Differentiation of Value Chain Activities in Thailand Halal Food Industry

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ABSTRACT
The objective of this research was to study the importance-focused on value chain activities in Halal food industry, which analyzed the differentiation value chain activities according to business model, group of food industry, target market, age of business and period of receiving Halal certified of Thailand Halal food industry. Population in this research was conducted from the food industry which certified by Halal from The Central Islamic council of Thailand, questionnaires were employed as tools of collecting data and analyzed as descriptive statistic technique. Differential of emphasis was tested by one-way ANOVA statistics. From research found that there was importance-focused on production, operation and out bound logistics activities as high level which was different when compared with the significant of value chain activities, this differentiation was found when classified in various business organizations model.

Keywords:
Value Chain, Halal food industry.
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Significances and Background of This Research

Muslim all over the world are main consumers in Halal food , the word of "Halal" means "lawful or permissible according to Islamic law" Halal food is Halal certified which show that the food was produced according to Islamic law (Mahannopkul, 2013). From population study report of Hackett, Cooperman and Schiler (2017) found that in 2015 there were Muslim all over the world around 1.8 billion or 24.1 % of people all over the world, and it's expected that in 2015-2060 Muslim will increase 70 % or 3.0 billion as 31.1% from International Trade Center by Gonz'alez (2015) indicated that Halal food and beverage in 2014 was worth at 1.37 trillion US or 18.2% of total food and beverage all over the world. Halal is target market from manufacturer and steadily growth both in national and global level, this is due to growth of Muslim population which are increasing, the market opportunities and potential are increased (Mohamed Ismail, 2015). Thai government has been supported and developed country into manufacturing center and export Halal food in global level. They designed strategies to support and develop potential of products and service Halal (2016-2020) established organization to support such as Halal standard Institute of Thailand, Halal science center Chulalongkorn University, Halal Institute Prince of Songkhla University (Business information Center Royal Thai Consulate-General, Xi'an, 2017). Moreover they developed quality management system Halal-GMP/HACCP and set up standardize in system of quality guarantee of Halal food production site. Aforementioned process is strategy of the country which designed to supporting Halal food industry that determined in the national economic and social development plan. It concerns to be main goal of being "Kitchen of the world" However , to achieve goal as "Halal kitchen of the world", the manufacturer have to understand and pay attention to process and business activities which consistent with Islamic belief about Halal in every activities. Paying attention to activities can determine weakness and strength, the factors which

influenced to business success. Driving country become as "Halal kitchen of the world" all people who designed policies and direction of Halal food industry development must acknowledge significant activities of Halal food industry in overall of the country. One concept that classified by business type was "Value Chain" (Porter, 1980). The value chain classified activities into two activities which were primary activities and support activities. These activities began with seeking for suppliers until to customers. Every activity in value chain is going to add more value in products and gain more profits, the sub-activities of two main activities were associated and passed on value continuously, from raw material supplier to customers until resulting became to the products and service which meet customers require. One reason why this research use "Value Chain" concept into this study because Halal food is associated with belief and religion , consumers did not consider solely by "Halal" certification in production process but also other activities which influenced to their trust of Halal food that associated with Islamic regulation such as inbound and out bound logistics, marketing and selling.

The core concept of "Value Chain" encompasses general business activities. The Halal food industry business can happen completely and correctly in accordance with the Islamic beliefs by the way of focusing on business activities in accordance with the provisions of religion. This may be different by each business model, food industry groups which divided by the Federation of Thai Industries, target market for distribution of Halal food products, period business, and the period of receiving Halal certification. For this reason, the researcher aimed to find out the results of 1) How did Halal food business industry has importance-focused on the activities of value chain? 2) Did importance-focused on value chain different when classify by business model, group of food industry, target market to distribute Halal food products, age of business, and period of receiving Halal certification? How did different? From studied in literature review, it never found the studies and any analysis which answer the questions above like this study did before. Therefore, this study will provide an understanding of the importance of value chain activities of halal food industry. This will benefit for those involved in the development of the country's halal food industry in the way of pointing see a gap which can lead to design policies, to improve, support, promote and develop the halal food industry according to the target goal.

