



**CASE STUDY OF DOWNSTREAM SUPPLY CHAIN ACTIVITIES AMONG
HALAL FOOD MANUFACTURERS IN MELAKA**



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Bachelor of Technology Management with Honors (Technology Innovation)


Final Year Project

Faculty of Technology Management and Technopreneurship

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

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**This thesis is submitted in partial fulfilment of the requirement for the award of
Bachelor of Technology Management with Honors (Technology Innovation)**



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UNIVERSITI TEKNIKAL MALAYSIA MELAKA



JUNE 2022

APPROVAL

‘I hereby declare that I have read and go through this dissertation/report/thesis and certify that, this thesis is satisfactory in the sense of scope and quality as a partial fulfilment the requirements for the award of Bachelor Technology Management (Innovation) with Honours and will submitted to the Universiti Teknikal Malaysia Melaka.’

 
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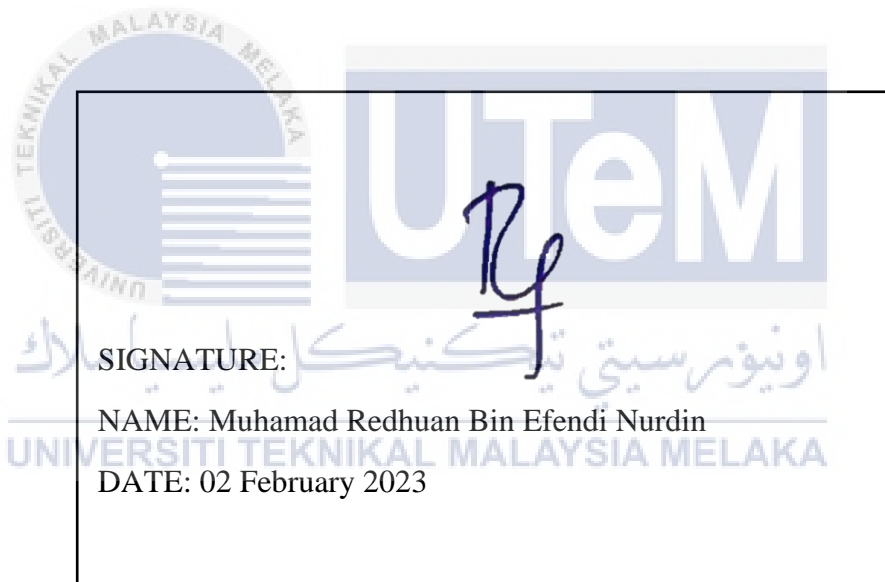

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is the result of my own research except as cited in the references. The thesis has not
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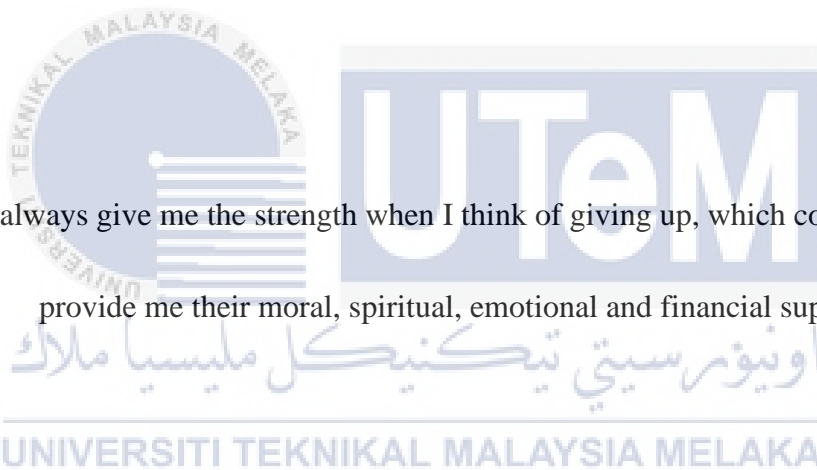
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DEDICATION

This research paper is wholeheartedly dedicated to my dear parents which is my main source of motivation.

They always give me the strength when I think of giving up, which continues me to provide me their moral, spiritual, emotional and financial support.



I wish to share gratitude for the encouragement and support to my beloved family, lecturers, supervisor, and friends.

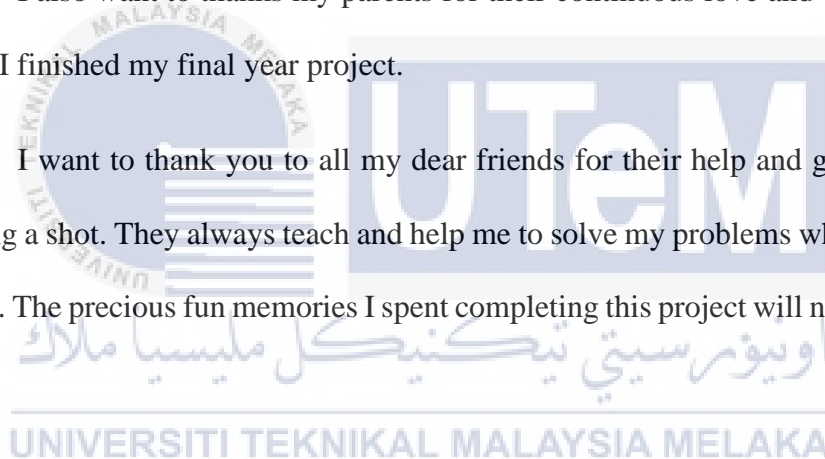
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ABSTRACT

The Halal food industry is a vital importance to Muslims world wide as it gives them a sense of security that whatever they consume, use and purchase is Syariah compliant. Globally, non-Muslims are becoming more and more interested in halal food products because the term is associated with good, safe, and high-quality standards. For this reason, Malaysia has long stated its desire to establish itself as a major global center for the manufacture and supply of halal products and services. The government recently announced the creation of the Halal Industry Development Corporation (HDC) and reaffirmed its determination to play a leading role in the halal industry because it believes there are more business opportunities to be seized. The area case study is at Halal Hub, Melaka. The data were collected from five companies and they are mostly managers and very experience people that will been interview as respondents. Qualitative method is used for this study. The findings indicated that the elements and goals that were employed are related to one another and are successful in enhancing customer satisfaction. This approach offers a better platform to facilitate better customer and company engagement for a better future. This research explores the Halal hub industry on their downstream sector. This research aims to provide a comprehensive understanding of the downstream supply chain dynamics and performance of halal food manufacturing companies in Melaka, and inform strategies for increasing efficiency and effectiveness in the supply chain as well as government policies and regulations to support the industry.

Keywords: Halal Food Manufacturer, Downstream, Supply Chain Management, Hub

ABSTRAK

Industri makanan halal merupakan kepentingan yang menjadi keutamaan umat Islam di seluruh dunia kerana ia memberi mereka satu keadaan yang selamat terhadap apa yang mereka makan, gunakan dan beli adalah mematuhi Syariah. Di peringkat global, semakin ramai orang bukan Islam semakin berminat dengan produk makanan halal kerana istilah tersebut dikaitkan dengan standard yang baik, selamat dan berkualiti tinggi. Oleh sebab itu, Malaysia telah berhasrat untuk mewujudkan pusat global utama bagi pembuatan dan pembekalan produk halal. Pertubuhan Perbadanan Pembangunan Industri Halal (HDC) telah menegaskan untuk memainkan peranan yang penting di dalam industri halal kerana terdapat banyak peluang perniagaan yang bakal direbut oleh mereka. Kajian telah dilakukan di Halal Hub, Melaka. Data dikumpul daripada lima syarikat dan kebanyakan mereka adalah pengurus dan orang yang sangat berpengalaman yang akan ditemu bual sebagai responden. Kajian ini menggunakan kaedah kualitatif. Penemuan menunjukkan bahawa elemen dan matlamat yang digunakan adalah berkaitan antara satu sama lain dan berjaya dalam meningkatkan kepuasan pelanggan. Pendekatan ini menawarkan platform yang lebih baik untuk memudahkan penglibatan pelanggan dan syarikat yang lebih baik. Penyelidikan ini meneroka industri halal di sektor hiliran mereka. Penyelidikan ini bertujuan untuk memberikan pemahaman menyeluruh tentang dinamik rantai bekalan hiliran dan prestasi syarikat pengeluar makanan halal di Melaka, dan memaklumkan strateji untuk meningkatkan kecekapan dan keberkesanan dalam rantai bekalan serta dasar dan peraturan kerajaan untuk menyokong industri.

TABLE OF CONTENTS

CHAPTER	CONTENT	PAGES
	APPROVAL	iii
	DECLARATION	iv
	DEDICATION	v
	ACKNOWLEDGEMENT	vi
	ABSTRACT	vii
	ABSTRAK	viii
	TABLE OF CONTENTS	ix – xi
	LIST OF TABLES	xii
	LIST OF FIGURES	xiii
	LIST OF ABBREVIATIONS	xiv
	LIST OF APPENDICES	xv
CHAPTER 1	INTRODUCTION	
	1.1 Research Background	1
	1.2 Problem Statement	1 – 3
	1.3 Research Aim and Objectives	3
	1.4 Research Question	4
	1.5 Research Statement	4 – 5
	1.6 Scope of Research	5
	1.7 Limitations of Study	5
	1.8 Conclusion	6
CHAPTER 2	LITERATURE REVIEW	
	2.1 Introduction	7
	2.2 Marketing	7 – 8
	2.2.1 The Development of the Marketing Concept	8 – 9
	2.2.2 Definition of the Marketing Concept	9 – 10
	2.2.3 The Marketing Process	10 – 11
	2.2.4 Marketing Strategy and the Marketing Mix	11 – 13

2.2.5 Relationship Marketing	13 – 14
2.2.6 Customer Relationship Management	14 - 15
2.3 Supply Chain Management	15 – 16
2.3.1 Definition of SCM	16
2.4 Marketing/SCM Integration Perspective	17 – 19
2.5 Measuring Business Performance	19 – 21
2.6 Literature Gap Identified	21 – 22
2.7 Conceptual Framework	22 – 23
2.8 Conclusion	23
CHAPTER 3 RESEARCH METHODOLOGY	
3.1 Introduction	24
3.2 Research Design	24
3.2.1 Exploratory Research	25
3.3 Methodological Choices	25
3.3.1 Qualitative Research Design	25 – 26
3.4 Data Sources	26
3.4.1 Primary Data	26
3.4.2 Secondary Data	26 – 27
3.5 Location of Research	27
3.6 Time Horizon	27
3.7 Research Strategy	27
3.8 Conclusion	28
CHAPTER 4 FINDINGS AND ANALYSIS	
4.1 Introduction	29
4.2 Respondents Profile	29 – 30
4.3 RO1: To profile downstream activity at Halal food manufacturer in Melaka.	31
4.3.1 Supply Chain Management	31 – 33
4.3.2 Distribution Channels	33 – 34
4.3.3 Product Quality Control	34 - 36
4.4 RO2: To analyze problems at the downstream activity at Halal food manufacturer in Melaka.	36
4.4.1 Stakeholder Interviews	36 – 38

4.4.2 Problem Identification	38 – 39
4.4.3 Solution Development	39 – 40
4.5 RO3: To model downstream performance at Halal food manufacturer in Melaka.	40 - 41
4.5.1 Financial Metrics	41 – 43
4.5.2 Customer Metrics	43 – 45
4.5.3 Operational Metrics	45 – 47
CHAPTER 5 CONCLUSION AND FUTURE WORK	
5.1 Introduction	48
5.2 Discussion and Findings	48
5.2.1 Research Objective 1	48 – 49
5.2.2 Research Objective 2	49 – 51
5.2.3 Research Objective 3	51 – 52
5.3 Implication of Research	52 – 53
5.4 Limitation of Research	53 – 54
5.5 Recommendation for Further Research	54 – 55
5.6 Summary	55 – 56
REFERENCES	57 – 61
APPENDICES	62 - 84



LIST OF TABLES

Table	Title	Pages
4.1	Respondent 1	26
4.2	Respondent 2	26
4.3	Respondent 3	27
4.4	Respondent 4	27
4.5	Respondent 5	27

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LIST OF FIGURES

FIGURES	DESCRIPTION	PAGES
2.1	The Marketing Process	9
2.2	Managing Marketing Strategy and the Marketing Mix	10
2.3	The Four Ps of the Marketing Mix	11
2.4	Conceptual Framework of a Relationship between Marketing Capabilities, SCM and Performance	20

LIST OF ABBREVIATIONS

UTeM	Universiti Teknikal Malaysia Melaka
SCM	Supply Chain Management
SCP	Supply Chain Performance
KPIs	Key Performance Indicator
CRM	Customer Relationship Marketing
AMA	America Marketing Association
RM	Relationship Marketing
IT	Information Technology
CSCMP	Council of Supply Chain Management Professionals
SME	Small and Medium-sized Enterprise
MeSTI	<i>Makanan Selamat Tanggungjawab Industri</i>
GMP	Good Manufacturing Practise
HACCP	Hazard Analysis Critical Control Point
R&D	Research and Development
EOQ	Economic Order Quantity
MRP	Material Requirement Planning
MPS	Master Production Schedule
ROI	Return of Investment
COGS	Cost of Goods Sold
NPS	Net Promoter Score
CLV	Customer Lifetime Value
CAC	Customer Acquisition Cost

LIST OF APPENDICES

NO	TITLE	PAGES
1	Interview Question	59 – 72
2	RND04 – Enumerator Application Form	73 – 75
3	Permission to Collect Data – Enumerator	76 – 77
4	Pictures of Location Research	78 – 79
5	Gantt Chart for Research FYP 1 and FYP 2	80 – 81

Chapter 1

Introduction

1.1 Research Background

Halal is an Islamic rule that regulates all areas of life, including food intake. According to the Quran and Sunnah, Halal implies permitted, lawful, and legal (prophetic tradition). Haram is the opposite of Halal, which implies banned, illegal, or prohibited. Furthermore, haram goods include corpse, blood, pig, permitted animals butchered wrongly, intoxicants, and alcohol. The framework of Halal food contains thoyyib principles that are utilized to improve society, particularly Muslim consumers, with religious, moral, and food security rules. The supply chain is the process of transforming raw resources into completed items and delivering them to final users. Halal supply chain is made up of two concepts: halal and supply chain. Halal supply chain is improving value for supply chain performance by organizing the movement of material, information, and money through stakeholder collaboration with expanding the idea of halal & thoyyib from raw materials to product consumption.

