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Mosque Integrated Enterprise Risk Management: Assessing and Treating Risks in the Post-Pandemic & Digital Era

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Bin Kaharudin, Amir Nadzim ; Rahman Bin Ahmad Dahlan, Abdul

International Islamic University Malaysia, Department of Information System Kulliyyah of Information and Communication Technology, Selangor, Gombak, Malaysia

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Abstract

The contemporary mosque is increasingly positioned at the intersection of religious authority, community governance, and digital transformation. In the post-pandemic era, mosques are no longer expected to function solely as ritual spaces, but as institutions capable of delivering sustainable social value, ensuring ethical governance, and responding to complex policy and technological environments. This paper conceptualizes the Mosque-of-Tomorrow (MoT) as a Digital Centre of Excellence, structured through the Business Model Canvas (BMC) as an institutional design framework. Anchored in Islamic institutional theory, the MoT framework integrates principles of stewardship, trust, and accountability with modern governance and digital management practices. Rather than treating digitalization as a technical upgrade, this study frames it as a

governance transformation aligned with public policy objectives, stakeholder accountability, and long-term sustainability. This conceptual paper contributes a structured and value-driven model that supports mosque authorities, policymakers, and religious institutions in rethinking mosque governance, institutional resilience, and digital maturity in an increasingly complex socio-digital landscape. © 2025 IEEE.

Author keywords

Business Model Canvas; Centre of Excellence; Digital Mosque; F.A.S.T; Islamic Governance; KhAIR; Mosque-of-Tomorrow

Indexed keywords

Engineering controlled terms

Digital integrated circuits; Sustainable development

Engineering uncontrolled terms

Business model canvas; Business models; Centers of excellence; Digital era; Digital mosque; Enterprise risk management; FAST; Islamic governance; KhAIR; Mosque-of-tomorrow

Engineering main heading

Public policy

Corresponding authors

Corresponding author

A.N. Bin Kaharudin

Affiliation

International Islamic University Malaysia, Department of Information System
Kulliyyah of Information and Communication Technology, Selangor, Gombak,
Malaysia

Email address

amir.nadzim@live.iium.edu.my

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Abstract