Literature Review

Industry of Halal Food

All Muslim have to ensure what they consume came from Halal because Islamic more concern the word "Halal" in their daily life especially dietary intake and dietary requirements. Tieman & Hassan (2015) defined the word "Halal" that the things which are not contained any ingredient which prohibited by Islamic. Zakaria (2008) provided meaning of Halal Food as the food which is allowed according to Islamic provision (Batu & Regenstein, 2014) and including with all other same kind products under Agricultural Community and food standards regulation of Halal food (ACFS 8400-2550) (National Bureau of Agricultural Commodity and Food Standards, 2007). Halal food is food which certified by Halal under regulations of the central Islamic council of Thailand in Halal activities (Office of the Central Islamic Council of Thailand, 2009). Halal food industry in Thailand is likely exported more, this is because of global Halal food is large and demand of Halal food is steadily increased. However, it's still need potential supported in term of competitiveness (Rattaborirak, 2013). From studied in food business under Halal certification logo in Nonthaburi Province by Aryubken & Jadesadalug (2015) found that Halal food business was being produced for inbound and outbound export.

Value Chain Analysis

Value chain was explained as the way of co-working, dependent of each other and associated with internal activities in organization (Porter, 1980). These activities were covering all different process in production and delivered to customers (Kaplinsky & Morris, 2001) the covered activities can create value all over process since raw material sources until final process (Shank & Govindarajan, 1993) these were activities which depended of each other and associated between primary activities and supported activities, although associated between sub-activities (Johnson, Scholes and Whittington, 2009). Value chain analysis was developed by Porter (1985) which was systemized in operation analysis. This was properly identify the strength, gap or weak point of activities (Srisom, 2010) although it able to measure current status of organization and determine the direction to be better in the future (Jones & Womack, 2002) the analysis of industrial value chains can also help policymakers used as a conceptual framework in response to the integration of consistent and coherent activities (Dahlstrom & Ekins, 2005). Value chain analysis methods can be performed in several ways. And there are no strict rules on proceed A quantitative analysis for comparison (McCormick & Schmitz, 2001) used questionnaires to understand those involved in the value chain. This is another method that can be done (Zamora, 2016), the analysis of the value chain is shown in Figure 2.

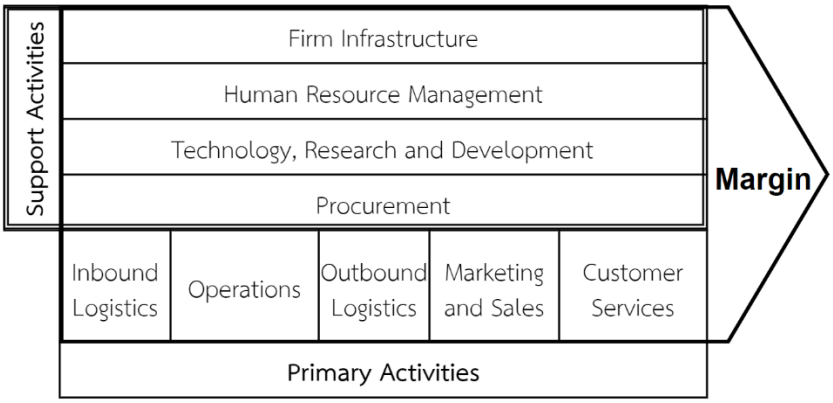

Figure 1 Value chain analysis
Source: Adopted from Porter (1985) concept

The analysis value chain according to Porter (1985) concept consists of 2 activities as following;

1) Primary activities relate directly to production or physical creation or service, market and logistics to consumers. They consist of 5 sub-activities as following; 1.1) Inbound logistics 1.2) Operations 1.3) Outbound logistics 1.4) Marketing and sales 1.5) customer services