Furthermore, temperature control throughout processing, manufacturing, storage, and distribution is critical for a variety of products, including meat, dairy, and ready meals. Refrigerated items, particularly meat, are among the cold chain products that are more susceptible to cross-contamination with germs and non-halal. Another example in the halal food business is when the Malaysian Health Ministry declared in 2004 that there was pig DNA in Cadbury's dairy milk. Today, demand for halal food has risen and expanded dramatically, with the industry expected to reach USD 2,6 trillion by 2020 as people become more aware of the value of eating halal food and as demand for high-quality, healthful food rises.

1.2 Problem statement

The literature review revealed a gap between theory and practice, since the bulk of research on downstream integration are theoretical or conceptual in nature. Specific

guidelines or metrics were rarely identified to direct management behavior and substantiate the impact of cross-functional integration on supply chain performance (SCP) and company success. As a result, specific marketing capabilities had to be identified in order to create a link between marketing functions and SCP, which can be measured based on five attributes, namely, Reliability (RL), Agility (AG), Responsiveness (RS), Cost (CO), and Asset Management (AM) (Supply-Chain Council, 2008). These competencies are thought to have an impact on SCP and company success if marketing and SCM are well linked. The literature does not precisely identify such talents.

The downstream sector of the Halal Hub faces several challenges that can hinder its growth and competitiveness in the global market. One of the major challenges is the lack of coordination and collaboration among actors in the supply chain, leading to disjointed and inefficient processes. This can result in difficulties in managing the flow of goods and information, and can negatively impact the quality and timeliness of product delivery to customers.

Another challenge is the lack of adequate infrastructure and technology to support efficient and effective supply chain management. This can limit the ability of Halal producers to optimize their operations and compete effectively in the market. Additionally, insufficient quality control and traceability systems can lead to issues with product safety and authenticity, damaging the reputation of the Halal Hub. The limited market knowledge and access of Halal producers can also limit their ability to reach target customers and sell their products effectively.

Small and medium-sized enterprises (SME) in the Halal Hub may also face challenges with limited capacity and resources to effectively participate in the supply chain. A lack of standardization and certification systems can create confusion and uncertainty in the market, while competition from established international players can make it difficult for local Halal producers to compete.

Lastly, limited access to financing and investment can hinder the growth and development of the Halal industry in the downstream sector. Addressing these challenges is crucial for promoting the competitiveness and sustainability of the Halal Hub in the global market.

This study aims to create a paradigm for conceptualizing the quantifiable impact of downstream integration on supply chain profiling and business performance in SCM-oriented firms. The framework suggests a set of marketing skills that can have an impact on the five SCP qualities, RL, RS, AG, CO, and AM. Furthermore, the framework is backed up with a measurement matrix/taxonomy comprising of integrative measurements to analyze and measure the impact of the integration on SCP and business performance.

Companies may use the proposed conceptual framework to evaluate the success of their downstream management integration strategies in order to optimize SCP and overall company performance. Furthermore, a realistic cross-functional integration process model based on the five Multinational Companies (MNC) integration procedures is built to serve as a best practice reference for other organizations wanting to use cross-functional integration strategies.

1.3 Research aim and objectives

Based on the above discussion regarding of empirical study on the impact of downstream supply chain profiling among halal food manufacturing in Melaka, the research aim is:

To develop a conceptual framework for a measured downstream supply chain activity among halal food manufacturing in Melaka and business performance to be used by companies as a guide for effective supply chain profiling practices.

In order to achieve main aim of this research, the following objectives have been formulated:

RO1: To profile downstream activity at Halal food manufacturer in Melaka.

RO2: To analyze problems at the downstream activity at Halal food manufacturer in Melaka.

RO3: To model downstream performance at Halal food manufacturer in Melaka.

1.4 Research questions

In order to achieve main objective of this research, the following questions have been constructed:

RQ1: How to profile downstream activity at Halal food manufacturer in Melaka?

RQ2: What are the problems at the downstream activity at Halal food manufacturer in Melaka?

RQ3: How to model downstream performance at Halal food manufacturer in Melaka?

1.5 Research Statement

It is critical to have clear customer insights and respond effectively to their various needs through the coordination and integration of the organization's demand creation side (marketing) and supply fulfilment side (SCM), which can be a source of superior competitive advantage in today's highly competitive markets. For the last 30 years, the issue of marketing and SCM integration has piqued the curiosity of many people in both fields (Juettner et al., 2010). Despite the fact that the studies conducted have highlighted the importance of this integration to the supply chain and utilizing success, no contribution to date addresses specific actions to realize the integration or concrete integrative measurements to assess the integration's impact on SCP and business performance.

This study uses an awareness of downstream integration challenges to help organizations compete with existing supply chain network-based competition. The original contribution to knowledge consists of creating a framework for measurable downstream alignment and offering a measurement matrix as a tool for measuring the impact of this alignment on SCP and business performance.

The suggested paradigm challenges the traditional view of marketing as a demand creator and SCM as a demand fulfiller by utilizing the need of integrating marketing skills that influence SCP. The study leads practitioners to downstream integration managerial difficulties and indicates the necessity for a supply chain profiling method to assist integration and have a beneficial influence on performance.

The conceptual framework is verified using five FMCG sector worldwide leaders as case studies in this study. Through a realistic supply chain profiling model suggested in this research, the significance of this research is also reflected in assisting practitioners in identifying tools to develop and implement a supply chain profiling process. Organizations may utilize this realistic methodology to achieve integration and boost performance. It leads to balancing customer value generation with the current demand fulfilment resource. According to the findings, supply chain profiling techniques significantly improved the Key Performance Indicators (KPIs) of a major case study.

1.6 Scope of Research

This study was carried out at the Halal Hub manufacturing in Melaka and the downstream supply chain. Recent studies and researches will be used as references in finding out what are the problem they facing in the downstream industry. Thus, this study will focus on the downstream industry as a whole and not on other parts.

This research will not extend to the upstream course, such as Supply Relationship Marketing (SRM) but only to Customer Relationship Marketing (CRM). Besides, this research will cover on how the industry supply their products on retailers. It will also show the relation of the industry with the retailers.

1.7 Limitations of Study

This study is constrained by a limited number of respondents, time constraints, and the honesty of respondents. This study is limited to the downstream sector of Melaka Halal Hub; hence, the findings are more industry-centric. In addition, the researcher will have just twelve weeks to gather data. While one of the constraints was the respondent's honesty while answering the interview questions about their expertise or understanding of the supply chain strategy for the downstream sector, the respondent's honesty was one of the limitations.

1.8 Conclusion

The first chapter of this thesis clarify the background of the study and further explains the field of downstream supply chain and the halal food manufacturer in Melaka. This is followed by the problem statements, research aim and objectives, research questions, research statements, also the scope of the research. The chapter summarizes with the organization of the thesis.



Chapter 2

Literature Review and Analysis

2.1 Introduction

Food supply chain vulnerability is a current problem in the international food sector. Furthermore, in recent years, the trend in food quality literature has been about food security, with the halal notion being expanded. Similarly, halal and thoyyib meals have specific meanings with the usage of safe and healthy components. A number of food supply chain scandals have recently happened in a variety of commodities. Consider the 2008 situation in China, when milk and milk products were deliberately adulterated with melamine. Global meat consumption, particularly beef consumption, is expected to rise during the next decade. The rise of halal meat is a result of Muslim population expansion. Malaysia has a Muslim population of 22.8 million people, accounting for 69.6 percent of the overall population. The majority of raw ingredients for food items in Malaysia originate from meat, which will generate a high level of demand for meat.

The goal of this chapter is to identify gaps in the integration of the supply chain and marketing concepts. To accomplish this goal, considerable research is conducted on the ideas of marketing and SCM metrics, as well as their evolution and definitions. As a result, this chapter is organized as follows: It begins by outlining the historical events in the corporate environment that led to the conceptualization of SCM ideas. The published research on marketing and SCM integration viewpoints is then examined. Following that, the results of the literature review are examined. The literature review identified a vacuum in the literature regarding measuring metrics capable of analyzing the integration impact on company performance. As a result, the literature gap is explored, and conclusions are formed.

2.2 Marketing

History and advancements are first reviewed in order to fully define the notion. This section examines the corporate historical developments following the Industrial Revolution that contributed to the conceptualization of marketing.

Various definitions of marketing are also provided and explored. Following that, the marketing method and functions, as well as the marketing mix, are utilized. Furthermore, marketing talents are scrutinized. The highlighted shortcomings of transactional marketing lead to the following section 'Relationship Marketing'.

2.2.1 The development of the marketing concept

To get at the present Marketing idea, business methods have evolved over time and have gone through four major stages of development: production, product, selling, and marketing concepts. As a result, the marketing idea was differentiated.

The first stage, which began with the Industrial Revolution, is known as the Production Concept. It is assumed that consumers desire approachable and relatively inexpensive items, and hence a corporation should focus on production and distribution. Although this notion was conceived around the turn of the twentieth century, it is still employed when demand exceeds supply or manufacturing costs are high. To break it down, more productivity is required.

The Product Concept is based on the assumption that consumers choose high-quality items with superior performance and unique features. It focuses on product enhancements while ignoring other marketing and promotional techniques that allow the firm to interact successfully with its clients and consumers. Furthermore, this approach may lead to marketing myopia, or concentrating on the product rather than its purpose or the consumer's initial need.

According to the Marketing Concept, buyers would not buy the goods until massive selling and promotional efforts are made. Its goal is to sell rather than to research the market's requirements and desires. This strategy is typically utilized in instances of excess capacity or with unappealing items (i.e. insurance and blood donations). The selling philosophy is primarily concerned with short-term sales transactions

rather than long-term client relationships, with the assumption that dissatisfied consumers would forget and purchase again. It is a dangerous tactic because surveys have shown that disgruntled consumers do not forget their poor experiences and prefer to tell others about them, resulting in negative word of mouth.

The Marketing Concept, which was created in the mid-1950s, is focused with consumers rather than products. It believes that identifying consumers' requirements and satisfying them better than rivals is the most important aspect in achieving organizational goals. Marketing is all about recognizing and generating things that consumers need and want, not about finding the ideal buyer for an organization's existing products. According to marketing academics, marketing is a customer-driven notion.

Kotler and Armstrong (2014) back up the preceding claim by arguing that marketing should be proactive rather than reactive. Thus, rather than just responding to consumers' visible demands, future needs and desires must be anticipated before the customers are even aware of them. Customer-driven implies conducting thorough study on consumers' present and projected aspirations and requirements.

2.2.2 Definition of the marketing concept

Many business organizations and academics have defined marketing, and it has evolved through time. Since 1948, the American Marketing Association (AMA) has been the authoritative source for establishing formal definitions of marketing. Their definitions serve as guidance for field practitioners, educators, and researchers. The AMA accepted a definition from its forefather organization, the National Association of Marketing Teachers, in 1948. 'Marketing is the conduct of commercial operations that influence the flow of products and services from producers to consumers,' according to the original definition.

The American Marketing Association issued a revised definition in 2004: 'Marketing is an organizational function and a set of procedures for producing, conveying, and providing value to consumers, as well as maintaining customer relationships in ways that benefit the organization and its stakeholders'.

After numerous revisions, Kotler and Armstrong presented marketing as "the process through which organizations generate value for consumers and cultivate strong customer connections in order to acquire value from customers in return." Marketing may also be defined as 'managing profitable client connections'.

2.2.3 The marketing process

The marketing process comprises a framework of businesses to understand how to make profit through creating value for customers as illustrated in Figure 2.1.

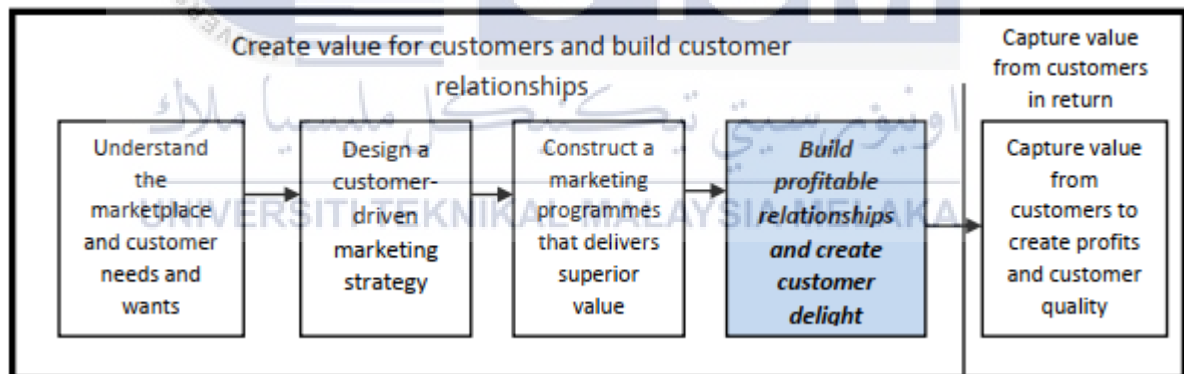


Figure 2.1: The marketing process

The value and satisfaction of a product or service are determined by the customer's expectations of the product or service. Marketers should be able to accurately estimate the amount of client expectation through market research. Customers, understandably, compare the products of rivals and establish their expectations appropriately. Customers are becoming more demanding and have higher expectations as a result of the many pools of information technology that allow them to know more than in the past. Customers

who are happy form long-term connections and become repeat consumers, whereas unsatisfied customers go to rivals and tell others about the product or service.

