

Adoption of business intelligence insights towards inaugurate business performance of Malaysian halal food manufacturing

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ABSTRACT

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Information System (IS) is a strife to exploit Business Intelligence (BI) in an organization. In the Malaysian Halal Food Manufacturing, a league of Information Technology (IT) professional and decision makers is the architect of the perspective in IT. There are numerous research studies on utilizing and investigating strategic effects of environmental factors augmentation on the organizations, but compact information is acknowledged prevailing how the subjective conception for the strategic source of decisions is transformed into the objective principle. Hence, general interpretation of the IT professional and the decision makers is crucial for a comprehensive and collaborative decision-making process. Therefore, prosper stimulate assimilation of the environmental factors that persuade the knowledge integration between IT professionals and decision makers is compulsory. BI and Big Data (BD) help organizations derive enhance decision-making process and knowledge creation. The objective of this research study is to emerge knowledge from organizing BD and to utilize BI together with perceiving MIT90s framework and environmental factors for the analysis of decision-making process of halal food manufacturers in Malaysia. The study applied regression analysis to predicted 103 responses to determine decision making of business performance. The results indicate that halal market demand played important role in predicting business performance of halal manufactures. This study provides some insights into decision making perspectives of business performance management among halal food manufacturers in Malaysia.

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1. Introduction

In the context of the 21st century, most organizations try to make changes in their structures, automation of performance procedure, transformation in people's perspective, business environment, and technology to reach comprehensive structures (Aithal & Kumar, 2016). Information system (IS) and Information Technology (IT) simulate a precise dominant character in current organizations (Jayakrishnan et al., 2018a). However, the enterprising furnish environment, the rising volume of competition in the global retail, the unpredictability of general business environment and the proportional transformation in organization's decision role stipulate that environmental factors should simulate an important function in an

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organization's strategic decision-making process (Pollanen et al., 2017). Therefore, implementing Business Intelligence (BI) in IT perspective will make the organizations more efficient and effective that IT strategy requisite transpire combine with the business strategy (Murugesan & Karthikeyan, 2016). BI transforms information into actionable intelligence that inculcates description of an organization's strategic and tactical business decisions from an integrated business model and IT information perspective integrated with interpretation, background, and experience and is a high-value method prompt to be implemented to actions and decisions (Kohtamäki & Farmer, 2017). BI systems have mapped into Big Data (BD) context that advance beyond comprehensible analysis and comprise further analytical functionality as well as data integration providing an exclusive framework for modeling enterprise information easily accessible by the managers, executives and business partners (Pollanen et al., 2017). According to Phillips-wren et al. (2015), the current global environment have the divergent perspective for decision making to derive a number of linked factors that leverage decisions on problem-solving management issues.

Therefore, there is a necessity to position BD and BI technique for optimizing the organizational business performance. We have inaugurated an approach – a survey, for perceiving a typical and comprehensive organizational environmental factor employed with the MIT90s framework as the baseline information framework towards developing a business performance framework for halal food manufacturing in Malaysia.

2. Research problems

Divergent organizations address decision-making in the disparate procedure by characterizing the particular terminology of their values, abilities, personalities, and beliefs (Pollanen et al., 2017). Organizations also possess traditions of assimilation on decision situation, which is usually complex, contemplate, messy and perform evidently inapplicable incident that can influence decision outcomes by assimilating and interpret the data in particular technique and at various speeds (Gadu & El-khameesy, 2014). Theories comprise and prevail effect on expounding how organizations formulate decisions and what category of factors influence decision making in the present and future (Rabbanikhah, 2016).

Organizations are triggered and affected by various factors regulating decision-making process, plus previous experience, age, organization divergent, cognitive biases and an augmentation of responsibility and transform what decision organizations make (Glover et al., 2011). Perception of the factors that impact decision-making process is significant to assimilate what decisions formulated may strike the outcomes (Vassilakopoulou & Grisot, 2013). We have ascertained this problematical context as crucial factors of our research questions:

1. What is the fundamental theory in managing and implementing business performance?
2. How to perceive the environmental factors that could be curtailed or else stimulating BD and BI technology for business performance?
3. What is the applicable measurement business performance framework to be used for scrutinizing the business performance implementation of Malaysian Halal Food Manufacturing?

