

CHALLENGES OF DIGITAL MARKETING ON FOOD AND BEVERAGES SMES

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CHALLENGES OF DIGITAL MARKETING ON FOOD AND BEVERAGES SMES

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DECLARATION

The title of this thesis project is "**Challenges of Digital Marketing on Food and Beverages SMEs,**" and I now declare that it is complete. My contributions to this project are all my own, with the exception of any quotations or summaries that have been appropriately cited. This research article has not been accepted for any degree, nor is it being considered for any other degree at the same time.

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Date: 11th JANUARY 2024

APPROVAL

I hereby declare that I have read this thesis research and in my opinion this thesis is insufficient in terms of scope and quality for the award of Bachelor of Technology Management (High Tech Marketing) with Honours.

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Supervisor:

Date: 29th JANUARY 2024



Signature:
DR. SITI NOBBAYA YAHAYA.....

Panel:

Date: 30th JANUARY 2024



DEDICATION

This project for my final year project is for my loved family, who have always been there for me and helped me do well during my studies. Your love, faith in my skills, and sacrifices have helped me get where I am today.

I'd also like to say thank you from the bottom of my heart to my hardworking supervisor, Professor Madya Dr Juhaini Binti Jabar, for their guidance, expertise, and helpful ideas throughout this job. Your guidance and helpful comments have made a big difference in how this study turned out.

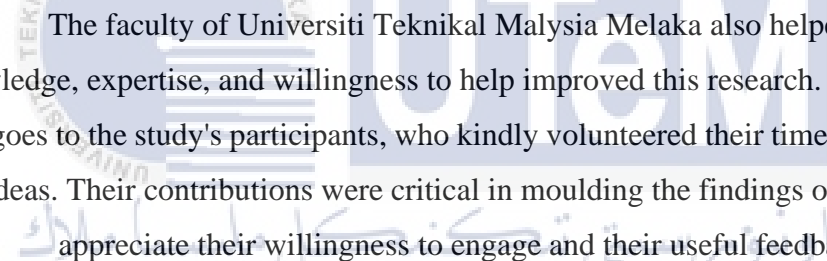
Thank you for helping me through this academic journey, friends, and classmates. This journey was made memorable by your friendship and shared experiences. I do want to thank everyone who participated in this study. They contributed to this research.

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ABSTRACT

This study investigated the challenges faced by small and medium-sized food and beverage companies (SMEs) in Melaka, while implementing effective digital marketing tactics. The investigation, which encompassed performing comprehensive literature reviews and collecting primary data via interviews and surveys, unearthed various concerns. The issues encompass limitations in financial resources, a scarcity of expertise in digital marketing, difficulties in keeping up with advancements in technology, and intense rivalry. This study emphasises the direct impact of these challenges on the ability of small and medium-sized enterprises (SMEs) to effectively employ digital marketing platforms to increase their reach, interact with customers, and generate sales. The findings not only provide a comprehensive understanding of the digital marketing challenges faced by small and medium-sized firms (SMEs), but also offer practical advice on overcoming these barriers and capitalising on the opportunities presented by digital marketing. Besides, the conclusion, offers a succinct summary of the primary tactics and challenges encountered by small and medium-sized firms (SMEs) in the food and beverage sector regarding digital marketing. It underscores the importance of employing strategic approaches such as forging alliances, guaranteeing effective communication, and extending their online presence. The conclusion emphasises the significance of addressing operating expenses, usage restrictions, and brand awareness limitations in order to enhance the efficacy of digital marketing. The text highlights the significant importance of platforms like TikTok, Facebook Ads, and search engine optimisation (SEO) in assisting small and medium-sized firms (SMEs) in accomplishing their business goals. Ultimately, the report advocates for deliberate actions to overcome these barriers and maximise the benefits of digital marketing for small and medium-sized firms in the food and beverage sector.

ABSTRAK

Kajian ini menyiasat cabaran yang dihadapi oleh syarikat makanan dan minuman (PKS) kecil dan sederhana di Melaka, sambil melaksanakan taktik pemasaran digital yang berkesan. Siasatan itu, yang merangkumi melaksanakan tinjauan literatur yang komprehensif dan mengumpul data utama melalui temu bual dan tinjauan, mencungkil pelbagai kebimbangan. Isu-isu tersebut merangkumi batasan dalam sumber kewangan, kekurangan kepakaran dalam pemasaran digital, kesukaran untuk mengikuti kemajuan dalam teknologi dan persaingan yang sengit. Kajian ini menekankan kesan langsung cabaran ini terhadap keupayaan perusahaan kecil dan sederhana (PKS) untuk menggunakan platform pemasaran digital secara berkesan untuk meningkatkan jangkauan mereka, berinteraksi dengan pelanggan dan menjana jualan. Penemuan ini bukan sahaja memberikan pemahaman menyeluruh tentang cabaran pemasaran digital yang dihadapi oleh firma kecil dan sederhana (PKS), tetapi juga menawarkan nasihat praktikal untuk mengatasi halangan ini dan memanfaatkan peluang yang dibentangkan oleh pemasaran digital. Selain itu, kesimpulannya, menawarkan ringkasan ringkas tentang taktik dan cabaran utama yang dihadapi oleh firma kecil dan sederhana (PKS) dalam sektor makanan dan minuman berkaitan pemasaran digital. Ia menekankan kepentingan menggunakan pendekatan strategik seperti menjalin pakatan, menjamin komunikasi yang berkesan, dan memperluaskan kehadiran dalam talian mereka. Kesimpulannya menekankan kepentingan menangani perbelanjaan operasi, sekatan penggunaan, dan had kesedaran jenama untuk meningkatkan keberkesanan pemasaran digital. Teks tersebut menyerlahkan kepentingan penting platform seperti TikTok, Iklan Facebook dan pengoptimuman enjin carian (SEO) dalam membantu firma kecil dan sederhana (PKS) dalam mencapai matlamat perniagaan mereka. Akhirnya, laporan itu menyokong tindakan yang disengajakan untuk mengatasi halangan ini dan memaksimumkan faedah pemasaran digital untuk firma kecil dan sederhana dalam sektor makanan dan minuman.

