for timely updates.

The table outlines outcomes from the evaluation of halal training providers (HTPs) on the "Assessment & Evaluation" factor, based on structured interviews with seven operational participants. All seven concurred on its relevance in Q1. For Q2, risks were rated as high by 1, moderate by 5, and low by 1 informants, reflecting moderate dominance in competency assessment concerns. Thematic data from Q3-Q5 identify needs for JAKIM package improvements and participant competence verification, suggesting practical additions, performance monitoring, and updated scoring per guidelines.

The table summarises risk perceptions for halal training providers (HTPs) regarding the "Duration" factor, gathered from seven operational informants. All seven agreed on duration challenges in Q1. Q2 indicated no high ratings, moderate by 5, and low by 2, underscoring moderate issues linked to standardisation. Q3-Q5 insights note competency-costing effects and JAKIM adherence, with recommendations for topic-wise allocation, hands-on emphasis, wise scheduling, and PIC evaluations for optimisation.

Table 6: Summary of Interviewee informants for risk category: Poor Training Operation

No	Sub Variables / Factors	Questions	Interview (HTP): Responses from seven (7) informants
1	Qualification of Trainer	Q1	Agree (7/7)
		Q2	H (4/7), M (3/7), L (0)
		Q3	Trainer skills/competency gaps; few pass certifications despite numbers. HTP02A:” The non certified trainer may conduct the session deviated from the actual content provided by authority body.”

		Q4	Non-compliance risks retraining; require qualifications, evaluations, and JAKIM-aligned modules
			HTP04A: "high quality and competent"
		Q5	Biennial validations/ToT with external eval; groom/register new trainers via JAKIM collaboration.
			HTP01B: "Need to check the background of The Trainer need to be valid every 2 years"
		Q1	Agree (6/7)
		Q2	H (5/7), M (1/7), L (0)
			Submit annual performance reports; show program engagement.
		Q3	HTP02A: "PLH are required to submit annual performance/activity report to JAKIM in order to be eligible for the renew of Certified Training Provider Certificate."
2	Regulation		Mandatory JAKIM requirements, monitoring, skill updates to prevent illegal operations.
		Q4	HTP04B: "might cause illegal training provider to do training in illegal way"
		Q5	PIC for timely license renewals/reminders; prepare docs 3-6 months ahead and track performance.
			HTP03A: "ensure 3 month early on document"
		Q1	Agree (7/7)
		Q2	H (3/7), M (3/7), L (1/7)
			Enrollment trends can drop due to a lack of marketing and advertising
		Q3	HTP02A: "We have seen a decline in participant enrolment each year. One of the possible reasons is due to the lack of extensive marketing for our training sessions."
3	Marketing		Need promo knowledge, communication, strategies; limited budget/reputation issues.
		Q4	HTP01A: "need to have knowledge to promote and the requirement need"
		Q5	Monthly digital campaigns/social media/exhibitions; PIC multichannel promo with team involvement.
			HTP05A: "follow latest training promotion platform"
		Q1	Agree (7/7)
		Q2	H (5/7), M (1/7), L (1/7)
			No in-house facilities; PLH must provide
		Q3	HTP02A: "Since we does not have our own facilities, this risk will greatly affect the operational of INHART training."
4	Facility		Repeat client loss from poor comfort/availability; gather participant feedback.
		Q4	HTP01A: "possibility client to repeat attend training reduce"

Q5	PIC for maintenance/bookings (1-2 years ahead), upgrades via feedback, MOUs/partnerships.
	HTP03A:” change venue based on feedback and see the type of participant”

H – High, **M** – Moderate, **L** – Low

Number in brackets i.e. (3/7) indicate the number of informants agreed on the sub risk

The table 6 presents findings from a risk of Poor Training Operation. Focusing on the "Qualification of Trainer" factor, all seven informants agreed on the significance of trainer qualification challenges in Q1. In Q2, risks were rated as high by 4 informants, moderate by 3, and low by none, indicating notable concerns over competency gaps. Qualitative insights from Q3-Q5 reveal issues like skill deficiencies despite certification numbers and non-compliance risks, with recommendations for biennial validations, Train-the-Trainer programs, external evaluations, and JAKIM collaborations.