3. Research objectives

Organization formulates decisions prevailing numerous activities such as strategic decisions, tactical decisions, operational decisions and financial decisions, which may further comprise some of the other characteristics of the decision-making process (Ave, 2017). The decision making process is objectively precise to the decision being formulated by the organization, some decision is fundamental and sound straightforward, while others are compound and engage a multi-stage perspective to composition the decisions (Quarterly et al., 2014).

According to Rabbanikhah, (2016), the principal cause such organizations comprise various failures and BD difficulty is typically due to inability to an emphasis on previous experiences (decisions) that can influence the future decision-making process and highly productive organizations do not formulate decisions based on the outcomes, rather by investigating options from the past decision experiences. Furthermore, it will integrate and engage decision-making process, under the situation of system paradigm and technology with BD and BI as a characteristic-decision framework in designing organizational business performance diagnostic tool focusing on factors that determine decision making and employed in the process of decision making (Azmi et al., 2018).

We have scrutinized specific dominant factors that impact decision-making process in Halal Food Manufacturing organization. These significant perspectives will be used as factors for redesigning and reconstructing existing composition as a problem-solving mechanism for the decision-making process. Our research objectives are:

1. Scrutinizing various integrated frameworks, BD and BI perspective to be mapped into MIT90's framework as the baseline information framework for organizational business performance,
2. Perceiving and proposing applicable conceptual factors towards analyzing business performance view model in the situation of BD and BI perspective,
3. Designing an organizational business performance framework – measurement, evaluation, and monitoring: by scrutinizing the factors of business performance indicators for Malaysian Halal Food Manufacturing executive.

Based on environmental factors, we have emerged with inaugurating and developing multi-dimensional frameworks for business performance by perceiving the MIT90's perspectives towards determining the environmental factors and integrate with BD and BI. As an outcome, we would design an integrated business performance and organizational excellence framework.

4. Literature review

Organizations can obtain significant advantages from BD (Lee, 2015). However, there are various obstacles to solve too, BD emerges to be an argument that accompanies numerous prerequisite, but multiple issues as well (Gulati & Soni, 2015). Challenges cognate to the lack of requisite environment skills were mentioned especially, incompetent analytical or technical know-how to encounter BD (Phillips-wren et al., 2015). BD can comprise organizations-critical knowledge, where new issues can also appear in obtaining new environment factors (Baesens et al., 2016). Technical problems are not the fundamental hindrance to situate BD technologies, but this situation is prevailed due to organizations encounter divergent levels of their BD enterprise divulges further insights (Horkoff et al., 2012).

Malaysian Halal Food Manufacturing, however, faces more predicament on environmental factors with incompetent know-how, both in technical and analytical characteristics, that evidently lead towards critical hindrance that these organizations will entail monitoring on their journey to "Industry 4.0" (MITI, 2016). The fourth industrial revolution or Industry 4.0 (IR 4.0), is the upcoming stage in the digitalization of the Malaysian Halal Food Manufacturing field, navigated by four (4) disruptions: (1) the striking arises in data volumes, (2) the inception of analytics and BI insights, (3) the modern structure of human-machine interaction and (4) enhancement in digital transformation, will ascertain manufactures in the virtual and the real world integration (Petrillo et al., 2018).

According to MITI (2016), the fundamental framework for the IR 4.0 performance will merge five (5) active category in mapping the paradigm of environmental factors of: (1) Digital Infrastructure and Ecosystem (Government Support), (2) Funding and Incentives (Competitive Pressure), (3) Talent and Human Capital (Consumer Pressure), (4) Technology and Standards (Halal Market Demand) and (5) Small Medium Enterprise's (Adoption of BI) from automation towards transformation of National Industry 4.0.

Moreover, this stipulates organizations towards digital transformation by generating the proficiency of utterly leveraging the opportunities and possibilities of modern technologies and their impact rapidly (Gulati & Soni, 2015). A digital business transformation expedition requires staged environment factors perspective with a clear roadmap, comprising a group of stakeholders, beyond silos and internal/external hindrances, that end objective will prevail towards as technological transformation and technologies, ranging from Big Data Analytics (BDA) – a key game changer to the arising technological transformation of manufacturing (MITI, 2016). According to Foster et al. (2015), MIT90's framework entails cogitation for the technical and environment characteristics of systematic BDA of the organization business performance utilizing technologies and assets, where BI tool assist information business performance decisions based on previous results -operate the business while BDA assist in modelling predictions that are going to improve their organizations in the future – transform the business.