In marketing, the phrase "market" refers to the organization's real or future consumers or customers. Markets are the marketing department's primary focus because they are the source of money. The group of buyers that comprise the organization's market share the same goals and desires that the firm may provide by developing relationships with these clients. The marketing strategy is concerned with the techniques that the corporation use in selecting clients or markets to serve and providing them with the appropriate products or services in order to establish lucrative partnerships. The correct combination of techniques to reach these audiences must be carefully designed.

2.2.4 Marketing strategy and the marketing mix

Marketing strategy is selecting the markets that the firm can best serve, i.e. segmentation and targeting, and presenting the appropriate value to customers, i.e. differentiation and positioning. To target the correct segment, separate the company's product or service from rivals, and position it with a favorable image in the minds of customers, the marketing department must choose the optimum marketing mix while keeping the customer at the center of its marketing efforts as shows in Figure 2.2.

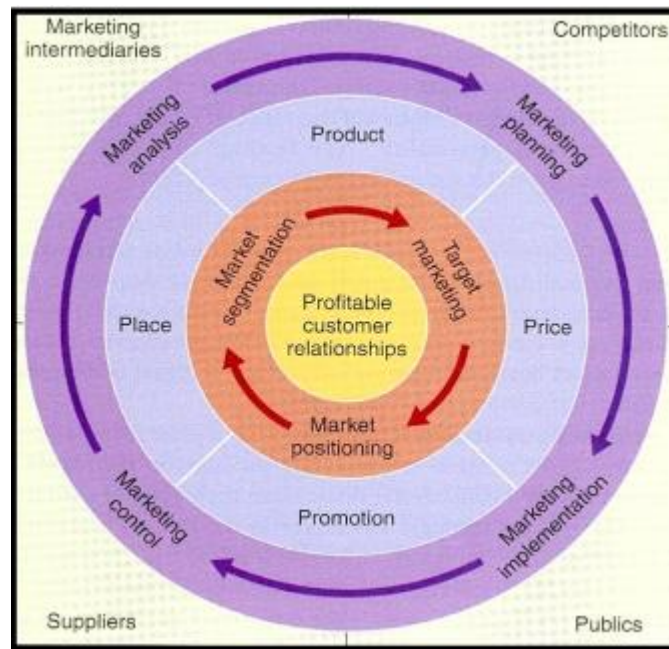


Figure 2.2: Managing marketing strategy and the marketing mix

Marketing Mix (also known as the 4 P's) is a collection of four controllable tactical marketing tools used by marketers to meet the demands of their target market and generate the greatest demand for their products or services. If a marketer completely knows his or her target market's demands and correspondingly delivers a suitable product or service with superior value, appropriate pricing, convenient distribution, and compelling promotions, strong connections with consumers will be formed, and mutual advantages will be realized. The "four P's" (Product, Price, Place, and Promotion) refer to these four activities.

The product is the items or services that the firm provides to its target market. The required return that buyers must pay in exchange for the goods is referred to as the price. The distribution operations conducted by the corporation to make the product or service available at convenient locations for the target market are referred to as place. Finally, Promotion includes all communication tactics and channels used by the firm to communicate the value of the product to customers and influence their perception. Promotion and advertising were once

synonymous with marketing, despite the fact that they are only one component of the marketing mix as shown in Figure 2.3.

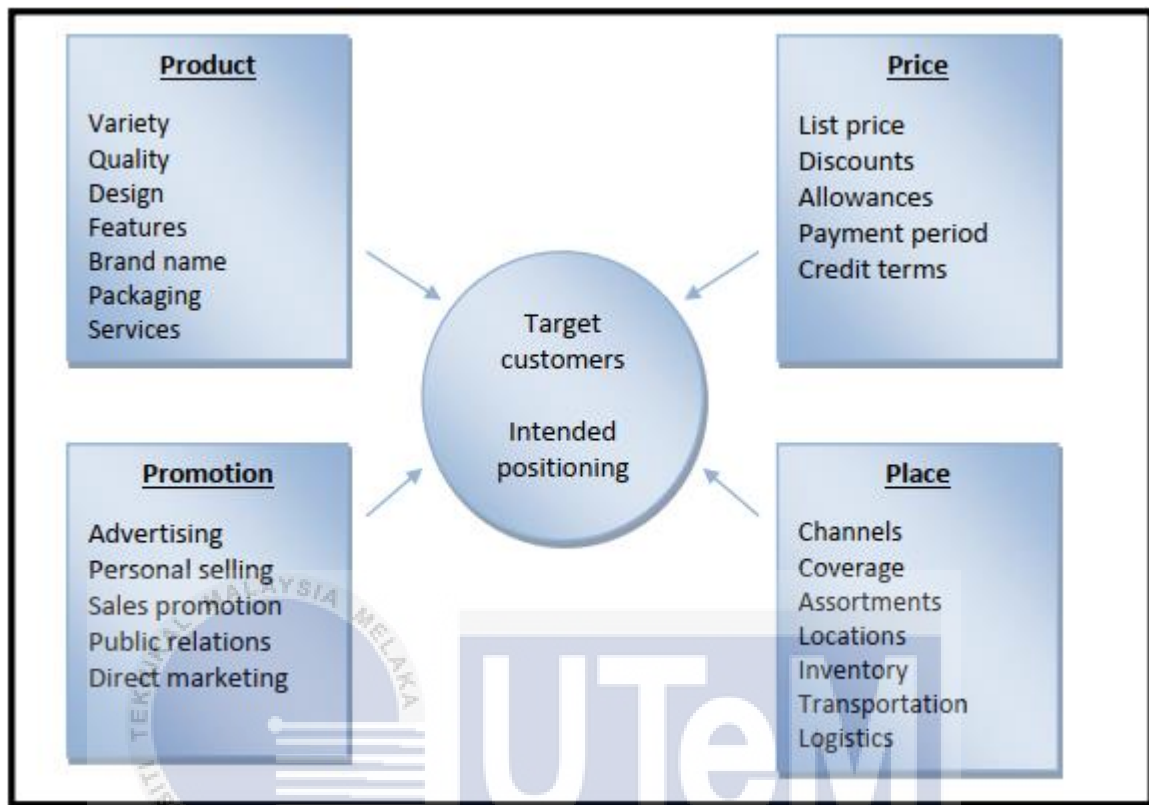


Figure 2.3: The four Ps of the marketing mix

The traditional marketing notion is frequently criticized for being solely transactional. It has also been said that, while the customer is at the center of all marketing definitions, the consumer is not necessarily at the center of marketing activities and processes. Structuring marketing operations in accordance with the marketing mix has been utilized as a tool for customer manipulation. To address these shortcomings, Relationship Marketing has introduced new marketing instruments and solutions (RM).

2.2.5 Relationship Marketing

A paradigm shift in marketing concepts, particularly among enterprises operating in such a need in competitive climate. They considered that the growth of marketing concepts during the previous century, concentrating more on consumers' requirements, wants, and

satisfaction, greatly impacted corporate methods and philosophy. As a result, the previous notions must be further converted into RM in order to be cross-functional. It is critical to properly investigate the RM idea and its considerable evolution through time in order to emphasize its emphasis, assumptions, contradictions, and ambitions. Following an examination of the development phases, several definitions and roles of RM will be examined.

2.2.5.1 Definition of relationship marketing

RM is a cross-functional discipline that reaches out to other company units to coordinate plans and actions. It also includes the strategies for managing the vertical connections built between enterprises in a business chain (supply chain), which has the ability to boost profit or lower costs by maximizing customer lifetime value. As a result, RM provides a significant competitive edge.

2.2.6 Customer relationship management

Despite the fact that there are numerous definitions and perspectives on the distinctions between RM and CRM, there seems to be considerable consensus on what the two names relate to. RM and CRM are sometimes used interchangeably. CRM is thought to have developed from RM, according to studies. CRM is the most often used phrase nowadays. RM is the overarching notion; it may be thought of as the philosophy, whereas CRM is the concept.

CRM is more concerned with the customer-supplier relationship than with the strategic component of developing relational networks. CRM, he says, is "the ideals and techniques of relationship marketing — with a special focus on customer connections — put into practice."

Furthermore, CRM was defined as "the result of the ongoing development and integration of marketing concepts with newly accessible data, technology, and organizational structures. The emergence of RM approaches had a significant impact on how marketing was seen and conducted. There is still more study to be done, as well as future ways to be created.

CRM, as a technical application, adds to the relationship marketing viewpoint. It emphasize the technology aspect of CRM above the relationship aspect. Nonetheless, CRM's conceptual origins remain relationship-oriented, with a focus on customer retention and value creation. Customer profiling, information management, customer databases, data mining, and ease of customization are all part of the operational side of information technology (IT).

As a result, collaboration between RM and IT is essential for a successful CRM installation that maximizes the value of customer data. Inter-functional collaboration across departments is essential to accomplish this. CRM allows management to deploy RM on a large scale in this way. However, in order to achieve desired outcomes, all CRM operations must be handled in concert. Recent advancements in corporate software have made this feasible. Customer information technology is divided into three tiers by Sun Microsystems, a notable business in this industry.

2.3 Supply Chain Management

As previously explained, the marketing idea has shifted from transactional marketing to relationship marketing, which focuses on internal cross-functional integration and the development of lucrative customer connections, i.e. vertical integration. Vertical connections may occur either in the upstream channel (i.e., with suppliers) or in the downstream channel (i.e., with consumers) as part of the supply chain idea. Supply chain is defined as "three or more organizations or persons directly engaged in the upstream and

downstream flows of goods, services, funds, and/or information from a source to a consumer".

Internal cross-functional and vertical integration across the supply chain cannot be achieved without cooperation between the marketing and supply chain management (SCM) disciplines.

2.3.1 Definition of SCM

Supply chain management is concerned with the complete movement of materials from suppliers to end users. Similarly, the needs of the client and the flow of supplies from suppliers should be synchronized. Besides, it is also need to strike a compromise between good customer service, low inventory management, and cheap unit cost, which were and continue to be often seen as competing objectives.

Another definition of SCM includes: "two or more firms in a supply chain entering into a long-term agreement"; "the development of trust and commitment to the relationship"; "the integration of logistics activities involving the sharing of demand and sales data"; and "the potential for a shift in the locus of control in the logistics process".

Research focuses more on SCM since supply chain integration offered a problem. The majority of supply networks are comprised of different, autonomous participants with distinct tastes. The supply chain comprises of suppliers, manufacturers, wholesalers, retailers, and consumers. Material, financial, informational, and deliberative flows link the members. Typically, each organization will want to maximize its own advantages. Significant numbers of academics and organizations endorse the notion of establishing long-term connections based on coordination and collaboration in order to enhance the performance of supply chains and give a means to maintain competitive advantage.

2.4 Marketing/SCM Integration Perspective

Through the coordination and integration of marketing and SCM, it is possible to gain a significant competitive edge in today's intensely competitive marketplaces by gaining clear consumer insights and reacting effectively to their various demands. This literature study intends to facilitate comprehension of the degrees of marketing and SCM integration.

The integration of marketing and SCM has been the subject of several publications. Major contributors to the marketing/SCM integration approach recognized two dimensions of integration: the cross-functional aspect and the inter-organizational aspect. This categorization has subsequently been validated by academics and the Council of Supply Chain Management Professionals (CSCMP). Furthermore, it is also subdivided the present research conducted on integration into three perspectives: the cross-functional view, the process perspective, and the business idea integration perspective.

The cross-functional viewpoint began primarily with the strong relationship between logistics and marketing. SCM has grown from the logistics idea, which started as the physical aspect of distribution, a key pillar of the marketing concept. Therefore, logistics and marketing are interdependent. Within the marketing discipline, distribution channels (distributors, wholesalers, and retailers) are referred to alternatively as marketing channels (intermediaries such as distributors, wholesalers, and retailers), since they constitute a critical link between the firm and its consumers.

Consequently, logistics contributes to the optimization of marketing strategies by transferring the marketing mix (product, price, location, and promotion) into consumer value across the supply chain. This is achieved via effective and efficient logistics management when items are delivered on time, at the correct location, at the right price, and in the right condition (Flint, 2004). Therefore, this inter-functional relationship, especially delivery, favorably influences customer service performance and provides customer value, resulting in more delighted consumers. The inter-functional view is a subset of

the marketing/SCM interface and does not represent the extent of inter-organizational integration.

Second, the process view focuses primarily on the synchronization of value-creating activities across the supply chain (intra and inter-firm processes). From this perspective, the word supply chain may be too restrictive; a more relevant phrase is the value delivery network, which includes all channel members whose activities are aligned to enhance the overall chain's performance and create customer value.

Relationship marketing's key ideals consist of its focus on cooperation and the production of mutual benefit. As a result, all parts of the supply chain, including suppliers, retailers, and consumers, are seen as collaborators in value creation rather than rivals. The CRM idea, which has grown from RM, will maximize the generation of customer value as a result of advances in information technology (IT) and automation. CRM consists of a strategic relational element as well as operational programmes designed to implement the objectives and goals of RM, with a focus on customer connections.

Third, while not generally referred to as part of the marketing/SCM relationship, integrated business ideas such as rapid response, agile SCM, and demand chain management are the most current developments in marketing and SCM integration. The integrated business ideas are designed to build substantial competitive advantages that improve the supply chain's performance in comparison to competitor chains. Supply chain partners must provide competitive performance benefits including quality, affordability, delivery speed, responsiveness, flexibility, and reliability. In addition, these integrated business ideas strive to close the gap between supply chain management (SCM) and the market, which marketing experts describe as a collection of existing and future customers. Therefore, the market, i.e. the consumers, must be prioritized once again, whether by reacting rapidly to demand changes, enhancing customer service, or shortening supply cycles.