Meanwhile for "Regulation" factor, derived from responses by seven training provider interviewees. All seven affirmed its importance in Q1. Q2 ratings showed high, moderate, and low risks by 3 informants each, reflecting balanced perceptions of regulatory adherence issues. Responses in Q3-Q5 highlight annual reporting needs, mandatory JAKIM monitoring, and prevention of illegal operations through skill updates, PIC-managed renewals, and proactive document preparation.

Next, for the "Marketing" factor, all seven concurred on its relevance in Q1. For Q2, risks were rated as high by 3, moderate by 3, and low by 1 informants, underscoring moderate-to-high enrollment threats. Thematic data from Q3-Q5 identify drops from inadequate promotion, limited budgets, and reputation hurdles, suggesting monthly digital campaigns, social media, exhibitions, and multichannel PIC-led strategies.

Lastly, regarding the "Facility" factor, all seven agreed on facility challenges in Q1. Q2 indicated high risk by 5 informants, moderate by 1, and low by 1, emphasising high severity from infrastructure limitations. Q3-Q5 insights note lacks in-house setups for PLH, client losses from poor comfort, and recommendations for PIC maintenance, advance bookings, feedback-driven upgrades, and partnerships via MOUs.

4.1. Bowtie Analysis

The Bow-Tie diagram illustrated the core risk event at the center of halal training provider (HTP) operations, where failure in risk management led to suboptimal training delivery and certification outcomes. On the left side, four primary threats were identified, categorized by stakeholder groups: Participant Enrolment (Time, Price, Opportunity on Job, Regulation), Industry (Regulation, Knowledge/Awareness, Content, Duration), Operation (Version, Information, Assessment & Evaluation, Duration), and Training Provider (Qualification of Trainer, Regulation, Marketing, Facility); these threats were linked to preventive barriers (orange nodes) aimed at reducing event likelihood through proactive controls like compliance monitoring and resource optimization. On the right side, four key consequences emerged post-event (red nodes), including inability to meet the mandatory number of yearly trainings, drop in market demand, JAKIM audit failure or suspension of license and permanent de-listing as HTP. The diagram highlighted that poor training operation poses the highest aggregated threats, consistent with 17 votes as high risk ratings from interview data.

According to (Aust & Pons, 2020) a Bowtie diagram may be developed using either a bottom-up or top-down approach, with the latter beginning with the identification of hazards that define the scope and context of the risk assessment. The hazard may subsequently lead to a top event, which represents the loss of control or release of the hazard and serves as the central element of the Bowtie diagram. This top event can be initiated by one or more threats, which are positioned on the left side of the diagram and represent potential causes arising from the failure of preventive measures. The findings of the Bow-Tie analysis highlight that Halal Training Providers (HTPs) operate in a high-stakes environment where operational failures can lead to institutional collapse.

Poor training operations (Threat 1) are categorized as Operational Risks—losses resulting from inadequate internal processes, people, or systems (Mikes & Kaplan, 2014). For a training academy, operational excellence is the "defensive wall" that protects its license. In educational management, administrative failures—such as poor record-keeping or non-compliance with standard operating procedures—are often cited as the leading cause of regulatory de-listing rather than the quality of the teaching itself (William et al., 2024). Thus, for the HTP, operational risk management is a critical survival strategy.