2) Support activities are activities which support primary function consists of 2.1) Procurement 2.2) Technology Development 2.3) Human Resources Management 2.4) Firm infrastructure

The value chain related with Halal food was studied by Noordin, Md Noor, Hashim and Samicho (2009) in term of value chain in Halal food certification process case study in Halal food industry in Malaysia. The results found that certified process, operation system, and management to certify by Halal should develop and level up to Halal ecosystem. In Thailand there was a study about the analysis of value chain in Halal food by Wonginta, Kasikitwiwat, Niyomdecha, Chanklap and Toae (2015) found that consumer lack of confident in Halal certification in the mean while the entrepreneur see that the cost of obtaining Halal certification quite high. There was a research by Khasuwan (2012) about the image creation for Thai Halal

food, the results had been found that good image of Halal food came from the promotion in term of product quality and create image for export . The entrepreneurs have to understand Halal food and develop the production of Halal food to meet export standard requirements. Promoting brand through advertisement, public relation, marketing promotion activities, communicate at purchase point, communicate through packaging, branding product, create symbolic at the product although product position and product transportation. Moreover Khasuwan (2012) had studied research on export promotion policy of Halal food and the factors influenced to the image of Thai halal food among Middle Eastern Muslim consumers. The results were found that Thai halal food industry was not as grow as it should be when compared with the capabilities and readiness. These may due to in the past marketing plans had not focused on image. Brand communication lacked of a systematic standard to save data of Halal business. The major factors affecting the image are product image, marketing and communication.

Research Conceptual Framework

The study of valued in activities of value chain in Halal food industry, was bringing conceptual framework of Porter (1985) and determined as dependent variable as following; 1) Primary activities which separated into sub-activities as following 1.1) Inbound logistics 1.2) Operations 1.3) Outbound logistics 1.4) Marketing and sales 1.5) customer services and 2) Support activities are activities which support primary function consists of 2.1) Procurement 2.2) Technology Development 2.3) Human Resources Management 2.4) Firm infrastructure. The researcher had combined Islamic beliefs with 'Halal' into sub activities 1.1) Inbound logistics and 1.3) outbound logistics under concept of Halal products must be separated from the non-halal products in order to avoid contamination (Dahlan, Chayowan and Simarak, 1999) including the results of a study by Boontham (2015) stating that halal food products must be accurate in accordance with Islamic principles since the origin source (Inbound logistics) the production until the product reaches the consumer (Outbound logistics) sub-activity 1.2) production and operation, the researcher focused on food production in accordance with the GMP, HACCP (Habibah Abdul Talib, Anuar Mohd Ali and Rijal Jamaludin, 2008) and guidelines of Halal certification practice of Office of the Central Islamic Council of Thailand (2009) sub-activity 1.4) marketing and sales. This was based on the concept that Halal certification can be used as a marketing tool (Mohamed Yunos, Che Mahmood and Abd Mansor, 2014), sub-activity 1.5) sub-activities within other supporting activities used main concept of Porter (1985) but the Halal principle was not incorporated into the activity. The analysis of importance-focused on the value chain activities can classified by business model, food Industry, target market business, age and period of Halal certification which certified by Halal food industry business in Thailand. The hypothesize of this objective was set as the basis for analysis with dependent variables, namely value chain analysis same as first objective with independent variable as follows: Independent variable 1) Business model, determining from the principle which stated that Halal food industry is one of the characteristics of business operations. The business model has been defined by Department of Business Development (n.d.), including partnership, company limited, public company limited and one owner. Due to this research specify the population which used in the study, namely the list of businesses that certified by Halal from the Central Islamic Council of Thailand in 2016. From previous information, besides of classifying the business model as Department of Business Development, there is another form of business organization, housewives group, community enterprises and cooperatives, which are all grouped together. According to the information, these business organizations are businesses which are certified by Halal as well. Therefore, the business models in this research were 1.1) Public Company 1.2)