The mass volume of information actuality originate from the BD and environmental factors has the capability to transform everything from manufacturing perspective – the ability of this fusion in navigating new business insights more efficiently, requires a multi-perspective visibility to scrutinize structure of information-seeking framework, a MIT90's framework as the fundamental information framework could be a technique for determining business performance. MIT90's framework clarifies as critical success factors that employ five (5) environment of the organization (technology, structure, processes, strategy, people and their roles). This conceptual framework proposition will be a problem-solving model in determining the gaps – principally on environmental factors.

5. MIT90'S framework: Analysis and design

MIT90's framework is scrutinized as a foundational designed framework which encourages and enables organizations to perceive the dynamics of all areas of transformation which are vital in technology to assure the business performance success (Amarilli, 2014). This framework reciprocal adaptation designates as a framework for performing organization business performance design in Information and Communication Technology (ICT) or IT implementing on environment factor (Scott Morton, 1991). The MIT90's framework can be used to highlight some basic areas of management for structuring its perspective to benchmarking business performance, in deriving the pertinent information and obtaining actionable insight, that comprise of five (5) drive subsystem that requisite be in dynamic equilibrium with each other to comprehensive consistency model of IS Management – business performance at any future-oriented organization, as shown in Fig. 1.

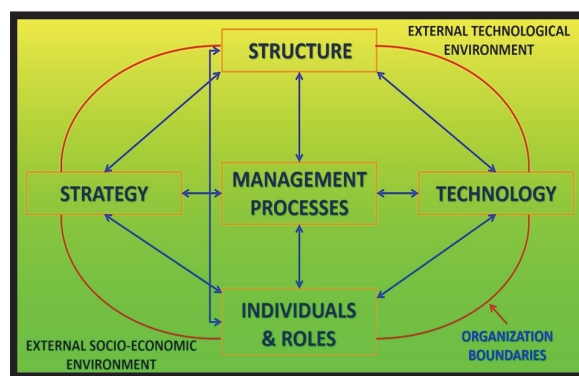


Fig. 1. The MIT90's Framework – for critical success factors: internal factors and external factors towards actionable insights (Adapted from Scott Morton, 1991).

Based on Fig. 1, the MIT90's framework stipulates as critical success factors for IT and organizational digital transformation, nexus with internal factors – technology, structure, management process, strategy, people and their roles and also with external factors – technology, science, society, and economy. In requisition to develop a generic framework, we have designated a principal and business performance

strategies based on the inveigle of theoretical thinking MIT90's framework as the fundamental environment factors information framework for excellence and being analytics on strategic environment factors performance. According to Tan, (1999), the MIT90's framework can be augmented to a further comprehensive consistency framework of IS management – critical factors as an analytical diagnostic tool, as shown in Table 1.

Table 1

The adapted MIT90's model component

Domain	Component	Definition	References
IS strategy	Strategy (Market Developments)	The organization's objective or model used to archive and how the organization strives to perceive these objectives, the election of products and markets and the marketing mix-the aim, prerequisite, regulation, designate standards and proposition of IT application.	(Ross, 2003)
IS organization	Structure (Dynamics)	The way that the organization is structured-the procedures and requirements.	(Hodgkinson, 1996; Ward, 2002)
IS data and technical infrastructure	Technology (Technological Developments)	The IT which can be used for the business processes by emphasizing the position in the business performance-information infrastructure and knowledge foundation.	(Lindström et al., 2006; Pollanen et al., 2017)
IT specialists	Individual & Roles (Socio-economic Developments)	The social chain of people who are in the organization, performing and conducting their daily task-the expertise, knowledge, goal, and perspective of the IT specialists.	(Steenbergen et al., 2008; Vernadat, 2010)
IS management	Management Processes (Organizations)	The realization and selection of the business strategy; a sequence which the organization originates in order to congregate the requirements and associate the subsystems in the organization to each other-responsible for sufficient information solution by combining the above-mentioned subsystems.	(Luftman, 2003; Ross, 2003; Ross et al., 2006)