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LIST OF SYMBOLS AND ABBREVIATIONS

FNB	-	Food and Beverages
MCO	-	Movement Control Order
SEO	-	Search engine optimization
SMES	-	Small and medium-sized Search engine optimization



CHAPTER 1

INTRODUCTION

1.0 Introduction

This chapter will cover an overview of the study background of the research. The difficulties that were found and research questions that were identified explicitly will also be discussed in this chapter. In addition, the fundamental topic of the research will be investigated in this chapter.

1.1 Background of study

The framework for digitalization, which can be defined as the utilization of digital opportunities, is digital transformation, which is the act of turning analogue data into digital data sets. According to Brennen and Kreiss (2016) and Unruh and Kiron (2017), digital transformation can be seen as the process that is utilized to reorganize economies, institutions, and society on a system level. Over the past few decades, global industries have faced technological changes that have led to opportunities like greater flexibility, reactivity, and product individualization, as well as diverse challenges like rapid technological change, increased complexity, and changing customer preferences and legal requirements. This has created problematic organizational situations such as many new technical potential are observed,

but employees are confused how to exploit and integrate them concurrently in product and service offerings (Lerch and Gotsch, 2015). The food and beverage industry are essential to the global economy, with Small and Medium Enterprises (SMEs) being an important part of this sector. However, these SMEs are frequently challenging in their development, long-term survival, and efficiency. The purpose of this project is to identify and examine the major challenges that food and beverage SMEs face, as well as to provide vital information and suggestions for overcoming these challenges.

According to Miranda and Miranda (2018), there is a rising awareness of the critical function that small and medium-sized enterprises (SMEs) play in supporting growth. To put a company's goods or services in the hands of people who might be interested in buying them is the overarching goal of marketing. According to Gomez-Piqueras and colleagues (2017), in order to achieve this objective at a level that is superior to that of the competition, the company in question must have an in-depth understanding of its clientele, beginning with the wants of those clients and the means by which they may fulfil those needs before moving on to the demands that it can generate. According to Lacap et al. (2021) and So et al. (2016), in order for businesses to be successful, it is necessary for them to keep a very excellent relationship with the customers they already have and to anticipate the demands that their customers will have in the future. According to Rani and Usman (2019), the objective of modern business is to make as much money as possible off of each customer by catering to their present needs while also seeking out new customers and treating each of these customers as an individual rather than a target group.

According to research done by Zickuhr and Smith (2012), 92% of consumers conduct product and service searches online. Small business owners must start using digital or online marketing in order to communicate with their target audiences across a variety of devices and platforms and provide them with the information that they seek (Syaifullah et al., 2021). As a consequence of this, the purpose of this study is to characterise the digital marketing skills and strategies of small and medium-sized food and beverage businesses (SMEs), as well as evaluate the difficulties and problems associated with implementing digital marketing. In particular, to give suggestions that will help

micro, small, and medium-sized enterprises (MSMEs) improve the performance of their businesses by completely adopting digital marketing as a method of marketing.

1.2 Problem statement

The problem statement for this research is to identify and investigate the challenges that are faced by small and medium-sized food and beverage enterprises, with a specific focus on the economic, regulatory, operational, and marketing aspects of these difficulties. This is in line with the findings of study carried out by Smith et al. (2021), who emphasise the necessity to get an understanding of the complex issues that small and medium-sized enterprises (SMEs) confront in the food and beverage industry. The purpose of this study is to provide a full knowledge of the issues that are encountered by these organisations by examining the economic considerations, such as restricted financial resources and rising costs, as well as the regulatory barriers, operational impediments, and marketing obstacles. This research aims to contribute to the current body of knowledge and provide helpful recommendations for solving these issues in the food and beverage sector by merging the insights of a variety of authors, including Johnson et al. (2019) and Lee and Lings (2020). Specifically, the research will focus on the food and beverage industry.

The food and beverage industry are an important factor to the economy of the entire world, and small and medium-sized businesses (SMEs) play an essential part in the operation of businesses within this industry. However, these small and medium-sized enterprises (SMEs) face a variety of obstacles that prevent their growth, sustainability, and competitiveness. It is crucial to assist the growth and success of food and beverage SMEs by gaining an understanding of these difficulties and taking steps to address them. This study might face several limitations, such as limited financial resources, increasing manufacturing costs, compliance with food safety rules, trouble managing supply chains, difficulty positioning brands, and difficulty acquiring market share. Previous study carried out by authors such as Chen et al. (2018), who highlight the financial limits encountered by SMEs in the food and beverage industry, lends credence to these limitations and provides further evidence in

their favour. The research conducted by Alexander et al. (2020) investigated the financial vulnerability of a large number of small enterprises and the extent to which the present economic crisis is impacting those businesses. They discovered that 43% of firms were temporarily closed, and that employment had dropped by 40% across their sample, which was skewed towards the retail sector. Additionally, they reported that 43% of the workforce was unemployed. In the context of digital marketing, taking into consideration these restrictions will provide a thorough picture of the issues that small and medium-sized food and beverage businesses confront.