Limited Company 1.3) Partnership 1.4) Housewife / Enterprise / Cooperative 1.5) Single Owner. The independent variable 2) Food industry, determined from the food industry division of the Federation of Thai Industries which has specified 12 industrial groups (Charoenseang & Ariyasajjakorn, 2015) by the researcher selected to study only 9 food industry groups as follows: 2.1) Meat and meat products 2.2) Fishery products 2.3) Vegetables fresh fruit and processed fruit and vegetable products 2.4) Cereals and cereal products 2.5) Milk and dairy products 2.6) Beverages 2.7) Oil and fat 2.8) Animal feed 2.9) Dietary supplements and others Independent variable 3) The target market was determined by Elasrag (2016) stated that the market for halal food certification products is growing strongly both locally and internationally. The researcher has set target markets as follows: 3.1) both domestic and international market 3.2) domestic market 3.3) international market. Independent variable 4) business age and independent variable No. 5) Halal certified period. It was determined from research that closely correlates with this variant of Radipere & Dhliwayo (2014), which studies the relationship between business age and operational efficiency. In which the researcher has determined business age as same as period of Halal certification as following; less than 1 year, 1-4 years, 5-10 years, 11-20 years and more than 20 years as can be shown in figure 3 and set the research hypothesis as follows;

2.4.1 The Halal food business which different model was given the importance of the value chain activities differently.

2.4.2 The Halal food business which different industry was given the importance of the value chain activities differently.

2.4.3 The Halal food business which had target market was given the importance of the value chain activities differently.

2.4.4 The Halal food business which different age was given the importance of the value chain activities differently.

2.4.5 The Halal food business which different Halal certification period was given the importance of the value chain activities differently.

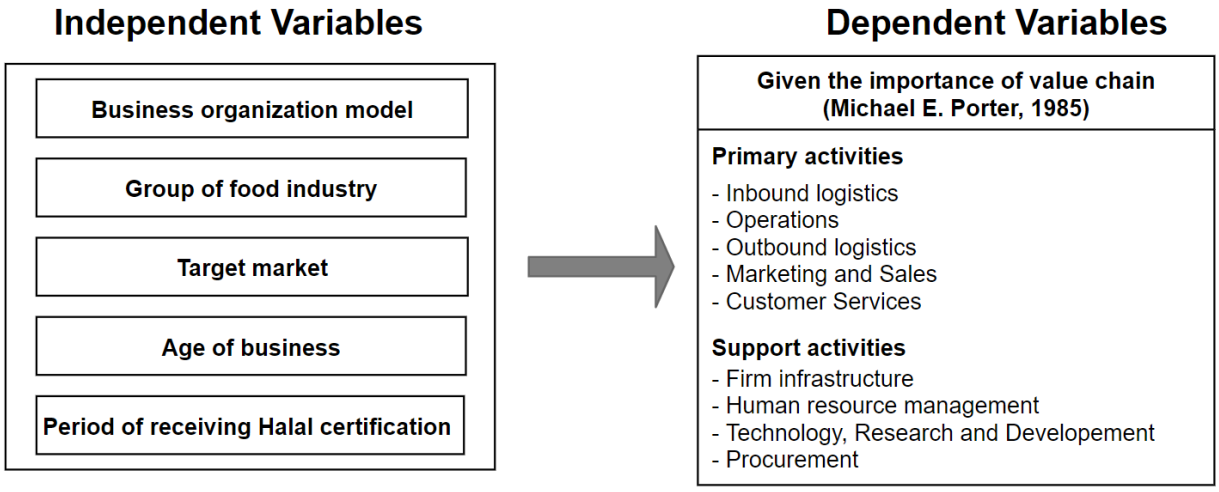

Figure 2 Research conceptual frameworks.