The categorization was strictly adhered to because it embraces the viewpoint of integrated business principles addressing the most current view of marketing/SCM integration, which highlights the significance of a

customer-centric supply chain. Marketing researchers pioneered the study of crucial topics pertaining to what is now known as SCM. Subsequently, they proposed that the building of effective connections begins with customer understanding, or customer-backwards supply chain design, as opposed to factory-forwards supply chain design. Today's integrated business ideas make the same point, particularly when the strategy for value creation must be focused toward lucrative target sectors.

From the existing body of knowledge, it is evident that the interface between marketing and SCM, on a cross-functional level or inter-organizational or on the three integration perspectives is primarily concerned with market or customer orientation, in terms of establishing and sustaining customer relationships, creating value, and ensuring customer satisfaction.

Understanding customers' perceived value (obtaining market and customer knowledge), dividing customers with similar needs and desires into distinct groups (market/customer segmentation), transforming these needs into product and service packages to meet the various desires (targeted marketing mixes), and designing marketing channels continue to be marketing's domain and strength. These are the marketing department's demand-focused efforts.

2.5 Measuring Business Performance

The bulk of articles on marketing/SCM integration were theoretical, conceptual, or subjective, i.e., they did not provide actual activities or metrics to guide management practice towards realizing the integration idea and demonstrating its effectiveness on company performance. Performance measurements are often mentioned without being defined. In the groundbreaking article in the journal named "Performance measurement system design: A literature review and research agenda" define performance measures as "the process of quantifying action, where measurement is the process of quantification and action results in performance".

Organizations fulfil their marketing objectives by serving consumers' needs and desires more efficiently and effectively than their rivals. In this

paradigm, the words efficiency and effectiveness are utilized expressly. In this context, effectiveness is the degree to which client expectations are met. On the other hand, efficiency is the measurement of the equilibrium between the economic levels of using an organization's resources and satisfying the needs of its consumers in order to achieve customer satisfaction.

The importance of the preceding concept identifies the two main aspects of performance. In addition, they emphasized that there might be intra-organizational and extra-organizational motives for pursuing certain courses of action. The product's dependability is an illustration of the level of performance that supports the knowledge of the preceding argument. In terms of effectiveness, which relates to doing the right thing, a greater degree of product dependability may increase customer pleasure. Enhancing product dependability might lower the expenses associated with field failure and warranty claims, hence increasing product efficiency.

The degree of an organization's performance is determined by the efficacy and efficiency of its activities. Consequently, performance measurement may be described as "the process of measuring the efficiency and effectiveness of action" or as "a metric used to assess the efficiency and/or effectiveness of an activity". A performance measuring system may also be described as "the collection of measures used to assess the efficiency and effectiveness of activities".

There are many metrics and methods used by researchers to quantify performance. These include the balanced scorecard, the performance measurement matrix, performance measurement questionnaires, criteria for measurement system design, and computer aided manufacturing approaches. Unfortunately, the research assigns limited metrics to evaluate the influence of marketing/SCM integration on performance. In addition, little consideration has been given to the challenge of decision-making processes on which performance indicators should be used in order to represent marketing/SCM integration.

Integration of marketing and supply chain management is a process of demand development and fulfilment. Thus, customer value creation and

enhanced company performance cannot be realized until marketing and supply side activities are combined (SCM). They provided proof that the effective Demand/Supply integration had a beneficial influence on business integrative KPIs as opposed to functional KPIs. Functional KPIs seem to be a significant hurdle to achieving collective integration objectives. They stated, based on the empirical investigation, that functional KPIs restrict tactical managers' efforts to functional goals and prevent them from pursuing company-wide objectives. In lieu of evaluating departments based on discrete or contradictory performance metrics, integrative KPIs are intended to encompass a larger range of company-wide goals.

2.6 Literature Gap Identified

The outcomes of this literature evaluation revealed a deficiency in scholarly research about marketing capabilities influencing SCP characteristics and integrative measures capable of measuring the effect of marketing and SCM integration. In the literature, several drawbacks of current measuring techniques were found. Concerning SCP measuring devices, the constraints continue to be unresolved and troublesome. The need of establishing new measuring tools and metrics to address these shortcomings is emphasized.

Based on a comprehensive literature review, investigated a number of deficiencies and limitations in research related to SCP measurements, including, factors contributing to successful implementation of performance measurement systems forces shaping the evolution of performance measurement systems and methods for maintaining performance measurement systems. All of these difficulties are very pertinent to performance assessment in supply chains, despite the lack of academic attention.

Current supply chain measurement systems are said to be functional logistics measures, as opposed to supply chain cross-functional and inter-organizational relational measurements, with the goal of minimizing operational cost at the expense of overall cost. On the basis of a recent literature search were determined that the majority of performance metrics suggested in the literature are function-based rather than value-based. In the literature,

quantitative and qualitative measurements of supply chain connections and customer satisfaction have received limited attention.. Researchers must create metrics that account for supply chain interactions and the whole integrated SCM concept, including intra- and inter-organizational SCP.

This demonstrates the need of taking RM into account while constructing SCP measures. This premise, however, has neither received significant attention in academic study nor been realized in reality.

2.7 Conceptual Framework

The conceptual framework shown in Figure 2.4 was established in order to conceptualize the link between marketing capabilities and supply chain management and performance.

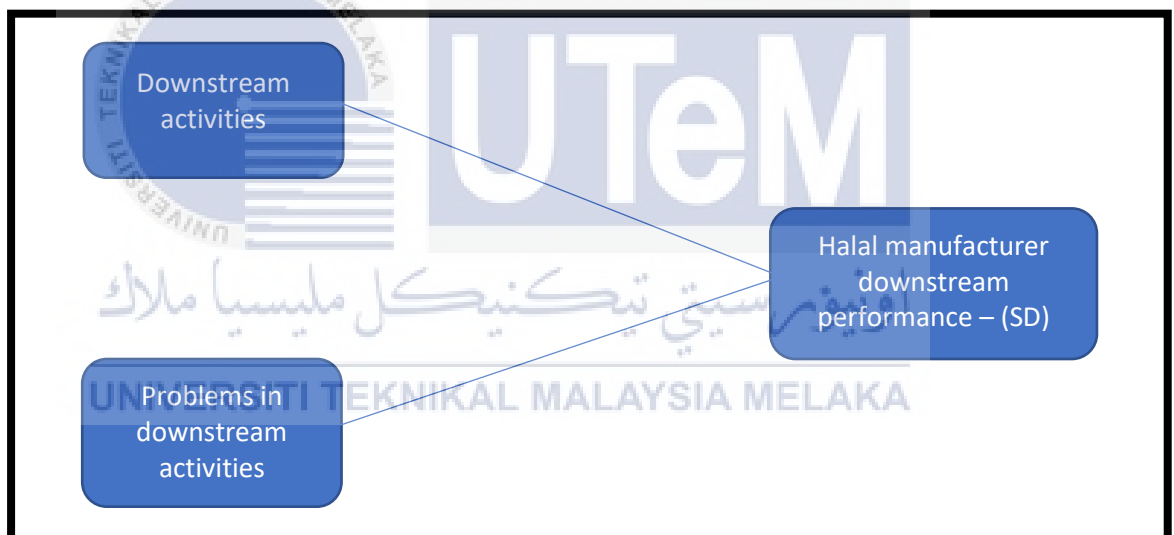


Figure 2.4: Conceptual framework of a relationship between marketing capabilities, supply chain management and performance

The conceptual model demonstrates that marketing skills may have an effect on the SCP qualities, notably RL, RS, AG, CO, and AM, and that this influence can be assessed and quantified using marketing/SCP integrative measurement metrics. As they have not yet been tested by an exploratory empirical investigation, the literature-examined preliminary capabilities that are believed to effect SCP and the recommended matrix that may measure this connection are not particularly presented in Figure 2.4. As indicated before, this component of the marketing and SCM interaction and its effect on SCP is

not discussed in such length in the literature. This Figure requires more research and validation based on a field study to confirm the variables that will be included under marketing capabilities and the final list of measurements that will comprise the integrative matrix.

2.8 Conclusion

In this chapter, the literature on the marketing and SCM disciplines has been comprehensively evaluated. First, definitions and advancements were provided, followed by an in-depth discussion of integration ideas. After then, the effect of the integration on company performance and conflict areas that impede good integration procedures were addressed. Finally, literature shortages on the integration of marketing and supply chain management were found and summarized as follows:

- Numerous articles emphasize the critical need of combining marketing and SCM operations.
- A considerable number of articles on SCM and SCP measurements emphasize the necessity for excellent coordination of inter-organizational or cross-functional interactions; nevertheless, no particular measures have been identified to evaluate the success of integrating marketing and SCM plans and operations.
- Only one master work addressed the relationship between marketing or CRM and SCP from a relational viewpoint and was highly cited by academics. However, it just provides suggestions and does not provide particular criteria for evaluating the effect of RM on SCP.

Chapter 3

Research Methodology

3.1 Introduction

In Chapter 3, the research design and several research design types will be discussed in depth. Then, one of the research designs is selected for this study based on a number of characteristics. The path that researchers must take in order to perform their study is referred to as research methodology (Kassu Jilchs, 2019). Consequently, the research technique, which consists of three sorts of ways to finishing the study, is recognized. To complete this inquiry, one of the research methods is selected with reason. A data collection technique would also include a description of the accompanying data and information collection methods. The sample and two sample types are specified, and one of the samples will be selected for this research for a variety of reasons. The sample size for this research was then determined, and detailed information on the pilot study was provided. Finally, the data analysis approach is given.

3.2 Research Design

In this research, the impact of marketing on supply chain management was explored. The framework for collecting and analyzing data to fulfill the research objectives and satisfy the research aims was the research design, which provided a logical justification for selecting data sources, data collection processes, and data analysis methodologies (Saunders et al., 2016). The significance of research design lies in the fact that it permits the smooth navigation of several research methodologies, resulting in work that is as competent as is practicable, providing comprehensive data with the least amount of effort, time, and money (Innam, 2016). Four kinds of study designs exist: exploratory, descriptive, explanatory, and evaluative (Saunders et al., 2016). The researcher has chosen exploratory research as the research strategy for this investigation.

3.2.1 Exploratory Research

Exploratory research is a methodological technique that examines research problems that have not been examined in detail before. Exploratory research is often qualitative. However, a research with a high sample size and exploratory design might also be quantitative. Due to its adaptability and open-ended character, it is also often known as interpretative research or a grounded theory method.

3.3 Methodological Choices

Exploratory research is a methodological technique that examines research problems that have not been examined in detail before. Exploratory research is often qualitative. However, a research with a high sample size and exploratory design might also be quantitative. Due to its adaptability and open-ended character, it is also often known as interpretative research or a grounded theory method.

3.3.1 Qualitative research design

Qualitative research is a form of market research that focuses on gathering data via conversational and open-ended dialogue. This strategy considers not just "what" individuals believe, but also "why" they believe it. Consider a convenience shop seeking to increase its customer base. A careful observation reveals that more males frequent this shop than women. Conducting in-depth interviews with the category's prospective consumers is an effective way for determining why women were not visiting the shop.

Qualitative research is grounded on social science fields such as psychology, sociology, and anthropology. Therefore, qualitative research techniques provide in-depth probing and subsequent questioning of respondents depending on their replies, with the interviewer/researcher also attempting to comprehend their motivations

and emotions. Understanding how your audience makes choices may aid in market research conclusion-drawing.

3.4 Data sources

The techniques of data collection were centered on getting the information required to achieve the objectives. Included were secondary and primary data sources centered on quantitative information. There are two sorts of information and data sources to be processed: primary and secondary. In this study, the researcher will examine both secondary and primary data sources, using a questionnaire to gather primary data for analysis.

3.4.1 Primary data

Kassu Jilchs (2019) asserts that defined primary data are more reliable and have a higher degree of confidence in the decision-making process, with the reliability of the analysis being directly related to the occurrence of occurrences. The industry's working environment (observation and photography) and industry personnel are the key data sources (management and bottom workers by interview, questionnaires and discussions).

The core data for the research are acquired by interviewing industry representatives on how they handle their products before distributing them to retailers.

3.4.2 Secondary data

The majority of academics have traditionally relied on secondary data to get information for their studies. Secondary data was described as information collected by someone else in the past. In addition, secondary data are gathered by a person unconnected to the research project who collected them for a different cause and at a different time in the past (Oluwatosin et al., 2017).

By reading papers and scholarly publications, the researcher assessed the data pertinent to the study issue. Using the Google Scholar website, the researcher gathered secondary data to satisfy the study goals.

3.5 Location of research

Melaka Halal Hub has been chosen as the research location since it is the nearest location by Universiti Teknikal Malaysia Melaka (UTeM) and located at Lot 125, Bangunan Anchor Kawasan Perindustrian Melaka Halal Hub, Serkam, 77300, Melaka. The location will be particular to the Melaka Halal Hub firm whose employees are at the executive level or higher.

3.6 Time Horizon

According to Saunders et al. (2016), the time horizon is the amount of time necessary to do the study. Both cross-sectional and longitudinal research have distinct temporal spans. Due to the limited time available for data analysis and the necessity to finish this research in a timely manner, the researcher will use a cross-sectional study to perform this investigation. The definition of a cross-sectional study is the evaluation of data at a specific point in time.

3.7 Research Strategy

The research strategy provides the general direction of the study, including the method through which the research is done. Experiment, archival research, ethnography, action research, grounded theory, narrative inquiry, survey, and case study are all research methods (Saunders et al., 2016). The data collection methods following qualitative strategies are often generating non-numerical data. Therefore, interviews, focus groups, case studies etc. are usually referred to as qualitative data gathering techniques and will be used in this study.

3.8 Conclusion

This chapter examined the breadth of study. In addition, based on the research design, the most suitable procedures for this study were determined. According to the results of a comprehensive literature review, the integration of marketing and SCM and its influence on SCP and company success is a clearly understudied issue. Using a set of performance assessments generated based on the study, the researcher aims to evaluate this influence on performance. Consequently, interview techniques will be used to conduct an inductive research design. In other words, qualitative methodologies will be used to strengthen the study's rigor and provide more representative findings.