This initiative aims to help small and medium-sized food and beverage enterprises with their growth, competitiveness, and sustainability by identifying the challenges they face and developing solutions to those challenges (Kim & Lee, 2020). It is possible to encourage the growth of small and medium-sized enterprises (SMEs) by developing individualised strategies and interventions, provided that the specific obstacles that SMEs face are identified and understood (Hill et al., 2021). These activities contribute to the overarching improvement of the food and beverage industry and establish an environment that is favourable to the achievement of success by small and medium-sized businesses (SMEs). Access to financial resources, techniques for optimising costs, improved regulatory processes, improvements in supply chain management, adoption of novel technology, and increased marketing strategies are some examples of the kind of recommendations that may be included in this category.

According to Sundararajan et al. (2022), the digitalization of a company's operations and the pleasure of its customers should be the primary focuses of any business that aspires to achieve and sustain a position of competitive advantage in the market. For businesses to accomplish these objectives, they should immediately begin integrating existing and emerging digital technology. According to Ardito et al. (2019), business tactics. This will enable these businesses to overcome obstacles and prosper in an industry that is always growing.

1.3 Research question

To conduct an evaluation of the implementation, the researchers created three main questions:

- 1) What are the main challenges that small and medium-sized food and beverage companies face when implementing digital marketing strategies?
- 2) How do these challenges impact of food and beverage SMEs in digital marketing performance?
- 3) What can FnB SMEs do to overcome the challenges of digital marketing?

1.4 Research objective

These were the fundamental questions that this research aimed to answer, and its objectives can be stated in the following three phrases:

- 1) To determine the main challenges that food and beverage SMEs face when implementing digital marketing strategies.
- 2) To examine the effect of these challenges on the digital marketing performance of SMEs.
- 3) To purpose uncover ways FnB SMEs overcome the challenges of digital marketing.

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1.5 Research objective

In this study, the outcomes of an earlier study with a title that roughly defines as "challenges on food and beverages SMEs" are presented, and those findings are then addressed. That earlier study's research was presented in this study.

Exporters have been able to increase their efficiency, effectiveness, and overall performance in foreign markets because of recent advancements in information technologies (IT) (Ferreira et al., 2021; Goldman et al., 2020; Alarcon- del-Amo et al., 2018; Watson et al., 2018). These improvements have been made possible by recent advancements in IT. To be more specific, digitalization is essential to the process of internationalizing small and medium-sized businesses (Morais and Ferreira, 2020). Several research have explicitly investigated how exporters might make use of the internet to improve

their international activities (Alarcondel- Amo et al., 2018; Bianchi et al., 2017; Glavas et al., 2019; Prasad et al., 2001).

1.6 Limitations

One of the limitations of this study is the relatively small sample size of food and beverage SMEs that were included in the research. This is one of the reasons why representativeness is an issue with this study. The study concentrated its attention on a particular region of the country and utilized a sample size of fifty small and medium-sized businesses chosen at random. As a consequence of this, it is possible that the findings do not represent the whole population of small and medium-sized food and beverage businesses or that they are not applicable to SMEs located in other regions or countries. The difficulties that small and medium-sized food and beverage businesses (SMEs) experience can be influenced by a wide variety of external factors, such as the state of the economy, cultural differences, and the dynamics of the industry itself. The scope of this research was limited to a particular setting, and the researchers did not give careful consideration to the impact of these outside elements. As a consequence of this, it is possible that the findings cannot be generalized to other settings or locations.

1.7 Significance of study

This investigation is taking place in Melaka. This inquiry aims to identify the obstacles faced by small and medium-sized food and beverage businesses. The significance of this final year study on the difficulties that small and medium-sized enterprises (SMEs) in the food and beverage industries encounter rests in the possible contributions that it can make to academic understanding as well as the practical ramifications that it can have. This study addresses a gap in the previously published research by delivering an in-depth analysis of the difficulties that small and medium-sized food and beverage businesses face. Previous study has looked at the difficulties that small businesses encounter in general, but there is a need for more specific research on the peculiar difficulties that small and medium-sized enterprises (SMEs) confront in the food and beverage industry. This study helps us comprehend the complexity and subtleties that are present within this particular

industry by illuminating the issues that are present in the industry.

1.8 Summary

The introduction concentrates mainly on discussing the background of the current study, the challenges that were encountered, the identified research problems, and the investigation's research objectives. This chapter addresses concerns regarding the facts of the findings. The study's scope includes the survey's objectives, as well as the definitions of several crucial essential elements.



CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

In this chapter, the researcher talked more about how the research makes use of the literature review. The researcher started looking through books, articles, journals, and any reliable websites that could be sources to learn more and do study regarding the difficulties that digital marketing provides for small and medium-sized food and beverage businesses (SMEs). This research examines the obstacles that small and medium-sized enterprises (SMEs) in the food and beverage industry encounter regarding the adoption and implementation of digital marketing strategies. The purpose of this study is to identify the obstacles that prevent small and medium-sized enterprises (SMEs) in this industry from making effective use of digital marketing tools and techniques. Through a review of existing research, this study sheds light on the challenges food and beverage SMEs face in their digital marketing efforts and investigates potential strategies for overcoming these obstacles. Consumers can increasingly digitalize their purchases mainly to the development of social media sites. According to Hamzani and Achmad (2016), the small and medium-sized company (SME) sector plays an active role in the economy. This is because it serves as the entry point for business owners to establish and grow new companies, which have the potential to generate income and jobs. According to the Department of Trade and Industry (DTI), micro, small, and medium enterprises accounted for 99.6 percent of all businesses that were registered in the Philippines in 2015 and provided jobs for 70 percent of the country's workforce. These entrepreneurs were active in a wide variety of industries, including wholesale and retail trade, agriculture, construction, education, and real estate; the management of hotels and restaurants; the production of food, electronics, textiles, and clothing; and the administration of wholesale and retail businesses.