Based on Table 1, the MIT90's framework is designated as an application tool for a specific organization or a business performance model scrutinizing the environmental factors perspective of five (5) components which are critical characteristics of an organization that emerge to highly value information entail to be aligned and formed together to obtain greater effectiveness. These knowledge information key formulations are to combine with the rapidly growing BD and changing of data analytics in information technology of organization towards proposed business performance plan (Teh & Corbitt, 2015). According to Phillips-wren et al., (2015), all these five (5) components are interconnected and influences the choice of business models, whereby changes in one particular area will impact and require changes in the rest of an organization business performance.

Its origination was underpinned by the prevailing advanced theories and reasonable assumptions. Therefore, in designing the applicable generic framework, we inaugurated addressing the transformation of a traditional business performance that represents the old perspective into a new digitalization business performance symbolises a modern and visionary business performance approach and viewing integrated MIT90's frameworks in adapting and adopting the generic business performance, ideal thinking of academic research and practical function and theoretical analytics on business performance implementation components have brought an upsurge in research of an organization's business performance management. We surmised that there is a comparable context of scope, perspective, and components of MIT90's framework influencing and supporting the environmental factors of the generic Malaysian Halal Food Manufacturing components. Derived from the above, we have come up with an integrated, coordinated, adapted approach and holistic business performance implementation as a diagnostic tool framework by adapting and adopting the five (5) criteria impacting on the success of Malaysian Halal Food Manufacturing business performance plan, as shown in Table 2.

Table 2

The MIT90's and Malaysian halal food manufacturing frameworks integrations

MIT90's Framework Component	Dynamic Equilibrium	Focus on Malaysian Halal Food Manufacturing BI Framework Environmental Factors Component System
Strategy	The paradigm of objectives, missions, significant resource and policies utilization plans expounded in or is to be in. (Opportunity to try out new business performance model)	Government Support System (Vision and Direction)
Structure	The coordination and organization communication flow, authority and workflow. (Enhance organization competitiveness)	Competitive Pressure System (Organization and Coordination)
Technology	Comprises all of the components that directly enter into the transformation of organizational performance. (Availability of enhancing and faster communication and information channels)	Halal Market Demand System (Information Technology)
Individual & Roles	The organization people and skills requisite to employ the technology. (To emphasize new customer relationships and their value proposition)	Consumer Pressure System (Human Resource)
Management Processes	The process to obtain the policies, objectives and to regulate the acquisition of these resources. (Utilizing the information in a more knowledgeable way)	The adoption of BI System (Planning and Control)

Based on Table 2, this is the prospective Business Performance Management System for organizational BI Framework with characteristic components of MIT90's business excellence model with the prevailing environmental factor components of Malaysian Halal Food Manufacturing, where any change to a component entails an adjustment to the others. The Government Support system to be mapped to the Strategy, Competitive Pressure system will be mapped with Structure as business performance areas for technology push – enhancing productivity.

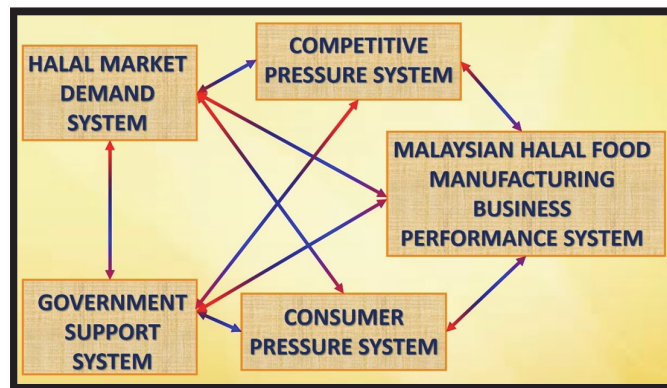


Fig. 2. The Proposed Organizational Excellence MIT90's - Malaysian Halal Food Manufacturing's BI design Framework.