Research Methodology

Population and sample

Population is a food industry that has received Halal certification by the Central Islamic Council of Thailand by the year 2016, totaling 2,401 businesses. This is an information from the Central Islamic Council of Thailand and the sample was the person involved in Halal certification of each business in the Halal food industry totally population 2,401 people. This research used G * Power 3 software to calculate

the sample size (Faul, Erdfelder, Lang and Buchner, 2007), resulting samples which involved in the standard work 305 individual businesses, but due to the fact that the researcher might receive all of data, some data was not returned. As well as specifying a large sample, the accuracy of statistical analysis was greater than that of smaller samples (Wiersma & Jurs, 2009). The researcher estimated response2 of 3. Therefore, the sample size was added from the number of samples calculated, another 1 in 3 persons. Therefore the involved in the Halal standard work for each sample business was equal to 455 cases. From collecting data found that there were response 305 cases with response Rate is 67.03%. The researcher has set up a sampling plan for those who involved in the Halal standard of each business. The sampling plan was stratified sampling by the business organization model. Along with the response results as in Table 2, then a circular systematic sampling was selected.

Table 1 Descriptions of samples which classify by business organization model.

Business organization model	Population	Ration compare with total population	sample	Respondent
Public company limited	78	3.25%	15	15
Company limited	1,259	52.44%	239	208
Partnership	187	7.79%	35	26
Housewives group/enterprises/cooperatives	378	15.74%	72	23
Single owner	499	20.78%	95	33
Total	2,401	**100%**	455	**305**

Research instrument and data collection

The instrument that was used to collect data from involved people in Halal standard of each business was questionnaires to obtain data of the importance of activities in the value chain of the Halal food industry in Thailand. The questionnaire consists of 4 parts; part 1 Personal information of respondent, part 2 Business information, part 3 suggestion of importance-focused on the value chain activities to Halal food business industry. In this part was separated into two parts according to value chain activities as following; 1) Primary activities 2) Support activities. The questions were generated in each section under the conceptual framework. As shown in figure 2, the opinion scale rating on each issue, the questions in Part 3 were assigned the Likert rating scale from score 5-1 which can be shown the importance-focused levels from highest, high, moderate, least and lowest, respectively. The methodology to test quality of the collection instrument was: 1) The validity of content by the method of determining index of item between question and objective (Item-Objective Congruence Index: IOC) providing 3 experts and adjusting questions according to expert suggestions to achieve the most consistency 2) Reliability method was used to find the reliability of a specific questionnaire in part 3 by finding the coefficient of Cronbach's Alpha. The test was carried out with 30 samples that were close to the real sample, the validity instrument of part 3 was 0.975. This research obtained information from 2 sources 1) Primary data. It was information obtained from the collection of questionnaires. Let's start with choosing an example (Business Listing) and find contact information to the business that the researcher will access. Researchers contact that business to inquire about those involved in the Halal standard work of each business in order to send the questionnaires to the target sample. Then,

the data will be analyzed further. 2) Secondary data, this information is obtained from researching sources, journals, books and websites related to the topic used in the literature review.

Data analysis

The collected data had been analyzed in 3 parts as following 1.) Basis information of respondents, business data and fundamental variables by the descriptive statistics 2) analyzed the data in order to answer the research hypothesis according to the objective of item 2 by using inferential statistics, namely One-way ANOVA to test the different of dependent variable mean, classify by independent variable, before analyzed data by aforesaid statistics. The researcher analyzed the normal distribution of the data according to the preliminary agreement on the use of parameter statistics. The data from the dependent variable had a skewness value between -0.512 and -1.467 and a kurtosis between 0.303 and 3.787, so this data analysis had a normal distribution by using Kline (2011) criterion, the skewness must be in the range -3 to 3 and the kurtosis must be in the range -10 to 10. The researcher had homogeneity of variance test according to the preliminary agreement of the One-way ANOVA statistic by using Levene statistics if the variance is equal, the pair comparison had been compared by LSD method and the statistics of Brown-Forsythe in order to test the difference of the mean which was unequal population variance and comparing the pair comparison by Dunnett T3 method.

Results

The results found that almost respondents were female at 62.6 percent, graduated at bachelor's degree at 65.6 percent. Working at management level 31.1 percent, average age 37.87 years old and experienced in Halal food industry average at 6.98 years. In term of business information found that almost business platform was company limited 68.2 percent, food industry of fresh fruits and vegetables and processed fruits and vegetable 19.3 percent, there was target market at outbound market at 54.8 percent, business age which more than 20 years old 38.4 percent and the period of receiving Halal certification was 11-20 years 36.1 percent.