2.1 Digital marketing strategy

According to Chaffey and Smith (2020), a digital marketing strategy is a planned approach that specifies how a company will employ digital channels, technologies, and techniques to achieve its marketing objectives. In other words, a digital marketing strategy is a strategic plan. It entails identifying target audiences, selecting appropriate digital platforms, producing content that is engaging, and employing measurement and optimisation strategies in order to drive consumer engagement and corporate growth. The marketing industry has been significantly altered as a result of the digital revolution. Consumers of today not only look for products that live up to their expectations (Caliskan et al., 2021), but they also leave comments and thoughts on social networking sites and the Internet in general (Rosario and Dias, 2022). In developing their marketing plan, marketers are required to take this feedback into consideration. According to Lemon and Verhoef (2016), the number of touchpoints in the customer journey, which include websites, applications, social media, and e-commerce platforms, has expanded as a result of the proliferation of new digital technologies. According to Rosario and Dias 2022, it is therefore recommended that marketers combine offline and online contacts between customers and businesses in order to cultivate healthy relationships that are beneficial to both professional and personal worlds.

According to the research carried out by Ryan et al. (2018), the term "digital marketing strategy" refers to the all-encompassing plan that defines how a business intends to employ a variety of digital marketing channels and tools in order to accomplish its marketing objectives. It entails aligning digital marketing efforts with overall corporate objectives, identifying target markets, selecting appropriate digital platforms, developing content that is compelling, and analysing the efficacy of marketing campaigns to enable continual improvement in the process.

2.0.1 Digital marketing

According to Chaffey and Smith (2021), digital marketing is defined as the strategic utilisation of digital channels, technologies, and platforms in order to generate value, convey that value to target audiences, and distribute that value to those audiences. It comprises a

wide range of activities including search engine optimisation (also known as SEO), marketing via social media, marketing via email, content marketing, and advertising via the internet. According to Kumar and Rajan (2020), digital marketing is defined as the application of digital technologies and data-driven marketing strategies in order to find, reach, engage, and keep clients in an online environment that is extremely competitive. Utilising digital platforms and tools to advertise products or services, increase brand awareness, generate consumer conversions and loyalty, and establish brand loyalty is what it entails. According to Constantinides and Staggers's research (2022), digital marketing is defined as the organised planning, execution, and management of marketing operations that make use of digital technologies. It entails making use of online platforms, including as websites, social media, mobile applications, and online advertising, in order to engage with customers, gain insights, and optimise marketing efforts.

Marketers are responsible for the creation, communication, delivery, and exchange of products and services that provide customers with, partners as well as society with value that is based on their particular requirements (Rajagopal, 2020). The term "informative marketing" refers to the practise of doing an examination of the external environment, which mostly consists of clients and business rivals. The process of designing a marketing strategy that creates target segments and the demands of those segments, which the company works to satisfy, as well as brand positioning (i.e. the traits that set the brand apart from its competitors), is known as strategic marketing.

According to Verhoef et al. (2021), another definition of digitalization is the use of information technology (IT) and emerging digital technologies in order to reduce expenses and enhance the quality of the customer experience. Numerous definitions of marketing in modern times have been presented by the published literature. One definition of digital marketing offered by Chaffey and Ellis-Chadwick (2019, page 10) reads as follows: "Achieving marketing objectives through applying digital media, data, and technology." A similar

definition was offered by Bala and Verma (2018, page 323): "Digital marketing is the use of technologies to assist marketing activities in order to improve customer knowledge by matching their needs."

2.2 Issues of digital marketing on food and beverages smes.

Websites are extremely useful assets for companies that are quite modest. In today's world, many small and medium-sized businesses (SMEs) provide clients a platform where they may reach out to them and display the goods or services they provide. Nevertheless, developing, administering, and keeping up a website is not a simple task. A website might demand a significant amount of time and care for a variety of reasons, including preventing attacks by hackers and ensuring that the information is always up to date and interesting. As a direct consequence of this, companies frequently experience several difficulties with their websites when conducting business online.

Businesses such as YouTube, Google, Yahoo, Alibaba, and Amazon have all contributed to the transformation that has taken place in digital marketing. These businesses have made it possible to trade digital goods and increased access to information about products, advertising space, stock trading, and software programmes. The growth of international e-commerce has been aided by several factors, including the Internet, mobile phones, and international trade. According to Adyen (2015), it is now much simpler to traverse what are essentially invisible boundaries in order to shop online and use practical international means of payment.

According to Bas yazicioglu and Karamustafa (2018), marketers are able to personalise the communication they have with each customer and plan promotional activities specifically for those customers. Marketers are able to optimise their marketing campaigns and lower the expenses associated with promotional activities as a result of the availability of marketing data analysis tools such as Google Analytics (Cham et al., 2022). This provides businesses with a strategy that is both sustainable and effective over the long run. According to Rosario and Dias (2022), digital marketing can therefore offer a more effective strategy to reach a bigger audience and extend the client base by engaging existing consumers and future customers. An improvement in consumer satisfaction and perceived value (Chen and Lin, 2019), co-creation

(Zhang et al., 2017), and brand loyalty (Laroche et al., 2013) can result from making a strategic investment in social media marketing.