Meanwhile, the Halal Market Demand system is mapped with Technology, followed by Consumer Pressure system to be mapped with Individual and Roles as business performance areas for competitive pull – leveraging IT. Finally, the Management Processes will be adopted and adapted as the systemic application of the Malaysian Halal Food Manufacturing Business Performance System for determining technology integration on the transformation of information in the features, standards, and objectives of critical success factors as the organizational dashboard conceptual engine. This will be the fundamental template for the stipulation of a precise dashboard framework application as an infographic mechanism,

as shown in Fig. 2. Based on this figure, we have derived the inaugural perspective to configure the knowledge, understanding, and practices through preliminary survey study on environmental factors by perceiving a generic organizational business performance MIT90's baseline information excellence framework, BD and BI technologies. And next, we will develop and design the factors (components closely interact with one another) of the organizational business performance dashboard framework – a mashup conceptual design (changes to any of the components will entail changes to the others to drive their activities and objectives back into alignment), as shown in Fig. 3.

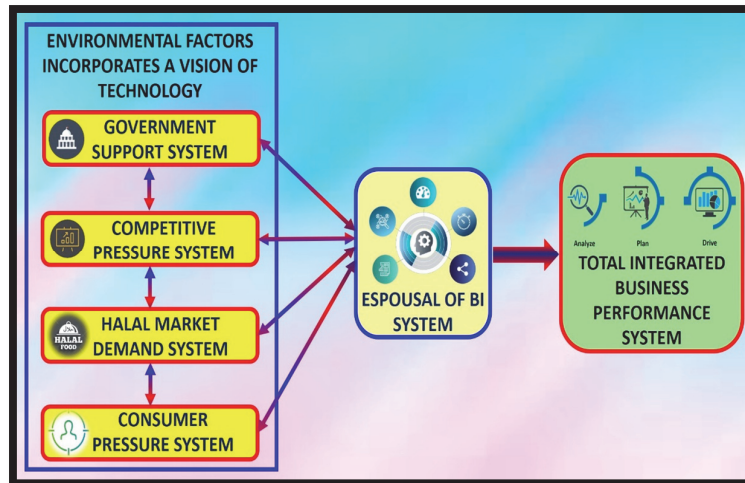


Fig. 3. The Finalized Perspective of an Organizational MIT90's - Malaysian Halal Food Manufacturing's BI design for Business Performance Diagnostics – a Dashboard Framework

Based on Fig. 3, we summarized the above-proposed framework as a total integrated excellence system that yet expounds the Business Performance Management model for Malaysian Halal Food Manufacturing. The components are integrated as significant volumes of government support, competitive pressure, halal market demand and consumer pressure system respectively from their computer-automated environments and propose that all characteristics of organizational operations must be synchronized and co-aligned.

6. Data analysis and finding

The origin data arise from a survey of 103 respondents, focusing on the integrated knowledge from organizing BD and utilizing BI together, as an approach through analyzing decision-making process typically comes from the systematic element for the halal food manufacturer in Malaysia towards designing business performance for an organization. This is the primary procedure of an organizational analytical mechanism to determine and monitor transformation in the environmental factors of Malaysian Halal Food Manufacturing, which enabled us to configure the survey (Jayakrishnan et al., 2018b). As we analyze the data analytics perspective that consists of four (4) types – descriptive, diagnostic, predictive and prescriptive framework for the halal food manufacturer, we undergo further evident and measurable of environmental factors for all five demographic attributes, as shown in Table 3. Moreover, the research study implements multiple-choice questions to prevail demographic profiles. Malhotra (2007) stated that multiple-choice questions are asked to select one or more of the alternatives specifically. Based on Table 3, the predominance of the business owner was the Bumiputra with 68 companies and for Non-Bumiputra with 35 companies. The excessive statistic of the workforce was between 5-75 measured as 75.7%, followed by 12.6% for between 75-200 workforce and 11.7% for less than 5 workforces. Furthermore, the earliest year of an organization established was in the year below 2000, showing that 40.8% (42 companies) started their business in that year, pursued by 25.2% (26 companies) started their organization in the year 2001-2005 and 2006-2010.