The analysis of basis information of variables found that respondent had idea about the importance-focused on value chain in Halal food industry as following details in table 2.

The results in table 2 can be shown that the importance-focused on operations and outbound logistics were highest level, other rest were high level.

The results of data analysis to answer the research hypothesis according to objective 2

The results of hypothesis test were shown that the different Halal food industry business organizations there should be different in importance-focused for value chain activities.

In the part of primary activities found that the give importance operation activity was significantly different at the level 0.01 which limited company, partnership, and housewives/ enterprises/cooperative gave more importance than single owner. The importance-focused on service was significantly different at the level 0.01 which public company limited, limited company gave more importance than single owner. And it was found that to give importance of primary activities was significantly different at level 0.001 which public company limited, limited company and housewives/ enterprise/ cooperative gave more importance than single owner.

Table 2 Mean Standard division and interpretation level of importance-focused on value chain activities.

Value chain activities	Importance-focused on value chain activities		
	Mean	SD	Result
ก ข Inbound logistics	4.15	0.7396	High

	Value chain activities	Importance-focused on value chain activities		
		Mean	**SD**	**Result**
	Operations	4.41	0.7034	Highest
	Outbound logistics	4.24	0.7733	Highest
	Marketing and sale	3.84	0.6783	High
	Service	4.19	0.7791	High
	Total primary activities	**4.14**	**0.5581**	**High**
Support activities	Firm infrastructure	4.06	0.7315	High
	Human resource	4.02	0.7393	High
	Technology research and product development	3.73	0.8503	High
	Procurement	4.11	0.7578	High
	Total support activities	**4.03**	**0.6189**	**High**
	Total activities	**4.11**	**0.5554**	**High**

Table 3 The comparison of importance-focused in value chain activities classify by business model

	Level of importance-focused on value chain activities	F	*p*	comparison results of mean
Primary activities	Inbound logistics	1.851	0.119	Not different
	Operations	4.100	0.003**	Different (2, 3 and 4 more than 5)
	Outbound logistics	1.531	0.193	Not different
	Marketing	2.385	0.058	Not different
	Service	4.673	0.002**	Different (1 and 2 more than 5)
	Total primary activities	4.557	0.001***	Different (1, 2 and 4 more than 5)
Support activities	Firm infrastructure	5.317	0.000***	Different (1, 2, 3 and 4 more than 5)
	Human resource	3.327	0.011*	Different (1, 2 and 4 more than 5)
	Technology, research and products development	2.910	0.025*	Different (2 more than 5)
	Procurement	2.451	0.046*	Different (1, 2 and 4 more than 5)
	Total support activities	3.932	0.004**	Different (1, 2 and 4 more than 5)
	Total all activities	**4.430**	**0.002****	**Different (1, 2 and 4 more than 5)**

*Statistics significance at level 05.05, **Statistics significance at level 0.01 and ***Statistics significance at level 0.0001

Remark: 1. Public company limited 2. Company limited 3. Partnership 4. Housewives / Enterprise / cooperative and 5. Single owner

In the part of support activities, the given of importance of firm infrastructure was significantly different at level 0.001 which public company limited, limited company, partnership and housewives/ enterprise/cooperative gave more importance than single owner. The importance-focused on human resource was significantly different at level 0.05 which public company limited, limited company and housewives/enterprise/cooperative gave more importance than single owner. The importance-focused on technology research and products development was significantly different at level 0.05 which limited company gave more importance than single owner. The importance-focused on procurement was significantly

different 0.05 which public company, limited company and housewives/enterprise/ cooperative gave more importance than single owner. And the importance-focused on all over support activities was significantly different at level 0.01 which public company, limited company and housewives/enterprise/cooperative gave more importance than single owner.