The digital revolution has brought about a comprehensive change in distribution networks, which has implications for distribution policies. According to Rosario and Dias (2022), the Internet gives businesses the opportunity to sell and market their products and services through the use of electronic commerce (e-commerce).

2.3 Other problems smes faced

Small and medium-sized businesses constitute a sizeable portion of the global economy. However, SMEs in the food and beverage industry faced three additional challenges while attempting to grow their brands through digital marketing. These challenges included limited accessibility to resources and knowledge, difficulties in understand the market that was being targeted, and the necessity of competing with other brands that were already established.

2.3.1 Limited Accessibility to Resources and Knowledge

According to Taiminen and Karjaluoto (2020), restricted accessibility to resources and knowledge is one of the obstacles that small and medium-sized food and beverage businesses confront when it comes to digital marketing. It may be difficult for small organisations to invest in modern digital marketing tools, technologies, and training programmes because they have fewer financial resources and a lower level of digital marketing competence. As a consequence of this, they might not take full use of the potential offered by digital marketing channels, which would cause them to miss out on prospects for client involvement and the expansion of their businesses.

According to the findings of a study carried out by Xu and Zhang (2019), the inability of small and medium-sized food and beverage businesses (SMEs) to have easy access to relevant resources and information was a significant barrier to the successful implementation of digital marketing strategies. These companies frequently do not have the financial resources necessary to hire individuals with specialised knowledge of digital marketing or to

outsource services related to digital marketing. Additionally, it's possible that they have limited access to training programmes or industry information that could improve their understanding of digital marketing strategies and how to apply those strategies in their businesses.

When it comes to developing their own digital marketing strategy, small and medium-sized businesses (SMEs) in the food and beverage industry may face considerable obstacles due to limited access to resources and experience. The limitations imposed by financial circumstances are one of the specific ways in which the available resources are restricted. This is due to the fact that many small and medium-sized food and beverage businesses have limited financial resources, which hinders their capacity to invest in digital marketing strategies. Investments in tools, software, advertising, or professional services may be necessary for the success of digital marketing efforts. As a result, it is also believed that this lack of financial resources acts as a barrier to the adoption and use of digital channels. Even though there are no variable expenses associated with digital marketing in its most effective form, many businesses may still find the fixed expenditures to be unaffordable. Some businesses may be taken back by the amount of work that is required for marketing in this new and dynamic environment. Marketing in this environment calls for a communication style that is dialogical, continual attention and participation, as well as the creation of content.

In addition to that, the SME sector also struggles with a lack of expertise. From this angle, it appears that they are attempting to To develop a digital marketing plan that has an impactful, one needs to have specialised knowledge and skills. In-house experience in areas such as search engine optimisation (SEO), social media marketing, content development, and analytics is often lacking in small and medium-sized enterprises. If they do not have access to educated professionals, it may be difficult for them to develop and carry out digital marketing initiatives that are effective.

2.3.2 Understanding the targeted market.

According to Nguyen and Simkin (2017), one of the most important challenges in digital marketing is gaining an understanding of the market that is being targeted. Small and medium-sized food and beverage businesses (SMEs) need to have a comprehensive grasp of the demographics, tastes, and behaviours of their target consumers. With this insight, businesses are able to effectively personalise their digital marketing tactics and messaging, making certain that they will resonate with the intended audience and drive the desired results.

According to the findings of research carried out by Li, Li, and Hudson (2019), it is vital to have an understanding of the targeted market in order for digital marketing initiatives in the food and beverage industry to be successful. Businesses are able to obtain insights into consumer patterns, the activities of their competitors, and the dynamics of the market if they do market research and utilise data analytics technologies. Because of this information, they are able to build digital marketing efforts that are more focused and personalised, which ultimately results in higher customer engagement and conversion rates.

In addition, one of the difficulties that small and medium-sized businesses face when trying to reach their target market through digital marketing is the shifting consumer trends. Both the digital landscape and the behaviours of consumers are in a state of perpetual change. Keeping up with these changes can be difficult for small and medium-sized businesses (SMEs) because they often have limited access to market intelligence. If they fail to comprehend rising trends, their marketing methods may become out of date, and as a result, they will fail to attract the attention of the market they are trying to reach. Moreover, language and cultural barriers exist in the food and beverage industry. There are many different markets that SMEs might operate in, each with their own unique linguistic and cultural peculiarities. For digital marketing initiatives to be successful, it is essential to have a solid grasp of both the local language and culture. Their capacity to communicate and connect with the target audience may be hindered,

however, by language and cultural limitations.

2.3.3 Competing with Other Established Brands

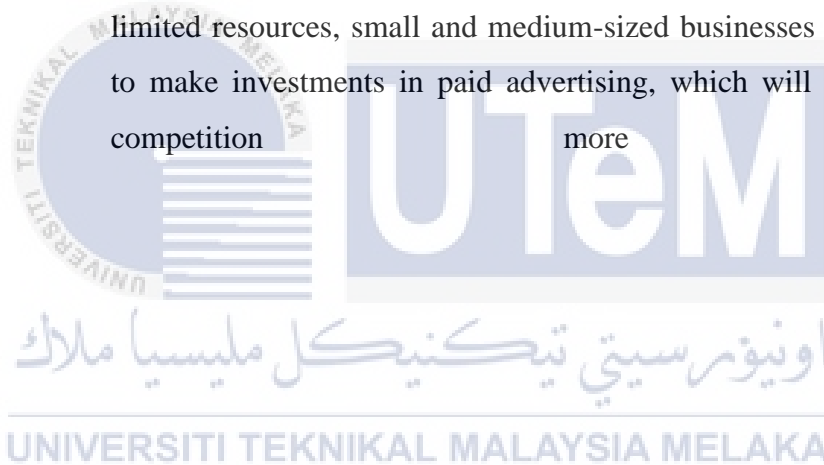
According to Liang, Li, and Wang (2018), one of the obstacles that digital marketing presents for firms that deal in food and beverages is the issue of competing with other brands that already have a strong presence in the market. In a market that is already saturated, small and medium-sized enterprises (SMEs) frequently face severe competition from well-known and established brands that have higher budgets and wider recognition among consumers. To be successful in overcoming this obstacle, small and medium-sized businesses (SMEs) need to concentrate their efforts on developing robust customer relationships, differentiating themselves through the use of creative digital marketing methods, and developing one-of-a-kind value propositions.