Table 3
Demographic profile analysis of respondents item

Characteristics	No of respondents N=103	Percentage (%)
Position of ownership		
Bumiputra	68	66
Non-Bumiputra	35	34
Statistic of workforce		
Less than 5	12	11.7
Between 5-75	78	75.7
Between 75-200	13	12.6
Sales income		
Less than RM 300,000	30	29.1
Between RM 300,000 – RM 15 Million	71	69
Between RM 15 Million – RM 50 Million	2	1.9
Year of organization established		
Below 2000	42	40.8
2001-2005	26	25.2
2006-2010	26	25.2
2011-2015	9	8.7
Organization area		
Wilayah Persekutuan Kuala Lumpur	17	16.5
Negeri Sembilan	17	16.5
Kedah	16	15.5
Wilayah Persekutuan Labuan	11	10.7
Johor	11	10.7
Sarawak	5	4.9
Selangor	5	4.9
Kelantan	5	4.9
Perak	4	3.9
Melaka	4	3.9
Terengganu	3	2.9
Sabah	2	1.9
Pulau Pinang	1	1
Putrajaya	1	1
Pahang	1	1

The years 2011-2015, show only 8.7% (9 companies) started their business. Moreover, the mass organization area is situated in Wilayah Persekutuan Lumpur and Negeri Sembilan with 17 companies (16.5%). Kedah shows 16 companies (15.5%) in the area, followed by, Wilayah Persekutuan Labuan and Johor with 11 companies (10.7%). Besides that, Sarawak, Selangor, and Kelantan show 5 companies (4.9%) in the area. Meanwhile, Perak and Melaka indicate 4 companies (3.9%) in their respective areas. Terengganu shows 3 companies (2.9%) in its area and Sabah has 2 companies (1.9%) in the area. Additionally, Pulau Pinang, Putrajaya, and Pahang have 1 company (1.0%) only in the area.

Table 4
Construct questionnaire for adoption of BI

Objective	Construct	Factors	Items	References
Environmental Context	Government Support	(1) Yield financial support and assistant	3	(Azmi et al., 2018; Leong et al., 2014; Manzouri et al., 2013)
		(2) Furnish sufficient accessible infrastructures		
		(3) The government has appropriately assisted the Halal organizations		
	Competitive Pressure	(1) An encounter that business will lose customers to their competitors if there do not adopt Halal Standard	3	(Azmi et al., 2018; Leong et al., 2014; Manzouri et al., 2013)
		(2) Structuring the strategic plan is fundamental to adopt Halal standards to engage in the prevail marketplace		
(3) The organization will have to assist their business operation if they appliance Halal Standards				
Halal Market Demand	(1) High imposition of Halal food assists the organization to adopt Halal Standards	3	(Azmi et al., 2018; Leong et al., 2014; Manzouri et al., 2013)	
	(2) The halal market product has a comprehensive growth with a high vision in current and future market			
	(3) The Muslim communities entail and highlight the Halal product to be certified by JAKIM			
Consumer Pressure	(1) The customers are assured that Halal food fulfills the sanitation, hygiene and food safety	3	(Azmi et al., 2018; Leong et al., 2014; Manzouri et al., 2013)	
	(2) Customers necessitate the business to be operated based on a Halal stipulation			
	(3) Presuming cognizance guide toward attitudes of the customers			

Table 4 demonstrates adoption factor of Malaysian Halal Food Manufacturing in the context of environmental, the five-point Likert-type scale was employed to evaluate the responses to the questions because it can capture all the entail data about attitudes (Bryman, 2008; Bell & Bryman, 2015), and emphasize the comparability of answers. Plus, the Likert-scale position from one (1) which means “Strongly Disagree” to five (5) which means “Strongly Agree”. We performed reliability analysis before advancing to additional analysis, as shown in Table 4. A Cronbach Alpha greater than 0.60 is conventionally accepted for exploratory research to unveil stability of the measurement, identically, however, a value greater than 0.70 is more recommended (Bagozzi, 1994).

We ascertain further by performing the multi-regression analysis, where the R^2 for the environmental factors indicates 0.577, which shows that 57.7% of the variance in business performance of Malaysian Halal Food Manufacturing can be forecasted from the association of all independent variables in these factors. The research study found that Halal Market Demand played a dominant character in influencing the business performance of Malaysian Halal Food Manufacturing. These significant variables that expounded business performance are halal market demand ($\beta=0.542$, $p=0.000$). Concurrently, Government Support, Competitive Pressure and Consumer Pressure had no significance effects in business performance of Malaysian Halal Food Manufacturing, as shown in Table 5. The study found market orientation of halal drives the players to adopt halal in their food supply chain. Bernama, (2018) reported, globally, the population of Muslim has grown 18% during the last 10 years compared to the global growth of 11% and this increases the value of demand for halal food and within Asia regions, non-Muslim majority countries, such as Philippines and Singapore, which are significant markets for halal drinks and packaged food, at 1.4 billion dollar and 7.5 billion dollar, respectively, partly appropriate to the acceptance of halal products in general society and incorporation.