The result of hypothesis test of the Halal food business industry which was different food industry group might give importance to value activities in differently.

Table 4 The comparison of importance-focused in value chain activities classify by food industry group.

Level of importance-focused on value chain activities		F	*p*	comparison results of mean
Primary Activities	Inbound logistics	1.338	0.232	Not different
	Operation	0.829	0.564	Not different
	Outbound logistics	0.900	0.507	Not different
	Marketing and sale	1.145	0.335	Not different
	Service	1.654	0.120	Not different
	Total primary activities	**1.606**	**0.133**	Not different
Support activities	Firm infrastructure	1.252	0.274	Not different
	Human resource	0.983	0.444	Not different
	Technology research and product development	1.874	0.073	Not different
	Procurement	0.968	0.455	Not different
	Total support activities	**1.683**	**0.113**	Not different
	Total all activities	**1.683**	**0.113**	Not different

The results of analysis which to compare the importance-focused on value chain activities of food industry group shown that the different food industry group did not gave importance of value chain activities differently.

The result of hypothesis test of the Halal food industry which has target market gave importance to value chain activities in differently.

Table 5 The comparison of importance-focused in value chain activities classify by target market.

Level of importance-focused on value chain activities		F	*p*	comparison results of mean
Primary Activities	Inbound logistics	1.154	0.320	Not different
	Operation	2.348	0.099	Not different
	Outbound logistics	2.251	0.107	Not different
	Marketing and sale	2.093	0.125	Not different
	Service	2.391	0.093	Not different

Level of importance-focused on value chain activities		F	*p*	comparison results of mean
	Total primary activities	**2.620**	**0.074**	**Not different**
Support activities	Firm infrastructure	1.763	0.173	Not different
	Human resource	.341	0.711	Not different
	Technology research and product development	3.064	0.048*	Different (3 more than 1)
	Procurement	0.484	0.617	Not different
	Total support activities	**1.237**	**0.292**	**Not different**
	Total all activities	**2.302**	**0.102**	**Not different**

*statistical significance at level 0.05

Remark: 1. inbound market and outbound market 2. inbound market 3. Outbound market

The results were for comparison of importance-focused on value chain activities classify by target market. It was found that different target market did not gave importance in value chain differently except the importance-focused on technology research and product development gave importance different at significant level at 0.05 which outbound target market gave importance more than inbound and outbound target market

The result of hypothesis testing of Halal food business industry with different age gave importance value chain activities in differently

Table 6. The comparison of importance-focused on value chain activities. Classified by age of business

Level of importance-focused on value chain activities		F	*p*	comparison results of mean
Primary activities	Inbound logistics	2.565	0.055	Not different
	Operation	0.949	0.417	Not different
	Outbound logistics	2.095	0.101	Not different
	Marketing and sale	0.715	0.544	Not different
	Service	1.313	0.270	Not different
	Total primary activities	**1.434**	**0.233**	**Not different**
Support activities	Firm infrastructure	0.736	0.531	Not different
	Human resource	0.496	0.686	Not different
	Technology research and product development	2.146	0.095	Not different
	Procurement	1.664	0.175	Not different
	Total support activities	**1.001**	**0.393**	**Not different**
Total activities		**1.439**	**0.232**	**Not different**

The results of the analysis to compare the importance of value chain activities classified by

business age were found that businesses with different business age the importance-focused in value chain activities was not different.

Results of the hypothesis testing that Halal food industry business which had different halal certified periods. There should be different in importance-focused on value chain activities.