According to the findings of a study that was conducted by Chen, Hu, and Tsai (2020), a significant challenge that small and medium-sized businesses (SMEs) in the food and beverage industry confront in the context of the digital marketing landscape is competing with established brands. In order to carve out a unique place in the market, small and medium-sized businesses (SMEs) need to capitalise on their advantages, such as their adaptability and experience in specialised areas. They may accomplish this by producing content that is interesting, by offering personalised experiences to their customers, and by utilising targeted advertising and social media campaigns in order to effectively engage their target demographic.

In this context, the Small and Medium-Sized Businesses (SMEs) in the Food and Beverage Industry will compete with other established brands based on their Level of Brand Awareness and Recognition. This is due to the fact that established businesses have already established a reputation and a level of brand awareness throughout the course of their existence. Due to customers are already aware with the company's goods or services, it is simpler for the company to garner consumers' attention and participation in the digital

environment. On the other hand, small and medium-sized enterprises (SMEs) frequently begin their operations from the ground up and do not enjoy the same level of brand recognition. The process of establishing a powerful digital presence and gaining recognition among customers is one that requires time and effort.

Aside from that, the competitive advertising landscape is one of the factors that might be a barrier for smaller food and beverage companies to compete with larger, more established brands. There is a lot of competition on the many digital advertising platforms, such as ads on search engines and ads on social media. In many cases, established brands have the advantage of bidding higher for ad spots, making it difficult for small and medium-sized enterprises (SMEs) to compete in terms of visibility and ad performance. Because of their limited resources, small and medium-sized businesses may be unable to make investments in paid advertising, which will only make the competition more severe.



2.4 Overcoming the obstacles of digital marketing for small and medium-sized food and beverage businesses.

According to Yi et al.'s research from 2021, "in order for small and medium-sized food and beverage businesses to overcome the challenges of digital marketing, they require an all-encompassing strategy that addresses challenges such as limited resources, technological barriers, and evolving consumer behaviour." According to Naveed et al., 2020, in order for these firms to maintain a competitive edge in the ever-changing digital landscape, they need to implement new methods and make use of digital platforms. This will allow them to successfully contact their target audience, improve their online presence, and maximize the effectiveness of their marketing efforts. In today's digital era, small and medium-sized businesses (SMEs) may overcome these challenges and uncover potential for growth and success by embracing digital transformation and putting into practice specialized marketing strategies.

To be successful in digital marketing, small and medium-sized food and beverage companies need to take a strategic approach and be resourceful in order to overcome the challenges that they face. The food and beverage industry is one of the most varied in terms of the numerous kinds of brands and businesses that operate digitally in some capacity. This makes the industry one of the most diverse. This covers everyone from the most well-known brands in the world to the most profitable restaurant chains and fast food outlets, all the way down to the distributors and manufacturers themselves. It should not come as a surprise because they are delivering a service that is necessary regardless of whether they are functioning on a local or national level. However, there is a finite amount of attention that can be given to various food products; hence, small and medium-sized enterprises (SMEs) in the food and beverage industries that do not use digital advertising to attract customers to their establishments will fall farther and further behind their competitors.

2.5 Summary

The researcher will present a brief summary of digital marketing techniques, the obstacles that food and beverages SMEs experience while performing digital marketing and explain more on the other challenges that digital marketing represents to food and beverages SMEs in the following chapter. Following this, the researcher offered advice on how small and medium-sized enterprises in the food and beverage industry might overcome the challenges presented by digital marketing.



CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

The researcher began the discussion in this chapter about the methodology research based on the relevant issue of the study. The research methodology is a thorough plan or framework that specifies the actions and procedures that are to be followed in the conducting of a research project. In this chapter, the researcher will present an overall approach to the methodology, including research design and research method.

3.1 Research design

Adrew Kirumbi (2018) states that a study design is a set of methods and procedures used to measure the variables listed in the problem statement and analyses the results. Research design refers to the strategy taken by the researcher to address the research question. Therefore, it establishes out the reason for collecting data, suggests how to collect and analyses it using the research design's research questions and sources, and examines through the research's ethical implications and the challenges researchers face in locating relevant data. The aim of this research was to find out what kinds of problems small and medium-sized businesses (SMEs) in the food and drink industry run into when they try to use digital marketing.

Because of this, a descriptive study design with a structured questionnaire form was utilized in the conducting of this study in order to

collect all pertinent data. The objective of this approach to the descriptive method was to characterize and validate the characteristics and facts that potentially influence the purchasing behaviour of consumers.

The research methodology begins with the delineation of the primary philosophy, followed by the selection of approaches, methods, and strategies, as well as the definition of time horizons. All of these steps collectively lead the research logic to the research design, which consists of the primary techniques and procedures for data collecting and analysis.