Chapter 4

Findings and Analysis

4.1 Introduction

This chapter presents data related to the downstream supply chain profiling among halal food manufacturer in term of retailer's profiling, market capabilities and challengers based on interviews and reports from various sources. The possible adoption model also being proposed by data collected from halal food manufacturer by using interviews.

4.2 Respondents Profile

Respondent 1

	Economic Department
Hanuris Food Sdn Bhd	
Hanuris Food Sdn Bhd is a company that produce shrimp paste or known as <i>belacan</i> . This company has been starts since 2011, but the Hanuris Food Sdn Bhd branding has been officially established in 2020. Hanuris Food Sdn Bhd only produce shrimp paste until now. Besides Halal certificate, this company also have SME certificate for our factory.	

Table 4.1: Respondent 1

Respondent 2

	Sales Operator Assistant
AZ Armada Legacy Resources	
AZ Armada Legacy Resources is a company that produce stevia sugar. This company has been operated since 2019. Besides Halal certificate, this company also have MeSTI and GMP certificate for their product.	

Table 4.2: Respondent 2

Respondent 3

	Director
Asas Matahari Sdn Bhd	
<p>Asas Matahari Sdn Bhd is a company that produce various kinds of foods. Such as chicken floss, beef, crab, tuna and so on; tuna-based products (frozen), marinated products; and food paste. This company has been operated since 24th September 1997. Besides Halal certificate, this company also have HACCP, GMP and MeSTI certificate.</p>	

Table 4.3: Respondent 3

Respondent 4

	General Manager
Rezki Baroqah Jaya Trading	
<p>Rezki Baroqah Jaya Trading is a company that produce frozen foods. To be specific, they produce meatballs and chicken balls. This company have two branches. The first one is at Lembah Klang which established in 2017, whilst the second branch is at Melaka Halal Hub in 2018. Besides Halal certificate, this company also have MeSTI certificate.</p>	

Table 4.4: Respondent 4

Respondent 5

	Founder
MK Biofood and Beverages	
<p>MK Biofood and Beverages is a company that produce beverages and probiotic ice cream, which is known as yogurt. Besides producing products, this company also raising bacteria. This company has been operated in 2017 in Melaka. Besides Halal certificate, this company also have MeSTI and HACCP certificate.</p>	

Table 4.5: Respondent 5

4.3 RO1: To profile downstream activity at Halal food manufacturer in Melaka.

In the food sector, "downstream activity" refers to any activities that take place after food products are produced, such as customer delivery, marketing, and sales. An extensive examination of various business operations is required to profile the downstream activity of a Melaka-based manufacturer of Halal food in order to pinpoint potential improvement areas and streamline procedures.

The analysis may consist of a review of the customer satisfaction, market trends, product quality control, distribution networks, and supply chain management. Understanding the movement of products and information between suppliers and customers, assessing the efficiency of the distribution channels, and ensuring that the food items satisfy consumer demands and legal requirements are the objectives. The producer can examine consumer preferences and market trends to better understand how consumers' requirements are changing and adjust the product line accordingly. The company may increase productivity, save expenses, and boost customer happiness by profiling the downstream activity, which is essential for long-term survival in the fiercely competitive food market.

4.3.1 Supply Chain Management

Supply chain management refers to the coordination and management of the flow of goods, information, and resources from the manufacturer to the end customers. In the downstream sector of the food industry, effective supply chain management is critical to ensuring that food products are delivered to customers in a timely, efficient, and cost-effective manner.

The downstream portion of the food industry's supply chain management is organising and controlling the movement of products, data, and resources from the producer to the final consumers. In the downstream industry, supply chain management's goal is to make sure

that food items are delivered to clients in a timely, effective, and economical manner.

In the downstream industry, supply chain management encompasses a range of tasks including distribution, distribution, storage, and transportation. Transport refers to the conveyance of goods from the maker to the clients, whereas procurement refers to the acquisition of raw materials and ingredients from suppliers. Until they are ready to be sent to clients, the commodities are kept in warehouses or distribution centres for storage. Food goods are delivered to consumers through a variety of channels, including direct sales, wholesale distributors, and internet sales platforms.

“At Hanuris Food Sdn Bhd, we follow a comprehensive approach to supply chain management. This includes procurement, transportation, storage, and distribution. We work closely with our suppliers to ensure that we have a steady supply of raw materials and ingredients. Our transportation team ensures that the food products are moved from our manufacturing facility to the customers in a timely and efficient manner. Our storage facilities are designed to hold the food products until they are ready to be shipped to customers. Finally, our distribution team delivers the food products to customers through various channels, including direct sales, wholesale distributors, and online sales platforms.” – Reported an interview at Hanuris Food Sdn Bhd.

Manufacturers, suppliers, distributors, and customers must work closely together and coordinate activities to ensure effective supply chain management in the downstream sector. Technology can help businesses streamline supply chain procedures and increase efficiency. Examples include enterprise resource planning (ERP) systems and logistics management systems.

“MK Biofood and Beverages use technology to streamline our supply chain processes and improve efficiency. This includes using enterprise resource planning (ERP) systems to manage our procurement and

transportation processes, and logistics management systems to track and optimize the flow of goods. We also have a strong culture of continuous improvement, and we regularly review and evaluate our supply chain processes to identify areas for improvement and optimize efficiency.” – Reported an interview at MK Biofood and Beverages

The downstream sector of the food industry can improve customer satisfaction and create long-lasting relationships with customers by managing the supply chain properly to ensure that food products are supplied to customers in a timely, effective, and economical manner.

4.3.2 Distribution Channels

The numerous ways and channels used to convey goods or services from the manufacturer to the final consumer are referred to as distribution channels in the downstream sector. Distribution channels are extremely important in the downstream industry because they provide prompt, effective, and economical product delivery to clients.

Direct sales, wholesaler distributors, retailers, and online shopping platforms are typical distribution routes in the downstream industry. Selling products directly to customers through a sales force is referred to as direct sales. By buying goods in quantity and reselling them to retailers, wholesale distributors assist producers in reaching a larger customer base. Retailers buy goods from producers or distributors of wholesale goods and sell them straight to clients. Customers can buy things online from retailers or manufacturers via e-commerce platforms.

“At AZ Armada Legacy Resources, we use a combination of direct sales, wholesale distributors, and online sales platforms to distribute our products to customers. Our direct sales team is responsible for selling products directly to customers, while our wholesale distributors help us to reach a wider customer base. Our online sales platform

allows customers to place orders 24/7 and receive timely deliveries.”

– Reported an interview AZ Armada Legacy Resources.

Utilizing a variety of distribution methods enables businesses to access a larger consumer base, speed up delivery, and increase customer satisfaction. Companies are able to forge enduring relationships with consumers and preserve their competitive advantage in the market by offering a variety of options for product ordering and delivery. The success of the downstream industry depends heavily on the management of distribution channels, which enables businesses to make sure that goods are supplied to clients promptly, effectively, and affordably.

“The use of multiple distribution channels is critical to the success of the downstream sector of the resources industry at Asas Matahari Sdn Bhd. It allows us to reach a wider customer base, improve delivery times, and enhance customer satisfaction. By using a combination of direct sales, wholesale distributors, and online sales platforms, we are able to provide customers with a range of options for purchasing and receiving our products, which helps to build long-term relationships and maintain our competitive edge in the industry.” – Reported an interview at Asas Matahari Sdn Bhd.

In general, efficient distribution channel management is a crucial element in the downstream industry's performance. Companies can guarantee that their products reach customers in a timely, effective, and cost-effective manner and preserve their competitive advantage in the business by comprehending their target market, selecting the appropriate channels, and optimising their logistics and customer service.

4.3.3 Product Quality Control

Product quality control in the downstream sector is a crucial aspect of the supply chain management process. It helps companies

ensure that the products they manufacture and sell meet the required standards of quality and safety, and that they are fit for their intended use. The quality control process starts from the sourcing of raw materials and extends to the final product that is delivered to the end customer.

“We have a comprehensive quality control process in place to ensure that our products meet the highest standards of quality and safety. This process includes regular product testing, supplier assessments, and rigorous inspections at every stage of the supply chain”. – Reported an interview at Rezki Baroqah Jaya Trading.

The quality control activities include product testing, supplier assessments, inspections, and record-keeping. Companies conduct regular product testing to ensure that their products meet the required quality standards. Supplier assessments are carried out to ensure that suppliers use best practices in manufacturing and sourcing and have appropriate quality control measures in place. Inspections are conducted at various stages of the supply chain to ensure that products meet the required standards of quality and safety. Record-keeping helps companies track the quality of their products and identify any issues or trends.

“By ensuring that our products meet the highest standards of quality and safety, we are able to maintain our reputation for excellence and build long-term relationships with our customers. This not only benefits us in terms of increased sales and customer satisfaction, but it also benefits our customers by giving them peace of mind that they are receiving high-quality products.” – Reported an interview at MK Biofood and Beverages

The purpose of product quality control is to ensure that the products that reach the end customer are safe, reliable, and meet the expectations of the customer. This helps to maintain the reputation of the company, build customer trust, and ultimately drive sales and growth. Poor quality control can lead to product recalls, customer

complaints, and even legal liability, so it is essential that companies prioritize product quality control in their operations.

4.4 RO2: To analyze problems at the downstream activity at Halal food manufacturer in Melaka.

A methodical strategy is used in the downstream sector of a Melaka-based manufacturer of Halal food to identify and investigate the problems and issues the business is having. Data is first gathered from a variety of sources, including financial records, client surveys, and internal reports. Stakeholder interviews and site visits shed more light on the issues the business is dealing with. The specific issues, such as those pertaining to supply chain management, distribution channels, and product quality control, are then identified using the obtained data.

For a Halal food producer in Melaka to become more competitive and successful, effective problem analysis is essential. The company may boost sales, spur growth, and establish a solid brand in the market by recognising and fixing issues in the downstream sector. A more efficient and effective business operation can result in higher customer satisfaction and more profitability. Problem analysis also aids in this process.

Gaining a thorough understanding of the difficulties that a Melaka-based manufacturer of Halal foods faces in its downstream industry is the aim of problem analysis, which also aims to develop efficient solutions to those issues. The company may boost its competitiveness, boost revenues, and establish a solid brand by performing better in the downstream industry.

4.4.1 Stakeholder Interviews

Stakeholder interviews are a technique for obtaining information from people who are interested in or affected by the operations of an organisation. Stakeholder interviews aim to learn more about the stakeholders' perspectives, experiences, and opinions about the company and its goods and services. Stakeholder interviews can be

conducted with a range of people, including staff members, clients, suppliers, partners, or members of the community. Insights into an organization's strengths and weaknesses can be gained from the information acquired from these interviews, which can also be used to pinpoint areas that require improvement and create plans to deal with certain problems. Stakeholder interviews are a useful method for gathering vital data, fostering closer ties with key stakeholders, and helping companies make wise decisions.

“We gather information about the stakeholders' experiences with the company, their perceptions of the company, and their opinions on the quality of the products and services provided by the company. We also ask about their expectations and suggestions for improvement. This information provides valuable insights into the company's strengths and weaknesses and helps us identify areas for improvement.” – Reported an interview at Asas Matahari Sdn Bhd

Stakeholder interviews are a technique for learning more about the difficulties the business is facing when examining issues at the downstream activity of a Halal food factory in Melaka. Stakeholder interviews involve speaking with people who are interested in or affected by the activities of the firm, such as staff members, clients, suppliers, and partners.

“The information gathered from stakeholder interviews is integrated with other data sources, such as financial records and internal reports, to identify the specific problems faced by the company. This information is then used to determine the root causes of the problems and develop a plan to address them. The stakeholder perspectives provide valuable insights into the company's operations and help us develop more effective solutions to improve the company's performance in the downstream sector.” – Reported an interview at Rezki Baroqah Jaya Trading.

The data acquired from stakeholder interviews is then combined with data from other sources, such financial records and internal

reports, to pinpoint the company's unique issues and create a strategy to solve them. Stakeholder interviews help in the development of practical solutions to enhance the company's performance in the downstream industry by offering insightful information about the company's strengths and limitations.

4.4.2 Problem Identification

The process of defining and assessing a problem or issue that has to be solved is known as problem identification. Getting knowledge about the problem, figuring out its cause, and assessing its effects are the initial steps in problem-solving and decision-making. Clarifying the issue and comprehending its context through problem identification is essential for creating workable solutions. A number of methods, including brainstorming, data analysis, root cause analysis, and stakeholder interviews, can be used to identify problems. Gaining a thorough grasp of the problem and creating a strategy to solve it are the two objectives of problem identification.

“At Hanuris Food Sdn Bhd, we evaluated the data we had gathered and analyzed the financial impact of the identified problems. We also considered the impact on the company's reputation and customer satisfaction. This helped us to prioritize the problems and to develop strategies to address the most pressing issues first.” – Reported an interview at Hanuris Food Sdn Bhd

The process of identifying and defining the difficulties experienced by the business is referred to as problem identification in the context of assessing problems at the downstream activity of a Halal food factory in Melaka. To identify the underlying causes of the issues, this method entails acquiring data, conducting data analysis, and speaking with stakeholders. Gaining a thorough grasp of the problems the organisation is experiencing can help in the development of a strategy to solve them. Data analysis, root cause analysis, stakeholder

interviews, and internal process reviews are techniques that can be utilised in this situation to identify problems.

“We engaged with a variety of stakeholders, including employees, customers, suppliers, and partners, to gather their perspectives and insights. We used stakeholder interviews to understand their experiences with the company, their opinions on the quality of products and services provided, and their perceptions of the company's strengths and weaknesses. This helped us to validate the data we had gathered and to gain a more comprehensive understanding of the problems facing the company.” – Reported an interview AZ Armada Legacy Resources

Once particular problems have been identified and their effects on the business have been ascertained, strategies to improve the company's performance in the downstream sector are developed using the knowledge obtained from these procedures. A firm awareness of the company's problems and a plan for resolving them are the results of the problem identification process.