Table 7. The comparison of importance-focused on value chain activities. Classified by halal certified period

	Level of importance-focused on value chain activities	F	*p*	comparison results of mean
Primary activities	Inbound logistics	0.728	0.536	Not different
	operation	1.440	0.240	Not different
	Outbound logistics	0.031	0.993	Not different
	Marketing and sale	3.531	0.015*	Different (3 and 4 more than 2)
	Service	1.819	0.144	Not different
	Total primary activities	**1.183**	**0.316**	**Not different**
Support activities	Firm infrastructure	0.970	0.407	Not different
	Human resource	1.801	0.148	Not different
	Technology research and product development	4.140	0.029*	Different (3 and 4 more than 2)
	Procurement	1.020	0.384	Not different
	Total support activities	**0.792**	**0.499**	**Not different**
	Total all activities	**1.280**	**0.281**	**Not different**

*Statistically significant at level 0.05,** Statistically significant at level 0.01 and ***Statistically significant at level 0.001

Remark 1. Less than 1 year, 2. 1-4 years, 3. 5-10 years, 4. 11-20 years and 5. More than 20 years

The results of the analysis is to compare the importance-focused on value chain activities classified by the Halal certification period, it was found that the differences on halal certification periods gave the importance to value chain activities except marketing and sales activities, including technology, research and product development activities. The difference was at a significant level of 0.05, with businesses had Halal certified periods of 5-10 years and 11-20 years more important than businesses with a Halal certified period of 1-4 years.

Discussion

From the results of this research found that the importance-focused on value chain in operation activities was the highest. This was related with research of Songsangchai (2015) found that there was highest agree in operation and production of Halal food certified. This is related with Khuankaew (2017) stated that a key component of the Halal food standard is the production process from start to finish throughout the supply chain. One of the reasons for such activities at the highest level is that the Halal food industry in Thailand has an industry development support organization which responsible for production operations. Moreover, Thai entrepreneurs have knowledge and high production capability which is accepted in terms of product quality. As stated in the research results of Saneratanaproyul, Sirivongpaisal and Suthummanon (2016). Besides, the entrepreneurs have capability in production of halal with the requirements of the

Central Islamic Council of Thailand. As outlined in the research results of Aryubken & Jadesadalug (2015) the focus on outbound logistics activities in this research that was found to be at the highest level, consistent with the research of Songsangchai (2015) which found that entrepreneurs agreed to the highest level on halal food certification management. In terms of packaging and transportation, one of the reasons for such activities at the highest level was that operators have met the Halal Food Process Certification requirements for their finished products. In the storage and transportation as indicated in the research results of Aryubken & Jadesadalug (2015), however, from the research of Saneratanaproyul et al. (2016) that compared the transportation of halal food products from Thailand to Malaysia was found that transport of halal food in Thailand was second only to Malaysia. Since in Malaysia there is a dedicated Halal shipping company.

The results found that importance-focused on value chain activities classified by business model, there were differences in almost activities except three activities which did not found any differences that were 1) inbound logistics 2) outbound logistics 3) marketing and sale. The reason why those activities were not found any differences because inbound logistics activity (Regarding the matter of source control, receiving, storage, storing and moving of raw materials / packaging) and inbound logistics activities (Regarding the matter of control receiving, storage, storing and moving of finished products) has been set for entrepreneurs to comply with the regulations of the Central Islamic Council of Thailand, regarding to conduct Halal business (Office of the Central Islamic Council of Thailand, 2009) before requesting certification of halal food, which enabling entrepreneur have knowledge and understanding. That the reason why the importance of both activities were not different. As for the reasons for marketing and sales activities, there was no difference because the entrepreneurs did not focus on proactive marketing. As indicated in the research of Khasuwan (2011) the importance of marketing and sales activities as shown in Table 2 found that the importance of this activity was at a high level and mean level only 3.83

Overall focus was on all different activities. Especially businesses model which was in the form of public companies, limited companies and housewives / enterprises / cooperatives. They gave more importance business in form of single owner. It was relevant to the research results of Tangwongphairot (2008) that explained the entrepreneurial perspective that the management between department which related to the Halal industry promotion policy still faced an efficient management problem and not conducive to promoting halal food as it should. It was also relevant to the research results of Saneratanaproyul et al. (2016) indicated that the weaknesses of Thai Halal food development are still in the early stages. Entrepreneurs still lack of the knowledge and understanding of Halal food business as they should. That is a reason why the focus on activities is different between the mentioned models of business organizations.

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