

**JOURNAL
OF HALAL QUALITY AND CERTIFICATION**

**Applicability of the “Risks and Opportunities” chapter of the ISO 9001 standard
in the Halal system**

¹Husejin Keran, ²Adnan Kamerić, ¹Midhat Jašić, ¹Amir Zenunović, ¹Damir Aličić

¹Faculty of Technology, University of Tuzla, Urfeta Vejzagića 8, 75000 Tuzla

²Dolar Company d.o.o., Miljanovci bb, Kalesija

Corresponding author: Husejin Keran

E-mail address: husejinkeran123@gmail.com

Professional paper

Abstract

An organization implementing a Halal system must manage risks that may affect the Halal status of the product, the trust of customers and consumers of the Islamic faith, compliance with Islamic regulations, legal requirements and the reputation of the organization. The “Risks and Opportunities” chapter of the ISO 9001:2015 standard in the halal management system helps the organization to act preventively to preserve the Halal integrity of the product, ensure compliance with religious and legal requirements, and take advantage of market opportunities. The integration of ISO 9001 requirements on risks and opportunities into the Halal system allows for a systematic approach to ensuring the correctness of the product with Islamic regulations. This not only meets the formal requirements of certification, but also builds consumer trust, strengthens the market position, and improves internal organization and quality management.

Key words: Halal, risks, opportunities, processes.

Introduction

The implementation of halal standards in the food and logistics industries is gaining increasing importance due to the growing consumer demand for products that comply with Islamic principles. (Fischer, 2011; Riaz & Chaudry, 2004). Halal is not only a religious concept, but also a comprehensive management system that includes quality, food safety and traceability (Tieman et al., 2012; Zailani et al., 2010). However, the process of implementing halal requirements brings with it numerous challenges, including the risk of contamination, non-compliant suppliers, as well as low

employee awareness of the procedures (Salleh, 2014; Khan, 2016).

On the other hand, organizations that successfully implement the halal standard have the opportunity to expand their business to global markets, gain consumer trust, and develop brands based on ethical values (Alserhan, 2010; Wilson & Liu, 2010). ISO 9001:2015, through its requirement on the identification of risks and opportunities (Clause 6.1), provides a framework for the systematic management of these challenges and opportunities (ISO, 2015; Fathi et al., 2016). Halal logistics standardization and supply chain transparency further strengthen integrity and competitive

advantage (Ab Talib & Chin, 2018; Talib et al., 2015).

This paper aims to identify the key risks and opportunities that arise during the implementation of the halal standard, analyze them in the light of ISO 9001 requirements, and propose measures for their effective management in practice.

Among the main risks are the non-compliance of suppliers with halal requirements, contamination of products with haram (forbidden) substances, and insufficient education of employees. Also, unclear regulations or multiple certification schemes can cause confusion and reduce consumer confidence. The risk of non-compliance with Shariah principles can lead to loss of market and reputation.

On the other hand, organizations that consistently apply halal standards have the opportunity to access the rapidly growing global halal market. Opportunities include new product development, brand differentiation and strengthening relationships with Muslim consumers. By introducing clear procedures and monitoring halal integrity throughout the entire supply chain, companies can increase the overall quality and safety of their products. Standardization and digital traceability

further increase transparency and competitive advantage. By properly managing risks and taking advantage of opportunities, halal certification becomes a tool for sustainable growth and international expansion.

The successful application of halal standards requires the integration of religious, technical and regulatory aspects into all business processes. One of the risks is insufficient standardization in inspection and certification bodies, which can lead to different interpretations and uneven practices. Companies that do not ensure complete separation of halal and non-halal products in production and logistics flows can face serious consequences for credibility. The implementation of halal requirements can increase operational costs, but at the same time it contributes to greater systematicity and discipline in the processes.

Materials and methods

According to the requirements to ISO 9001:2015 and halal standard, some possible risks and opportunities have been chose in tables and corrective measures have been also presented. In the following table, a process structure is presented showing possible risks that may arise during the implementation of the halal standard in an organization.