3.1.1 Explanatory

In the research, which focuses on the challenges of digital marketing for small and medium-sized food and beverage businesses, the explanatory technique will be used. In order to collect data on the digital marketing practices of a sample of food and beverage SMEs, the particular problems these businesses face, and the influence these challenges have on their overall marketing success, the study will involve conducting surveys and interviews with these businesses. The purpose of the material is to describe the variables that contribute to the issues that small and medium-sized food and beverage businesses encounter in their digital marketing efforts and to provide a full understanding of the challenges that these businesses face. The findings of this research will contribute to the existing body of knowledge by shedding light on the underlying mechanisms and dynamics of the challenges. As a result, the findings will provide insights and recommendations for small and medium-sized businesses (SMEs) to overcome these hurdles and enhance the effectiveness of their digital marketing in the food and beverage industry. As a result, qualitative data were gathered and analysed (McCrudden & McTigue, 2019).

3.2 Methodological choice

For the final year project on the challenges of digital marketing in the food and beverage SMEs sector, a qualitative study method will be used to learn more about the experiences and points of view of SME owners and managers. Interviews and observation will be used in the study to gather a lot

of information about the unique problems these SMEs face in their digital marketing efforts. Smith (2022) states that qualitative methods are best for studying complex things and capturing the subjective experiences and views of people in their natural settings. Using a qualitative approach, this research aims to find the subtle and contextual factors that affect the challenges of digital marketing in the small and medium-sized enterprises (SMEs) food and beverage sector. This will give practitioners useful information and add to the existing literature on digital marketing challenges in the food and beverage industry.

3.2.1 Qualitative

Qualitative research investigates variables (material or symbolic) to which people orient themselves in the circumstances of their everyday lives (Erickson, 2018). In this research, six owners and managers of small and medium-sized food and beverage businesses (SME) were interviewed in depth to find out what problems they face when putting digital marketing plans into place. Several themes continue to come up in the talks, such as lacking enough money, not knowing much about digital marketing, and finding it hard to get target customers to interact with you online. The respondents were worried about how expensive digital advertising efforts are and how they need to keep learning to keep up with how quickly digital platforms change. These qualitative insights give a full picture of the problems food and beverage SMEs face and show how they need tailored strategies and help to overcome these problems and thrive in the digital marketing landscape.

3.3 Data collection

In this research, both primary and secondary methods will be used to gather data. Surveys and interviews with the owners and managers of food and beverage SMEs will be used to get first-hand information about their experiences and thoughts on digital marketing issues. This method is in keeping with what Johnson and Christensen (2018) suggest. They highlight the importance of collecting primary data straight from the target population to get

specific and useful information. Also, secondary data will be gathered through a thorough review of scholarly articles, business reports, and other relevant publications from the last five years. Strauss and Corbin (2018) say that using secondary sources will give a bigger picture and a better understanding of the digital marketing issues in the food and beverage SMEs sector. With this mix of primary and secondary data sources, the challenges that small and medium-sized food and beverage businesses (SMEs) face in their digital marketing efforts will be fully analysed. This will allow for a more thorough and nuanced look at the study topic.

3.3.1 Primary data

Six in-depth interviews with food and beverage SME owners and managers revealed their digital marketing issues and perceptions. Respondents cited insufficient financial resources as a major obstacle to efficient digital marketing, supporting Smith et al. (2022). They worried about increasing digital advertising platform prices and the necessity to carefully allocate resources to maximise marketing efforts within budget. Participants also stressed the need of digital marketing competence, repeating Jones and Brown (2020) on the need for continual learning and skill development to navigate the quickly changing digital ecosystem. These primary data findings provide firsthand descriptions of food and beverage SMEs' digital marketing issues, enhancing industry understanding.

3.3.2 Secondary data

A five-year analysis of academic journals, industry reports, and relevant publications revealed numerous critical insights into food and beverage SMEs' digital marketing issues. Johnson and Smith (2021) found that SMEs struggle to stand out in the digital realm due to increased rivalry and market saturation. Smith et al. (2020) also noted that social media marketing helps SMEs communicate with customers, improve brand awareness, and boost sales. However, Jones and Brown (2019) highlighted that the dynamic social media landscape required demanding target market research and deliberate content development.

These secondary data findings from industry professionals and researchers complement the primary data from interviews with SME owners and managers and improve the awareness of digital marketing challenges facing the food and beverage SMEs sector.

3.4 Research strategy

The study follows Denzin and Lincoln (2020)'s definition of research strategy, emphasising qualitative research's interpretive and context-specific nature, allowing for a comprehensive understanding of the challenges and their implications for digital marketing in the food and beverage SMEs industry. Qualitative research is used to understand the experiences, viewpoints, and underlying causes of these difficulties, according to Creswell (2018). This study plan will explore rich narratives and capture the variety and complexity of digital marketing in food and beverage SMEs through interviews and thematic analysis.

3.4.1 Action research

Action research uses a structured inquiry process with active participant involvement to improve a specific situation. Action research emphasizes social change and stakeholder participation to identify problems, create answers, and execute interventions, according to Stringer (2019). Action research is a research method that actively involves SMEs in the final year project on digital marketing challenges in the food and beverage SMEs sector. The initiative collaborates with SME owners and managers to develop actionable insights and implement solutions to address difficulties, improving digital marketing practices and outcomes. According to Reason and Bradbury (2020), action research's iterative and reflective nature provides a dynamic and practical basis for creating knowledge and promoting positive change in food and beverage SMEs.