4.4.3 Solution Development

The process of developing and putting into practise solutions to problems that have been identified. It entails leveraging the data acquired from problem identification to design, test, and put into practise solutions that address the problems. In order to build a solution, a systematic and iterative process of problem definition, idea generation, evaluation of prospective solutions, selection of the most promising solution, and implementation must be followed.

“First, we are reviewing and improving our supply chain management processes to ensure a more efficient and effective flow of goods from suppliers to customers. Second, we have implemented a rigorous quality control program to ensure that all products meet the required standards and specifications. Finally, we are working on improving our

customer relationships and communication to ensure that their needs are met and to gather valuable feedback for future improvements.” – Reported an interview at Asas Matahari Sdn Bhd.

The creation of efficient and long-lasting solutions that deal with the underlying causes of issues and enhance system or organisation performance is the aim of solution development. Expert and stakeholder participation and input are frequently sought during the process, and the solutions are routinely reviewed and improved to ensure their continued efficacy. The proposed solutions must to be reviewed and improved on a regular basis to make sure they endure over time and deal with any potential new issues.

“At MK Biofood and Beverages, we have introduced regular quality checks throughout the production process, starting from raw materials sourcing to final product inspection. We have also invested in new testing equipment and technology to help us better monitor and maintain product quality. Additionally, we have established clear quality control procedures and protocols that all employees must follow, and we conduct regular training sessions to ensure everyone is aware of their responsibilities.” – Reported an interview at MK Biofood and Beverages.

4.5 RO3: To model downstream performance at Halal food manufacturer in Melaka.

Making a simulation or depiction of the operations and pursuits of the Halal food manufacturer in Melaka constitutes modelling downstream performance. This model's goal is to comprehend and analyse the downstream industry's performance, including its effectiveness, bottlenecks, and potential improvement areas. This can aid in the organization's decision-making and efficient resource allocation.

The model can take into account a number of variables, including client preferences, market trends, and the operations and supply chain management

of the organisation. The business can evaluate the effects of various modifications on the downstream performance by running various scenarios and experiments with the model. This can assist the business in determining areas in need of improvement and informing decisions regarding the management of resources and operations.

The model can also offer beneficial information to stakeholders, including investors, clients, and suppliers, regarding the performance of the business and its capacity to fulfil its obligations. The company can use the model to discover trends and patterns in the performance of its downstream operations over time and to decide on future investments and growth strategies with confidence.

In conclusion, modelling downstream performance is a crucial component of performance management for the Halal food manufacturer in Melaka. It helps to increase the effectiveness and competitiveness of the business' operations and gives stakeholders insightful information.

4.5.1 Financial Metrics

Financial metrics are a set of measurements that provide insight into an organization's financial performance. They are used to evaluate the financial health and stability of a business and to help make data-driven decisions about financial management. They are critical in measuring business performance as they provide a clear picture of the financial well-being of an organization.

Examples of financial metrics that can be used to measure business performance include revenue, profit, return on investment (ROI), net profit margin, gross margin, operating margin, and debt-to-equity ratio. Revenue measures the total amount of money that an organization brings in from sales of goods or services. Profit measures the amount of money that an organization makes after subtracting all expenses from revenue. ROI measures the efficiency of an investment and is calculated by dividing the profit by the total cost of the

investment. Net profit margin measures the percentage of revenue that an organization keeps as profit after all expenses have been subtracted. Gross margin measures the difference between the revenue and the cost of goods sold (COGS) divided by the revenue. Operating margin measures how much profit a company makes after accounting for all its operating expenses. Debt-to-Equity Ratio measures a company's financial leverage by comparing its debt to its equity.

Financial metrics are used to evaluate an organization's financial performance over time and to compare the organization's performance to that of other organizations in the same industry. By regularly monitoring financial metrics, organizations can identify trends and patterns in their financial performance and make data-driven decisions to improve their financial health. For example, if a company is seeing a decline in revenue or profit, they can analyze their financial metrics to identify the cause of the decline and make changes to improve their financial performance. In addition, by comparing their financial metrics with other companies in the same industry, organizations can identify areas where they excel or where they need to improve.

"At AZ Armada Legacy Resources, we use a variety of financial metrics to measure our business performance. These include key performance indicators such as revenue, gross margin, operating income, and return on investment." – Reported an interview.

Based on the interview above, the interviewee is describing the financial metrics that AZ Armada Legacy Resources uses to measure its business performance, including revenue, gross margin, operating income, and return on investment. These metrics are used to evaluate the company's performance, identify areas of improvement, and make informed business decisions.

"We use these financial metrics as benchmark to set financial goals for the company and to evaluate our progress towards achieving them. For example, if we notice that our net profit is lower than expected, we may

decide to focus on cost-saving initiatives or explore new revenue streams to improve our profitability." – Reported an interview.

Based on the interview above, the interviewee is describing the financial metrics that Rezki Baroqah Jaya Trading uses to measure its business performance. They use these financial metrics as benchmark to set financial goals for the company and evaluate their progress towards achieving them, by identifying trends and patterns in their financial performance, which allows them to make informed business decisions.

In conclusion, financial metrics are a critical aspect of measuring business performance. By regularly monitoring and analyzing financial metrics, organizations can gain insight into their financial performance, identify areas for improvement, and make data-driven decisions to improve their financial health and stability.

4.5.2 Customer Metrics

Customer metrics, sometimes referred to as customer performance metrics, are a collection of data that provide light on how engaged and satisfied customers are with a company. They aid in the data-driven decision-making process for customer management and are used to assess how successfully a business is satisfying the requirements and expectations of its consumers. As they give a clear image of how well a firm is functioning in terms of customer engagement and satisfaction, they are crucial components of monitoring corporate success.

Customer metrics such as customer happiness, retention rate, net promoter score (NPS), customer lifetime value (CLV), customer complaints, and customer acquisition cost are examples of customer metrics that may be used to assess business success (CAC). The level of customer satisfaction reflects how happy consumers are with the goods or services a business offers. The percentage of clients that a

company retains over time is measured by retention rate. The possibility that consumers will refer other people to an organization's goods or services is gauged by the Net Promoter Score. CLV calculates the overall worth of a client to a firm over the course of their ongoing relationship. The amount of client complaints is a measure of consumer dissatisfaction. The cost to acquire a new customer (CAC), which includes the costs of sales, marketing, and advertising initiatives.

Organizations may enhance their performance in these areas by frequently tracking customer metrics, identifying trends and patterns in customer interaction, and making data-driven choices. For instance, if a company is getting a lot of customer complaints, they may study the data to find the core of the problem and implement adjustments to increase customer happiness. Additionally, companies may determine their strengths and weaknesses by contrasting their client metrics with those of other businesses operating in the same sector.

"Customer satisfaction is a measure of how well we are meeting the needs and expectations of our customers. We conduct regular surveys and feedback to gather this data. Customer retention rate tells us how well we are retaining our customers over time. A high retention rate is an indicator of customer loyalty. Customer lifetime value is a measure of the value that a customer brings to our company over their lifetime. By monitoring these metrics, we are able to identify areas where we need to improve in order to better meet the needs of our customers." – Reported an interview.

Based on the interview above, the interviewee is describing the customer metrics that Hanuris Food Sdn Bhd uses to measure its business performance. They conduct regular surveys and feedback to gather data on customer satisfaction, retention rate, and lifetime value. They have a dedicated customer service team in place to ensure the accuracy of customer metrics, conduct regular surveys and gather feedback, and use industry-standard methods to collect and analyze data.

"We use these customer metrics to set realistic and measurable goals for our company and to evaluate our progress towards achieving them. For example, if we notice that our net promoter score is lower than expected, we may decide to invest in improving our products or services to better meet the needs of our customers." – Reported an interview.

Based on the interview above, the interviewee is describing the customer metrics that Asas Matahari Sdn Bhd uses to measure its business performance. They use these customer metrics to set realistic and measurable goals for the company, evaluate progress towards achieving them, identify areas where they need to improve in order to better meet the needs of their customers, and make business decisions.

In conclusion, customer metrics are an essential component of evaluating the performance of a firm. They provide businesses the information and insights they require to assess how effectively they are fulfilling the requirements and expectations of their clients and to make data-driven choices that will raise client engagement and satisfaction levels. Organizations may enhance their overall performance and accomplish their objectives by routinely tracking and evaluating consumer data.

4.5.3 Operational Metrics

Operational metrics, also known as process performance metrics, are a set of measurements that provide insight into the efficiency and effectiveness of an organization's internal operations and processes. They are used to evaluate the performance of the various processes and systems that an organization uses to produce goods or deliver services, and to help make data-driven decisions about operational management. They are an important aspect of measuring business performance as they provide a clear picture of how well an organization is performing in terms of operational efficiency and effectiveness.

Examples of operational metrics that can be used to measure business performance include productivity, quality, efficiency, throughput, lead time, and equipment uptime. Productivity measures the efficiency of an organization's processes and systems, such as the number of goods produced per hour or the number of services delivered per day. Quality measures the degree to which an organization's products or services meet or exceed customer expectations in terms of features, performance, and reliability. Efficiency measures how effectively an organization's processes and systems use resources, such as materials, labor, and energy. Throughput measures the rate at which an organization's processes and systems produce goods or deliver services. Lead time measures the time it takes for an organization to produce goods or deliver services from the time the order is placed. Equipment uptime measures the percentage of time that an organization's equipment is available and operational.

By regularly monitoring operational metrics, organizations can identify trends and patterns in their operational performance and make data-driven decisions to improve their performance in these areas. For example, if an organization is seeing a decline in productivity, they can analyze the data to identify the root cause and make changes to improve operational efficiency. Additionally, by comparing their operational metrics with other organizations in the same industry, they can identify areas where they excel or where they need to improve.

"Production efficiency measures how well we are utilizing our resources to produce our products. We track our production processes and monitor machine uptime and downtime to gather this data. Employee productivity is a measure of how well our employees are performing. We track the number of products produced per employee to gather this data. Inventory turnover measures how quickly we are selling our products. By monitoring these metrics, we are able to identify areas where we need to improve in order to better utilize our resources and optimize our production process." – Reported an interview.

Based on the interview above, the interviewee is describing the operational metrics that Hanuris Food Sdn Bhd uses to measure its business performance, including production efficiency, employee productivity, and inventory turnover. They track production processes and monitor machine uptime and downtime, employee productivity, and inventory turnover to gather data and identify areas where they need to improve in order to better utilize their resources and optimize their production process.

"We use these operational metrics to set realistic and measurable goals for our company and to evaluate our progress towards achieving them. For example, if we notice that our inventory turnover is lower than expected, we may decide to analyze our pricing strategy, explore new distribution channels or improve our advertising campaigns to improve our sales and increase inventory turnover." – Reported an interview.

Based on the interview above, the interviewee is describing the operational metrics that MK Biofood and Beverages uses to measure its business performance. They use these operational metrics to set realistic and measurable goals for the company, evaluate progress towards achieving them, and make business decisions.

In conclusion, operational metrics are a critical aspect of measuring business performance. They provide organizations with the data and insights they need to understand how well they are performing in terms of operational efficiency and effectiveness, and to make data-driven decisions to improve these areas. By regularly monitoring and analyzing operational metrics, organizations can improve their overall performance and achieve their goals and objectives.

Chapter 5

Conclusion and Future Work

5.1 Introduction

This chapter will be discussed the conclusion made based on the data of the findings presented in chapter 4. This research has been completed and successfully achieved the three main objectives. The first objective is to analyze how industry manufacture the product for the retailers and how they fulfil the retailer needs. The second objective is to construct the case studies that possess the ability to impact downstream industry. The third objective is to identify on how the industry advertising their product to the customers. Additionally, a number of recommendations are made for future academics' additional study in the advancement of food manufacturing.

5.2 Discussion and Findings

5.2.1 Research Objective 1: To profile downstream activity at Halal food manufacturer in Melaka.

Understanding the needs and expectations of retailers is essential when producing products for them. The market must assess consumer demand for its goods, retailer preferences, and the level of competition. This analysis will help the industry create products that are competitive in the market and meet the needs of retailers.

A robust supply chain management system must be in place in the industry for it to meet the demands of the retailers. This entails controlling inventory, organising and scheduling production, and controlling interactions with suppliers (Abadi, F. & Omrani, H., 2015). The industry is able to plan production in accordance with the retailers' demand for the products, ensuring that they have enough inventory to meet those needs.

In order to guarantee that the industry has access to the tools and materials required to produce the goods, effective supply chain management also entails managing relationships with vendors (Bhatt, K. & Singh, A. S., 2020). This entails negotiating contracts, overseeing logistics, and making sure that suppliers meet quality requirements. The business sector can guarantee a steady supply of raw materials and other resources to produce the goods by managing relationships with vendors effectively.

In order to make sure that they are meeting the needs of the retailers and living up to their expectations, the industry must also measure business performance (Hallikas, J., Immonen, M., & Brax, S., 2021). This involves keeping track of operational metrics like production efficiency and inventory turnover, as well as financial metrics like revenue and profit, customer metrics like satisfaction and retention, and customer metrics like retention. By keeping an eye on these metrics, the sector can spot areas for improvement and make the necessary changes to better serve the needs of the retailers.

In conclusion, a thorough analysis of the demand, preferences, and competitive environment of the market is necessary to determine how industry manufactures the product for the retailers. The sector needs a strong supply chain management system in place to meet retailer demands, which includes managing inventory, planning and scheduling production, and managing relationships with vendors. Assuring that the industry is meeting the needs and expectations of retailers requires measuring business performance.

5.2.2 Research Objective 2: To analyze problems at the downstream activity at Halal food manufacturer in Melaka.

Finding specific instances of how the industry's products or processes have significantly impacted the downstream industry is necessary for building case studies that have the potential to have an impact on that sector of the economy. To accomplish this, data and

information about the industry's processes and products, as well as the downstream market and its major players, can be gathered. The case studies should highlight the precise contributions made by the industry's goods or procedures to the expansion and development of the downstream sector.