Table 1. Possible risks that may arise during the implementation of the halal standard in an organization

Process	Risk	Description	Control Measures
Production	Risk: Contamination with haram ingredients	Accidental use or presence of pork, alcohol, or non-halal additives	Separation of production lines, cleaning validation, inspection of ingredients
Suppliers	Risk: Supplier without halal certification	Procurement of raw materials from unverified sources	Contracts with halal requirements, supplier audits, mandatory halal certificates
Employee training	Risk: Lack of employee awareness	Errors in handling or labeling halal products	Regular training, knowledge testing, visible work instructions
Documentation and labeling	Risk: Incorrect product labeling	Labels do not correctly indicate halal status	Review and verification of all declarations, standardized labeling templates
Infrastructure	Risk: Shared equipment for halal and non-halal products	Potential for cross-contamination	Physical separation, production scheduling, cleaning validation
Marketing and sales	Risk: Negative perception due to incorrect communication	Misleading advertising may damage company reputation	Advertising control, halal communication strategy
Handling and storage	Risk: Mixing halal and haram products in storage	Poor identification and segregation of products	Zoning and labeling, physical barriers, controls during receipt and dispatch

In the following table, a process structure is presented showing possible opportunities that

may arise during the implementation of the halal standard in an organization.

Table 2. Possible opportunities that may arise during the implementation of the halal standard in an organization

Process	Opportunity	Description	Management Measures
Process management	Opportunity: Automation of halal requirement controls	Technology reduces human error	Investment in software for batch tracking and traceability
Market	Opportunity: Expansion into halal markets (e.g. EU and others)	High demand for certified halal products	Certification according to recognized standards, adaptation of packaging and language
Community relations	Opportunity: Cooperation with Islamic communities and certification bodies	Increased trust and promotion of shared values	Establishment of partnerships, participation in halal fairs and training
Incident management	Opportunity: Reporting deviations from halal requirements	Concealment of issues may lead to scandals and loss of certification	Nonconformity reporting system, root cause analysis, transparent reporting
Human resources	Opportunity: Employment of staff familiar with Sharia principles	Easier maintenance of halal practices and training of others	Preferential recruitment of personnel competent in halal matters

Dicussion

The lack of clear guidelines on halal logistics in international frameworks represents another challenge for exporters. Investments in employee training and digital tracking systems can help manage the complex requirements of halal certification. Companies that implement the halal system often develop a culture of compliance and ethical business, which contributes to overall organizational responsibility. Opportunities are also found in the development of halal tourism, pharmaceutical and cosmetic products. Partnership with recognized certification bodies and transparent communication with the market further increase the value of the brand. Ultimately, the halal standard should not be seen only as an obligation, but as a strategic advantage that improves the overall quality management system.

Applying the requirements of the “Risks and opportunities” chapter from the ISO 9001:2015 standard in halal management systems helps the organization to act preventively in preserving the halal integrity of products, ensure compliance with religious and legal requirements, and take advantage of market opportunities.

Focus on prevention, not just correction

Risks such as contamination with haram

substances, unreliable suppliers, inadequate labeling and low level of employee awareness show where an organization can experience failure in preserving the halal status of a product. ISO 9001 requires that such risks are identified in advance, analyzed and controlled through systemic measures (eg cleaning validation, supplier monitoring, staff training).

Strengthening the market position through the recognition of opportunities

On the other hand, the concept of “opportunity” allows the organization to develop. In the halal context, this means, for example, expansion into new halal markets, introduction of technological innovations, and cooperation with Islamic communities and certification bodies. Taking advantage of these opportunities can increase your competitive advantage and open up new markets.

Integration with other processes

Risks and opportunities in the halal system are not isolated phenomena - they are directly related to:

- production processes,
- human resources,
- infrastructure,
- external communications and

- incident management.

For example, the risk of non-reporting of deviations has direct reputational consequences, but can be managed through building a culture of transparency and accountability, which is part of both the ISO and halal philosophies.

Documentation and monitoring of measures

ISO 9001 requires not only the identification of risks and opportunities, but also the planning of measures, their implementation and evaluation of effectiveness. In the halal context, this means keeping records of inspections, trainings, cleanliness checks, supplier validation, etc. These activities must be documented and regularly reviewed to maintain the integrity of the system.