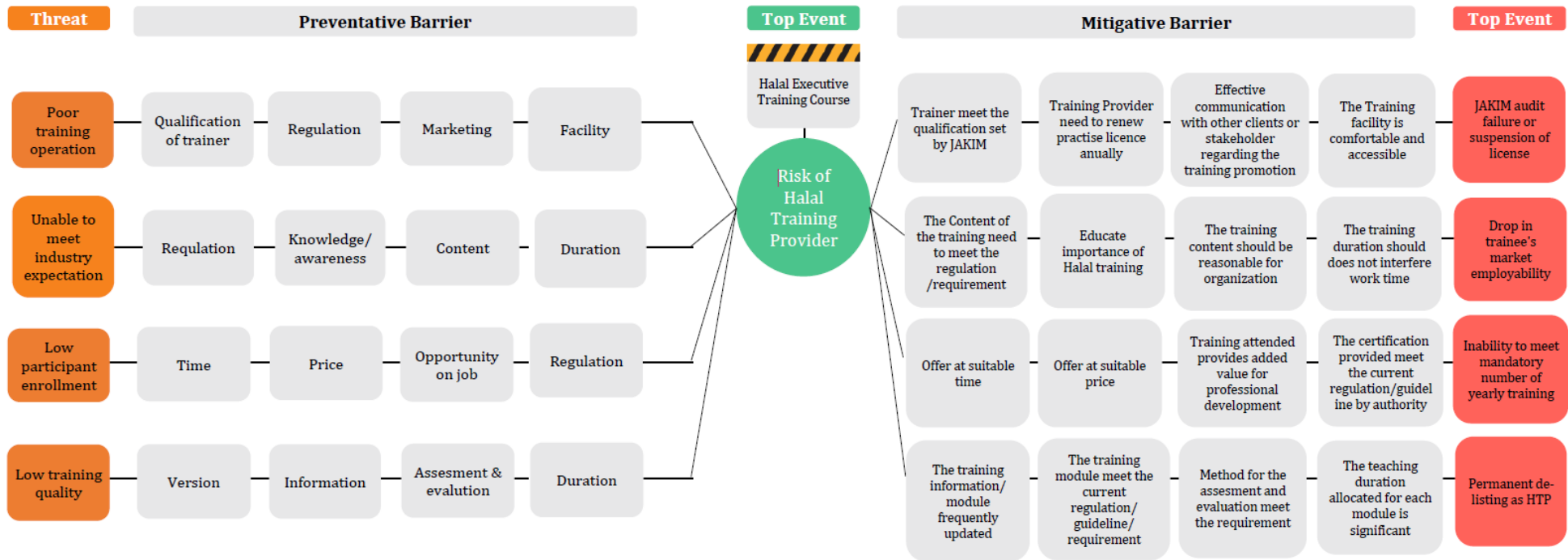
The threat of low enrollment (Threat 2) is a common strategic risk for private training providers. In the vocational training literature, this is often described as the "Thin Market" phenomenon, where the number of potential learners is too small to sustain the provider's overhead costs (Ferrier et. al., 2008). For a JAKIM-approved provider, the fixed costs of maintaining accredited status and certified trainers create a high "break-even" point. When enrollment fails, the organization may face financial insolvency, which is a primary driver of closure for specialized training academies in competitive markets.

Failure to meet industry expectations (Threat 3) represents a mismatch between curriculum design and labor market demands. Training organizations often struggle with "sectorial ego" or bureaucratic rigidity, where the syllabus remains theoretical while the industry requires practical, work-ready skills (Helmy et al., 2021). From an organizational standpoint, this leads to a diminished Return on Investment (ROI) for the trainees' employers.

Low training quality (Threat 4) is fundamentally a Human Capital Risk. The effectiveness of a training organization is directly tied to the pedagogical and technical competence of its instructors (Gjergjaj et. al., 2025). In the context of HTPs, a single unqualified trainer can compromise the entire organization's accreditation.

Several mitigative barriers were proposed as in Figure 1. HTP must ensure trainer meet the qualification set by JAKIM (authority body), ensuring content of the training need to meet the regulation /requirement, offering at suitable time and updating the training information/ module frequently. These actions are imperative to ensure relevance to evolving halal standards and market demands, thereby enhancing enrollment sustainability and stakeholder trust.

Figure 1: Basic Bow Tie methodology for analysing the risk of Halal Executive Training



5. Conclusion

This study applied the bowtie risk analysis method to evaluate operational threats facing Halal Training Providers (HTPs) in Malaysia, using interview data from seven informants. The analysis based on the semi-structured interview reveals that operational risks from poor training operations (Threat 1), strategic vulnerabilities due to low enrollment (Threat 2), curriculum-industry mismatches (Threat 3), and human capital deficiencies from low training quality (Threat 4) collectively threaten the sustainability of JAKIM-approved Halal Training Providers (HTPs). Future research should empirically validate these risks within Malaysian HTP contexts, exploring quantitative models for ROI optimization and accreditation retention.

Ethics Approval and Consent to Participate

The study has strictly adhered to all ethical procedures involving the use of human subjects. was approved by the **UiTM Research Ethics Committee (REC)** of Universiti Teknologi MARA (Reference Number:UiTM.800-1/1/9). Informed consent was obtained from all informants who were informed of their anonymity, with their responses kept strictly private and confidential.

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Conflict of Interest

The authors reported no conflicts of interest for this work and declare that there is no potential conflict of interest with respect to the research, authorship, or publication of this article.

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