The sector should conduct research on the downstream industry to build the case studies, identifying key players and trends. Market analysis, data collection, and interviews with industry experts are all possible components of this research. The sector can also collect data on the precise goods or procedures that have had the biggest effects on the downstream sector. Data on sales, market share, and customer satisfaction may be included.

The industry can use this information to create the case studies after the research is completed and the data is gathered (Smith, G., 2018). The case studies ought to be well-written and well-researched, offering thorough details on the products or processes used in the industry as well as on the downstream sector and its major players. They ought to be presented in a simple, understandable manner, with illustrations and data visualisations to bolster the conclusions.

The case studies should also be distributed to important downstream industry participants, including trade organisations, governmental bodies, and trade journals. As a result, more people will be aware of the industry's processes and products and how they affect upstream businesses. The case studies can also be used to inform and persuade the downstream industry's decision-makers and key players.

In conclusion, creating case studies with the potential to have an impact on downstream industry requires identifying specific instances where the industry's processes or products have significantly impacted downstream industry. This procedure entails conducting research on the downstream industry, compiling information on its key players, products, and processes, and presenting the findings in an accessible manner. The case studies are then distributed to key

downstream industry stakeholders. This can be used as a tool to inform and persuade the key decision-makers and participants in the downstream industry about the industry's processes and products and their effects on that sector.

5.2.3 Research Objective 3: To model downstream performance at Halal food manufacturer in Melaka.

Understanding the various advertising strategies and platforms used by the sector to connect with and engage potential customers is essential to identifying how the industry markets its goods to consumers. Traditional methods of advertising, like those used in television and print ads, as well as contemporary ones, like those used in social media and online advertising.

Television commercials are one method the sector uses to promote its goods. Given the large number of people who regularly watch television, this can be a useful strategy for reaching a wide audience (Joubert, R., Pellissier, R., & Garg, A. K., 2016). The sector can also promote its goods by running print ads in newspapers, magazines, and other periodicals. Using this strategy, you can reach a particular demographic or focus on a particular region.

Digital platforms like social media and online advertising are another way for the sector to promote its goods. Building relationships with potential customers and increasing brand awareness can be accomplished using social media sites like Facebook, Twitter, Instagram, and LinkedIn. The industry can place advertisements on particular websites, targeting particular demographics and interests, thanks to online advertising techniques like Google AdWords or programmatic advertising.

In addition, the sector can employ brand ambassadors and influencer marketing to help promote its goods. Working with social media influencers who have a sizable following to promote the product

is known as influencer marketing. On the other hand, brand ambassadors are frequently well-known individuals connected to the industry who support the promotion of the goods.

In conclusion, understanding the various advertising techniques and channels employed by the industry is necessary to determine how the industry markets its goods to consumers. The sector can promote its goods using both conventional techniques, like television and print advertisements, and modern ones, like social media and online advertising. To further promote their goods, they can also use brand ambassadors and influencer marketing. Targeting particular demographics and geographical regions, the industry can reach and interact with potential customers using a variety of techniques and channels.

5.3 Implication of Research

The industry may be affected in a number of ways by research on downstream supply chain profiling among halal food manufacturing in Melaka. First off, it can help with a better comprehension of Melaka's halal food manufacturing industry's performance and dynamics of the supply chain. This data can be used to pinpoint problem areas and create plans for enhancing the supply chain's effectiveness and efficiency.

The needs and preferences of retailers and customers in the halal food market can also be learned from research on downstream supply chain profiling. Products that meet the needs of consumers and retailers can be created using this information, and marketing tactics can be modified to more effectively target these groups.

Thirdly, studies on downstream supply chain profiling can also assist in locating potential venues for collaboration and joint ventures among Melaka-based halal food manufacturing companies. It might be possible to identify areas for collaboration and cooperation that can help to improve the

overall performance of the industry by understanding the strengths and weaknesses of various companies in the sector.

Last but not least, studies on downstream supply chain profiling can aid in informing governmental policies and rules pertaining to the Melaka halal food industry. Policymakers can create targeted policies and regulations that support the industry's growth and development by understanding the current state of the sector and the opportunities and challenges it faces.

In conclusion, research on downstream supply chain profiling among halal food manufacturing in Melaka can offer insightful information that can be used to enhance the performance of the sector, satisfy the requirements and preferences of retailers and consumers, find opportunities for collaboration and partnerships, and inform government policies and regulations pertaining to the halal food industry in Melaka.

5.4 Limitation of Research

There may be a number of limitations to the research on Melaka's halal food manufacturing's downstream supply chain profiling. One drawback is that the study might be based on a small sample of businesses and might not be representative of Melaka's entire halal food manufacturing sector. This might result in conclusions and suggestions that are incorrect.

The research may be based on self-reported data and information given by the companies themselves, which is another limitation. This information might be biased or inaccurate and might not give a true picture of the sector.

Additionally, the research may not take into account external factors that can impact the halal food manufacturing industry such as economic conditions, competition, and government regulations. These factors can have a significant impact on the performance and supply chain dynamics of the industry and should be taken into account when interpreting the research findings.

Last but not least, the research might not be able to fully capture the intricate interactions and connections between various supply chain actors, including suppliers, distributors, retailers, and end users. Because of this, it

may be challenging to fully comprehend the dynamics of the supply chain and the performance of the Melaka halal food manufacturing sector.

The research may be based on a small sample of companies, self-reported data, not taking into account external factors, and not being able to fully capture the complex interactions and relationships among different actors in the supply chain. In conclusion, the limitation of research about downstream supply chain profiling among halal food manufacturing in Melaka includes these. As a result, it might result in conclusions and suggestions that are incorrect.

5.5 Recommendation for Further Research

Further studies on Melaka's halal food manufacturing's downstream supply chains are advised in order to better understand the market and pinpoint areas for development. The sample size should be increased to include more Melaka-based businesses that produce halal food, according to one important recommendation. By doing so, you can guarantee that the research is representative of the industry and help to paint a more accurate picture of the sector as a whole.

Another important recommendation is to use multiple data sources such as surveys, interviews, and secondary data. This can help to reduce bias and increase the reliability of the data, providing a more comprehensive view of the industry. Additionally, it is important to consider external factors such as economic conditions, competition, and government regulations. These factors can have a significant impact on the performance and supply chain dynamics of the industry and should be taken into account when interpreting the research findings.

Additionally, research should take into account the viewpoints of various supply chain participants, including suppliers, distributors, retailers, and end users. Understanding the complexity of the supply chain and the interactions between actors can be aided by this. Case studies of particular companies may also be used to develop a thorough understanding of the sector.

This can shed light on the actual difficulties and opportunities faced by Melaka-based businesses that produce halal foods, as well as help to pinpoint best practises and potential areas for development.

In conclusion, it is possible to enhance future research on downstream supply chain profiling among Melaka's halal food manufacturing by increasing the sample size, utilising multiple data sources, taking into account external factors, including supply chain actors' perspectives, and applying case studies. These suggestions can aid in presenting a more precise and thorough picture of the halal food manufacturing sector in Melaka.

5.6 Summary

Downstream supply chain profiling in halal food manufacturing in Melaka is an important process that encompasses all the activities that happen after the product is manufactured. This process includes distribution, logistics and delivery of the finished goods to retailers and customers. The main objective of downstream supply chain profiling is to ensure that the products are delivered on time, in the right quantity and at the right place. Ensuring compliance with halal certification regulations and guidelines is also a critical aspect of downstream supply chain profiling in halal food manufacturing in Melaka. This is because it ensures that the products are safe for consumption and meet the religious requirements of the consumers. Companies in this industry need to maintain high levels of food safety and quality to ensure customer satisfaction and build a strong reputation in the market.

Another key aspect of downstream supply chain profiling in halal food manufacturing in Melaka is managing logistics and transportation. This includes coordinating with different transportation providers, such as trucking companies, to ensure that products are delivered to retailers and customers on time. This can be challenging as it requires companies to have a good understanding of the transportation routes and regulations in the area. In addition, companies may need to work with multiple distributors and retailers, which can add complexity to the supply chain and make it more difficult to manage logistics.

Another challenge that companies may face is managing the costs associated with the downstream supply chain. This includes the costs of transportation, warehousing, and packaging, all of which can add up quickly. Companies need to find ways to optimize these costs while maintaining the quality of their products. This can be achieved through better planning, coordination, and communication with suppliers and transportation providers.

Overall, downstream supply chain profiling in halal food manufacturing in Melaka is a complex process that requires a high degree of coordination and planning. Companies that are able to effectively manage their supply chain, logistics and transportation and comply with halal certification regulations and guidelines will be well-positioned to meet the needs of their customers and build a strong reputation in the market.



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APPENDIX 1 – INTERVIEW QUESTION

BAHAGIAN A: DEMOGRAFI SYARIKAT

Maklumat Syarikat

Profil Syarikat	
Nama Syarikat	
Kedudukan Anda di Dalam Syarikat	
Tahun Syarikat Beroperasi	
Jenis Produk yang Dikeluarkan	
Selain dari Sijil Halal, adakah anda mempunyai sijil lain (jika ada nyatakan)	

Maklumat Pembekal

Bilangan pembekal anda		
Siapakah pembekal anda		
Lokasi pembekal anda		
Adakah pembekal anda mempunyai Sijil Halal		
Isu-isu dengan pembekal anda		
Sekiranya masalah/risiko yang dihadapi antara anda dan pembekal berlaku, apakah tindakan anda	Kawalan	
	Kerjasama	
	Fleksibiliti	

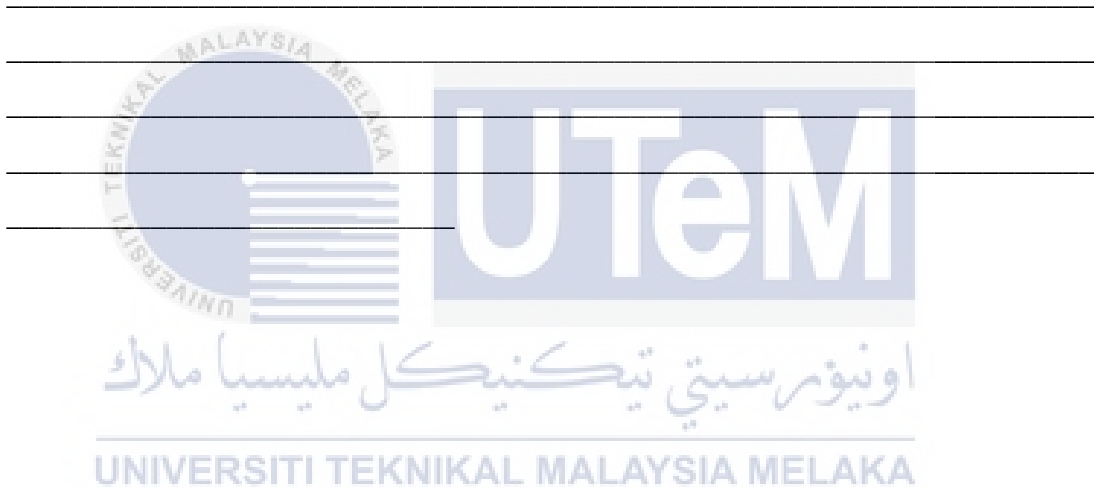
Maklumat Pelanggan

Bilangan pelanggan anda		
Siapakah pelanggan anda		
Lokasi pelanggan anda		
Isu-isu dengan pelanggan anda		
Sekiranya masalah/risiko yang dihadapi antara anda dan pelanggan berlaku, apakah tindakan anda	Kawalan	
	Kerjasama	
	Fleksibiliti	

Maklumat Logistik

Siapakah logistik anda untuk <i>inbound</i>		
Siapakah logistik anda untuk <i>outbound</i>		
Isu-isu dengan logistik anda		
Sekiranya masalah/risiko yang dihadapi antara anda dan logistik berlaku, apakah tindakan anda	Kawalan	
	Kerjasama	
	Fleksibiliti	

Apakah isu selain dari pembekal, pelanggan dan logistik yang anda hadapi?