The identification of risks and opportunities during the implementation of the halal standard plays a crucial role in ensuring system effectiveness and sustainability. The risks presented, such as contamination with haram substances, inadequate supplier control, insufficient employee awareness, and improper labeling, directly threaten halal integrity and consumer trust. If not properly managed, these risks may lead to non-compliance, loss of certification, and reputational damage. On the other hand, the identified opportunities demonstrate that halal implementation can provide significant strategic benefits beyond compliance. Process automation, market expansion, strengthened relationships with certification bodies and Islamic communities, and the development of competent human resources contribute to improved operational control and competitive advantage. Effective management of risks and proactive exploitation of opportunities support continuous improvement and align well with the risk-based thinking approach required by ISO 9001. Overall, the results indicate that a structured, process-oriented approach to halal implementation enables organizations not only to protect halal integrity but also to enhance organizational performance, transparency, and market positioning.

Conclusion

By applying the requirements of ISO 9001:2015 requirements related to the management of risks and opportunities within halal standard represents a powerful tool for preserving the halal integrity of products and strengthening an organization's competitive advantage. Through a systematic approach, organizations can enhance the safety of halal products, ensure compliance with Islamic rules and legal requirements, and build long-term consumer trust.

The paper demonstrates that halal certification should not be perceived solely as a regulatory obligation, but rather as a strategic component of the quality management system that contributes to sustainable growth and the international recognition of the organization.

Literature

- Alserhan, B. A. (2010), *On Islamic branding: Brands as good deeds*. Journal of Islamic Marketing, 1(2), 101–106.
- Ab Talib, M. S., & Chin, T. A. (2018), *Enhancing the halal food supply chain integrity through halal logistics standard*. Journal of Islamic Marketing, 9(3), 629–646.
- Fischer, J. (2011), *The Halal frontier: Muslim consumers in a globalized market*. Springer.
- Fathi, M. S., Eltayeb, T. K., & Thurasamy, R. (2016), *ISO 9001 certification and organizational performance: A review of literature*. International Journal of Productivity and Performance Management.
- ISO (2015), *ISO 9001:2015 – Quality management systems – Requirements*. Geneva: ISO.
- Halal standard BAS 1049:2023
- Khan, M. I. (2016), *Halal certification process and standard in Pakistan....* International Journal of Business and Management Review, 4(10), 36–47.
- Salleh, M. F. M. (2014), *Managing risks and critical control points in halal food production*. Halal Research Journal, 1(1), 18–25.
- Riaz, M. N., & Chaudry, M. M. (2004), *Halal food production*. CRC Press.
- Tieman, M., van der Vorst, J. G. A. J., & Ghazali, M. C. (2012), *Principles in halal supply chain management*. Journal of Islamic Marketing, 3(3), 217–243.

Zailani, S., et al. (2010), *Halal traceability and halal tracking systems...* Journal of Food Technology, 8(3), 74–81.

Wilson, J. A. J., & Liu, J. (2010), *Shaping the Halal into a brand?*. Journal of Islamic Marketing, 1(2), 107–123.

Talib, M. S. A., & Johan, M. R. M. (2012), *Issues in halal packaging: A conceptual paper*. International Business and Management, 4(2), 105–111.

Applicability of the “Risks and Opportunities” chapter of the ISO 9001 standard in the Halal system

¹Husejin Keran, ²Adnan Kamerić, ¹Midhat Jašić, ¹Amir Zenunović, ¹Damir Aličić

¹Tehnološki fakultet Univerziteta u Tuzli, Urfeta Vejzagića 8, 75000 Tuzla

²Dolar Company d.o.o., Miljanovci bb, Kalesija

Korespondentni autor: Husejin Keran

E-mail address: husejinkeran123@gmail.com

Stručni rad

Sažetak

Organizacija koja implementira halal sistem mora upravljati rizicima koji mogu uticati na halal status proizvoda, povjerenje kupaca i potrošača islamske vjeroispovijesti, usklađenost sa islamskim propisima, zakonskim zahtjevima i reputaciju organizacije. Poglavlje „Rizici i prilike“ iz standarda ISO 9001:2015 u halal sistem upravljanja pomaže organizaciji da preventivno djeluje u očuvanju halal integriteta proizvoda, osigura usklađenost s vjerskim i zakonskim zahtjevima, te iskoristi tržišne šanse. Integracija ISO 9001 zahtjeva o rizicima i prilikama u halal sistem omogućava sistemski pristup osiguranju ispravnosti proizvoda sa islamskim propisima. Time se ne samo ispunjavaju formalni zahtjevi certifikacije, već se i gradi povjerenje potrošača, jača tržišna pozicija, te unapređuje interna organizacija i upravljanje kvalitetom.

Ključne riječi, Halal, rizici, prilike, procesi.