Table 5

Cronbach’s alpha reliability test results

Construct	Items	Cronbach’s Alpha (N=103)
Environmental Factors		
Government Support	3	0.75
Competitive Pressure	3	0.607
Halal Market Demand	3	0.716
Consumer Pressure	3	0.666

Table 6

Result of multiple regression analysis (N = 103)

Variables	Constant	Unstandardized coefficient (B)	Standardized coefficient (β)	p-value	R-square (R^2)
Environmental Factors					
Government Support		0.081	0.128	0.077	
Competitive Pressure	0.457	0.054	0.053	0.604	0.577
Halal Market Demand		0.58	0.542	0.000*	
Consumer Pressure		0.153	0.145	0.196	

*Significant at 0.05 level; dependent variable=business performance

7. Conclusions

The rapid advancement and business performance of Malaysian Halal Food Manufacturing have strengthened the significance of environmental factors and adoption in BD and BI tools. BI and BD are emanating disciplines for proactively acknowledge transformations in the digital world. Digital transformation furnishes new scenarios and opportunities to manufacturers as well as academician, students and researchers to redefine and rethink the contrive of environmental factors and adoption in BD and BI. The research study argues that an integration of environmental factors and adoption in BD and BI will be a critical factor in the long-term of business performance of an organization. The predominant theoretical

contrive and contribution of the initiated framework are explored and developed from different perspectives through collective and comprehensive studies by a group of practitioners and researchers focusing on environmental factors and adoption in BD and BI expertise of information-seeking framework towards assimilation big data situation in an organization utilizing BI as an application technique for determining business performance. The proposed framework for business performance has been formulated and derived from the literature of MIT90's framework with an extensive assimilation of the critical hurdles in environmental factors in a comprehensive domain of areas based on both theoretical and empirical research.

A review of the prevailing literature about environmental factors and adoption in BD and BI inaugurate that there is hardly any literature investigating the environmental factors from a perspective of BD and BI. This yields the adapted business performance model to pervade the knowledge gap and requires a better conception of environmental factors and adoption in BD and BI capabilities for Malaysian Halal Food Manufacturing. Yet, we had come up with our both practical and theoretical observation through a comprehensive survey of five (5) divergent elements. All of these concept dimensions and practice variables were ascertained into our cogitation of emergent knowledge dynamics in contexts for adapting and adopting a new and integrated framework as a research study for scrutinizing structures, combinations, implementation, interpretation and evaluation of the enhance current and future business performance management system in an environmental factors perspective. Furthermore, this proposed framework yields a pragmatic guidance to contrive tool for the researchers to scrutinize the pedagogical IT or ICT implementation on environmental factors which is a precise utilitarian that describes the continuous, understandable, evaluation parameters and structural analysis of the digital transformation to comprehend the opposite BD and BI technology within a scope of monitoring drivers and hurdles controlling procedures utilized by the stakeholders and all level management teams. This framework assures that organizations have an insightful knowledge and assimilation of the complexities business performance will be efficiently and effectively performed under such crucial environmental factors formulation. The propound framework contributes an integrative perspective of functional mechanism of prevailing an overview of both theoretical structure and practical functionality of the proposed business performance management that are currently in position within Malaysian Halal Food Manufacturing. In future, this integrative proposed framework for prospecting and scrutinizing the environmental factors that foster an interaction monitoring business performance will be a powerful instrument for us as empirical researchers. This will also assist us in invading empirical research studies, archiving complementary nature and expounding the execution and profound influence operation of business performance management as well as prospecting noticeable trend in the environmental factors toward underlying the concepts, principles and reasons for such controlling and monitoring processes and mechanisms in the formation of ventures, complexities and context of BDA.

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