BAHAGIAN B

a) KONTEKS BAGI STRATEGI & PERSAINGAN

SOALAN	KAEDAH KAJIAN	RESPONDEN	STATUS		
			SEDIA	HAMPIR SEDIA	TIDAK SEDIA
1. Teknologi <ul style="list-style-type: none"> Adakah anda menggunakan sebarang teknologi bagi menghasilkan produk anda? Nyatakan peringkat mana teknologi tersebut diaplikasikan 	Primer: Temu Bual				
<ul style="list-style-type: none"> Bagaimanakah penerimaan teknologi 	Primer: Temu Bual				
<ul style="list-style-type: none"> Apakah kekangan anda 	Data sekunder				
<ul style="list-style-type: none"> Adakah terdapat penyelidikan dan pembangunan (R&D) dalam membangunkan sektor anda? Sila nyatakan. 	Primer: Temu Bual				
<ul style="list-style-type: none"> Adakah terdapat kerjasama strategik (agensi berkaitan/institusi penyelidikan dsbnya) bagi membangunkan teknologi anda? Sila nyatakan. 	Primer: Temu Bual/ Data sekunder				
2. Kewangan <ul style="list-style-type: none"> Adakah sumber modal mencukupi bagi menampung kos pengurusan anda? Jika tidak, apakah strategi petani bagi memastikan modal mencukupi? 	Primer: Temu Bual				
<ul style="list-style-type: none"> Adakah terdapat kekangan sumber kewangan bagi mengaplikasikan teknologi? Sila nyatakan. 	Primer: Temu Bual				
<ul style="list-style-type: none"> Adakah hasil pengeluaran yang diperolehi dapat menampung kos pengurusan pengeluaran? Sila nyatakan. 	Primer: Temu Bual				
<ul style="list-style-type: none"> Adakah harga pasaran pengeluaran stabil dan munasabah? 	Primer: Temu Bual/ Data sekunder				

SOALAN	KAEDAH KAJIAN	RESPONDEN	STATUS		
			SEDIA	HAMPIR SEDIA	TIDAK SEDIA
3. Undang-undang <ul style="list-style-type: none"> Adakah terdapat undang-undang dalam negeri dan insentif yang menggalakkan pelaburan dan penghasilan pengeluaran Sila nyatakan. <ul style="list-style-type: none"> cth: upah, insentif pelaburan modal, perlindungan hak intelektual, insentif cukai dsbnya. 	Primer: Temu Bual/ Data sekunder				
<ul style="list-style-type: none"> Adakah terdapat undang-undang/peraturan persaingan yang terbuka dan sihat, termasuk pesaing dari luar? Sila nyatakan. <ul style="list-style-type: none"> (cth: kuota, duti import, harga siling dsbnya) 	Primer: Temu Bual/ Data sekunder				
4. Perkongsian Maklumat <ul style="list-style-type: none"> Adakah data sekuriti makanan tersedia dan boleh dicapai dengan mudah? Sila nyatakan. 	Primer: Temu Bual/ Data sekunder				
<ul style="list-style-type: none"> Adakah terdapat kolaborasi di antara jabatan dan agensi kerajaan yang kukuh dan data yang telus dalam perkongsian maklumat berkaitan pengeluaran? Sila nyatakan. 	Primer: Temu Bual				
5. Hubungan sosial <ul style="list-style-type: none"> Adakah terdapat pelan/implementasi strategik dengan pihak industri dan orang awam? Sila nyatakan. 	Primer: Temu Bual				

b) KEADAAN FAKTOR (INPUT)

SOALAN	KAEDAH KAJIAN	RESPONDEN	STATUS		
			SEDIA	HAMPIR SEDIA	TIDAK SEDIA
1. Teknologi <ul style="list-style-type: none"> Adakah teknologi tersedia untuk menghasilkan hasil pengeluaran yang segar dan dapat meningkatkan kuantiti? Sila nyatakan. 	Primer: Temu Bual/ Data sekunder				
<ul style="list-style-type: none"> Adakah terdapat gudang penyimpanan hasil pengeluaran yang menggunakan teknologi yang menjamin kualiti? Sila nyatakan. 	Primer: Temu Bual/ Data sekunder				
2. Kewangan <ul style="list-style-type: none"> Adakah modal yang disediakan mencukupi bagi menampung kos penternakan? Sila nyatakan strategi/tindakan sekiranya modal tidak mencukupi. 	Primer: Temu Bual				
3. Sumber Manusia <ul style="list-style-type: none"> Adakah terdapat sumber manusia yang mencukupi bagi mengeluarkan hasil pengeluaran? Sila nyatakan strategi/tindakan alternatif sekiranya 	Primer: Temu Bual				

SOALAN	KAEDAH KAJIAN	RESPONDEN	STATUS		
			SEDIA	HAMPIR SEDIA	TIDAK SEDIA
sumber manusia tidak mencukupi.					
<ul style="list-style-type: none"> Adakah terdapat sumber manusia yang mahir bagi menguruskan pengeluaran secara effisien? Sila nyatakan strategi/tindakan alternatif sekiranya sumber manusia mahir tidak mencukupi. 	Primer: Temu Bual				
4. Infrastruktur <ul style="list-style-type: none"> Adakah maklumat berkaitan infrastruktur tersedia dan boleh diakses dengan mudah? Terangkan. 	Primer: Temu Bual				
5. Pergudangan <ul style="list-style-type: none"> Adakah terdapat pengurusan gudang/stor yang mencukupi bagi memenuhi keperluan penyimpanan hasil pengeluaran? Terangkan. 	Primer: Temu Bual				
<ul style="list-style-type: none"> Adakah gudang/stor simpanan yang tersedia mampu mengekalkan kualiti hasil pengeluaran 	Primer: Temu Bual				

SOALAN	KAEDAH KAJIAN	RESPONDEN	STATUS		
			SEDIA	HAMPIR SEDIA	TIDAK SEDIA
sebelum pengagihan? Terangkan.					
6. Kualiti <ul style="list-style-type: none"> Apakah faktor yang menyumbang kepada peningkatan penghasilan pengeluaran yang berkualiti? Sila nyatakan. 	Primer: Temu Bual/ Data sekunder				
<ul style="list-style-type: none"> Apakah faktor yang menyebabkan penghasilan pengeluaran yang kurang berkualiti? Sila nyatakan. 	Primer: Temu Bual/ Data sekunder				
<ul style="list-style-type: none"> Adakah kualiti air faktor mempengaruhi penghasilan pengeluaran yang berkualiti? Sila nyatakan. 	Primer: Temu Bual/ Data sekunder				

c) KEADAAN PERMINTAAN

SOALAN	KAEDAH KAJIAN	RESPONDEN	STATUS		
			SEDIA	HAMPIR SEDIA	TIDAK SEDIA
1. Teknologi <ul style="list-style-type: none"> Adakah teknologi tersedia untuk menghasilkan hasil pengeluaran yang segar dan dapat meningkatkan kuantiti pengeluaran bagi memenuhi permintaan pasaran? Sila nyatakan. 	Primer: Temu Bual/ Data sekunder				
<ul style="list-style-type: none"> Adakah terdapat gudang penyimpanan hasil pengeluaran yang menggunakan teknologi yang dapat menjamin kualiti dan hasil penternakan yang tahan lebih lama? Sila nyatakan. 	Primer: Temu Bual/ Data sekunder				
2. Jenis Permintaan <ul style="list-style-type: none"> Adakah hasil pengeluaran cukup untuk memenuhi permintaan pasaran tempatan? <ul style="list-style-type: none"> Data permintaan tempatan. 	Primer: Temu Bual/ Data sekunder				
<ul style="list-style-type: none"> Adakah terdapat permintaan untuk 	Primer: Temu				

SOALAN	KAEDAH KAJIAN	RESPONDEN	STATUS		
			SEDIA	HAMPIR SEDIA	TIDAK SEDIA
pasaran eksport? Sila nyatakan negara yang terlibat dan kuantiti/% eksport?	Bual/ Data sekunder				
<ul style="list-style-type: none"> Berapakah nisbah anggaran permintaan tempatan dan pasaran eksport? 	Primer: Temu Bual/ Data sekunder				
3. Perkongsian Maklumat <ul style="list-style-type: none"> Adakah anda mengetahui maklumat terkini tentang permintaan hasil pengeluaran bagi pasaran tempatan dan eksport? Sila nyatakan sumber maklumat diperolehi. 	Primer: Temu Bual				
<ul style="list-style-type: none"> Adakah anda mendapatkan maklumat berkaitan permintaan melalui penggunaan teknologi dalam komunikasi ICT? Sila nyatakan sumber maklumat diperolehi. 	Primer: Temu Bual				

SOALAN	KAEDAH KAJIAN	RESPONDEN	STATUS		
			SEDIA	HAMPIR SEDIA	TIDAK SEDIA
<ul style="list-style-type: none"> Adakah terdapat persatuan/kumpulan yang membantu anda bagi mendapatkan maklumat berkaitan permintaan pasaran? Sila nyatakan. 	Primer: Temu Bual				
4. Saluran Agihan <ul style="list-style-type: none"> Adakah terdapat sistem bagi proses pengumpulan, penggredan dan pembungkusan hasil pengeluaran? Sila nyatakan. 	Primer: Temu Bual/ Data sekunder				
<ul style="list-style-type: none"> Berapa lamakah tempoh yang diambil bagi proses pengumpulan, penggredan dan pembungkusan hasil pengeluaran sebelum ia diagihkan? Terangkan secara ringkas. 	Primer: Temu Bual/ Data sekunder				
<ul style="list-style-type: none"> Adakah terdapat teknologi yang digunakan bagi pengumpulan, penggredan dan pembungkusan hasil pengeluaran sebelum 	Primer: Temu Bual/ Data sekunder				

SOALAN	KAEDAH KAJIAN	RESPONDEN	STATUS		
			SEDIA	HAMPIR SEDIA	TIDAK SEDIA
pengagihan dibuat? Sila nyatakan.					
<ul style="list-style-type: none"> Adakah hasil pengeluaran dijual secara terus kepada pengguna? Nyatakan kaedah pengagihan dibuat. 	Primer: Temu Bual				
<ul style="list-style-type: none"> Adakah terdapat agensi/orang tengah yang membantu dalam pengagihan hasil pengeluaran? Sila nyatakan perantara yang terlibat dalam saluran pengagihan hasil penternakan kepada pengguna akhir. 	Primer: Temu Bual				
5. Kualiti <ul style="list-style-type: none"> Adakah hasil pengeluaran memenuhi piawaian kualiti dan keselamatan di sektor penternakan? Sila nyatakan piawaian 	Primer: Temu Bual/ Data sekunder				

SOALAN	KAEDAH KAJIAN	RESPONDEN	STATUS		
			SEDIA	HAMPIR SEDIA	TIDAK SEDIA
dan sumber maklumat berkaitan piawaian diperolehi.					
<ul style="list-style-type: none"> Adakah kualiti hasil pengeluaran memenuhi piawaian kualiti untuk pasaran ekport? Sila nyatakan piawaian dan sumber maklumat berkaitan piawaian diperolehi. 	Primer: Temu Bual/ Data sekunder				
<ul style="list-style-type: none"> Adakah terdapat sistem pengumpulan hasil pengeluaran yang efisien bagi menjamin kualiti? Sila nyatakan. 	Primer: Temu Bual/ Data sekunder				
6. Undang-Undang <ul style="list-style-type: none"> Adakah terdapat undang-undang perlindungan kepada pembeli hasil pengeluaran? Sila nyatakan. 	Primer: Temu Bual/ Data sekunder				
<ul style="list-style-type: none"> Adakah terdapat subsidi daripada kerajaan bagi hasil pengeluaran? Sila nyatakan. 	Primer: Temu Bual/ Data sekunder				

SOALAN	KAEDAH KAJIAN	RESPONDEN	STATUS		
			SEDIA	HAMPIR SEDIA	TIDAK SEDIA
<ul style="list-style-type: none"> Adakah terdapat undang-undang/peraturan persaingan yang melindungi pengeluaran tempatan? Sila nyatakan. 	Primer: Temu Bual/ Data sekunder				
<ul style="list-style-type: none"> Adakah terdapat undang-undang/peraturan yang ketat bagi pasaran eksport? Sila nyatakan. 	Primer: Temu Bual/ Data sekunder				

d) INDUSTRI BERKAITAN & INDUSTRI SOKONGAN

SOALAN	KAEDAH KAJIAN	RESPONDEN	STATUS		
			SEDIA	HAMPIR SEDIA	TIDAK SEDIA
1. Kewujudan <ul style="list-style-type: none"> Adakah wujud industri yang berkaitan hasil pengeluaran? Sila nyatakan. 	Primer: Temu Bual/ Data sekunder				
<ul style="list-style-type: none"> Adakah ia dapat memenuhi kehendak permintaan semasa dan masa hadapan? Jika tidak, sila nyatakan cadangan bagi mengatasi masalah ini. 	Primer: Temu Bual/ Data sekunder				
<ul style="list-style-type: none"> Adakah pembekal dan industri sokongan dalam penternakan bersedia bagi memenuhi kehendak pasaran pengeluaran halal? Sila nyatakan. 	Primer: Temu Bual/ Data sekunder				
<ul style="list-style-type: none"> Adakah industri sokongan mendapat insentif daripada pihak kerajaan bagi 	Primer: Temu Bual/				

SOALAN	KAEDAH KAJIAN	RESPONDEN	STATUS		
			SEDIA	HAMPIR SEDIA	TIDAK SEDIA
menggalakkan pertumbuhan yang mampan? Sila nyatakan.	Data sekunder				
2. Kekuatan <ul style="list-style-type: none"> Adakah terdapat sokongan perkhidmatan (eg: pengangkutan, pengagihan, sistem komunikasi, perundingan dsbnya) yang utuh bagi menyokong sektor pengeluaran yang lebih efisien? Sila nyatakan. 	Primer: Temu Bual/ Data sekunder				
3. Kualiti <ul style="list-style-type: none"> Adakah terdapat institusi/organisasi/ agensi kerajaan bagi menjalinkan hubungan strategik untuk berkolaborasi bagi menghasilkan output pengeluaran yang berkualiti tinggi? Sila nyatakan. 	Primer: Temu Bual/ Data sekunder				
<ul style="list-style-type: none"> Adakah terdapat pembekal dan industri sokongan sedia untuk membantu pembangunan/penghasilan penternakan yang berkualiti? Sila nyatakan. 	Primer: Temu Bual/ Data sekunder				

APPENDIX 4 – PICTURES OF LOCATION RESEARCH





APPENDIX 5 – GANNT CHART FOR FYP 1 AND 2

Gannt Chart for FYP 1

Procedure for FYP 1	Week														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Activities															
PSM Briefing session									M I D						
Topic and supervisor search and confirmation															
First meeting with Supervisor															
Modify research topic									S E M						
Briefing on the content of chapter 1															
Introduction															
Write up Chap 1									E S T						
Completion of Chap 1															
Briefing on the content of chapter 2															
Discussion on the scope of research									E R						
Literature Review (LR)															
Write up Chap 2															
Completion of Chap 2									B R E						
Briefing on the content of chapter 3															
Research Method															
Write up Chap 3									A K						
Completion of Chap 2															
Submission of FYP 1															
Presentation of FYP 1															

Gantt Chart for FYP 2

Procedure for FYP 2	Week														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Activities									M I D						
PSM Briefing session															
Meeting with PSM Supervisor															
Interview questions development									S E M E S T E R						
Meeting with PSM Supervisor															
Modify interview Questions															
Data collection									B R E A K						
Completion of chapter 4															
Completion of chapter 5															
Presentation of PSM 2															
Final correction for Thesis															
Submission of PSM 2															