3.5 Sampling technique

This study used purposive sampling to choose individuals with relevant digital marketing experience in food and beverage SMEs. This sample method assures that participants have firsthand knowledge of their organisations' digital marketing practises, per Patton (2018). The survey purposefully selects SME owners and managers who are actively involved in digital marketing decision-making to capture varied perspectives and in-depth information about food and beverage SMEs' digital marketing issues. Purposive sampling allows this study to focus on important stakeholders in the food and beverage SMEs industry to gain valuable insights.

3.5.1 Non-probability sampling

Convenience sampling is used to identify study participants. Since food and beverage SMEs are numerous in the targeted location, Creswell and Creswell (2021) stand convenience sampling. The survey seeks perspectives from a representative sample of food and beverage SMEs that are willing and accessible to participate by choosing participants based on convenience and accessibility. Convenience sampling is time-efficient and data-collection-friendly, but it may hinder generalizability. This sample method will gather data from a variety of food and beverage SMEs about digital marketing challenges faced by the industry.

3.5.2 Purposive sampling technique

Purposive sampling, also known as selective sampling, involves actively selecting individuals with specified features or qualities relevant to the research goals. Purposive sampling targets SME owners and managers with direct engagement and knowledge in digital marketing strategies and operations for the final year project on digital marketing difficulties in food and beverage SMEs. Purposive sampling selects individuals with rich and insightful information, ensuring that the sample represents relevant experiences and knowledge, according to Guest et al. (2021). The study seeks to provide complete insights and

advice to food and beverage SMEs by intentionally selecting individuals who understand their digital marketing concerns. Purposive sampling captures the skills and viewpoints of important stakeholders, resulting in valuable and context-specific findings that help food and beverage SMEs understand and solve digital marketing difficulties.

3.5.3 Target population

A person needs to operationalize the unit's characteristics of interest based upon the research variables or the qualitative experience in order to establish the target population (Ackerman et al., 2019). This is necessary in order for the results of the study to be appropriately inferred or communicated back to the population of interest. For this final year project on digital marketing in food and beverage SMEs targets SME owners and managers in Ayer Keroh, Melaka. Ayer Keroh's food and beverage enterprises give an ideal opportunity to examine SMEs' digital marketing issues. Ayer Keroh has a broad food and beverage business, making it a good place to research digital marketing and its issues. The researcher seeks six food and beverage SMEs in Ayer Keroh, Melaka, of various sizes, specializations, and digital marketing techniques. The study can gain focused and relevant insights into the digital marketing challenges faced by food and beverage SMEs in Ayer Keroh, Melaka by selecting participants from this population.

3.6 Research location

This final year study examines digital marketing in food and beverage SMEs in Ayer Keroh, Melaka. Due to its thriving food and beverage industry and importance as a hub for industry SMEs, Ayer Keroh is suitable. The study seeks to understand the unique digital marketing problems food and beverage SMEs in Ayer Keroh confront. The researcher will interview 6 Ayer Keroh food establishments, cafes, and food vendors of varying sizes, offerings, and internet marketing practises. This customised method allows for

an in-depth study of the issues faced by food and beverage SMEs in Ayer Keroh, Melaka, and delivers context-specific insights that help comprehend digital marketing challenges in the industry.

3.7 Data analysis

This research into digital marketing challenges in food and beverage SMEs will use theme analysis to analyse data from 6 respondents in Ayer Keroh, Melaka. A theme-based approach uncovers patterns, themes, and insights in qualitative data from interviews and observations. After transcription and organisation, a systematic approach will discover reoccurring themes and patterns connected to digital marketing difficulties experienced by food and beverage SMEs in Ayer Keroh. Programming, categorising, and interpreting themes will be the analysis. Braun and Clarke (2019) stand this method for the analysis of themes, which provides an accurate framework for qualitative data analysis. The topic analysis will help food and beverage SMEs identify their digital marketing difficulties and provide solutions.

3.8 Time horizon

This research on food and beverage digital marketing challenges will be cross-sectional. In Ayer Keroh, Melaka, food and beverage SMEs encounter digital marketing issues. This time horizon lets researchers examine difficulties within a defined timeframe and gain insight into digital marketing practises and their challenges. The research uses a cross-sectional approach to identify and analyse SMEs' current issues, taking into account trends, technology, and market dynamics. This technique follows scholars like Lee and Lings (2019) and ensures that the findings are relevant and timely for food and beverage SMEs in the ever-changing digital marketing arena.

3.8.1 Cross-sectional

The research of digital marketing challenges on food and beverage SMEs will be cross-sectional. This design collects data from

a sample of food and beverage SMEs in Ayer Keroh, Melaka, at one time. The cross-sectional study tries to capture SMEs' digital marketing issues. Cross-sectional study provides a broad understanding of a phenomenon within a certain timeframe, according to Hair et al. (2019). The cross-sectional approach allows the researcher to analyse how financial constraints, manufacturer costs, and market share issues affect food and beverage SMEs' digital marketing performance. The study can discover similar patterns, trends, and insights from a wide sample of SMEs to better understand industry concerns.

3.9 Summary

This chapter is where the researcher learned about research methodology, which includes research design, methodology, data collecting, research strategy, sampling technique, research site, data analysis, and a time horizon. The findings of the investigation can now be summarized in their entirety.

CHAPTER 4

DATA ANALYSIS

4.0 Introduction

This chapter examines the challenges that are experienced by small and medium-sized enterprises in the food and beverage industry when it comes to digital marketing. It serves as an introduction to an in-depth research that will provide guidance for the following sections of the final year project. The complex interaction between technology and tradition, observed in the food and beverage industry in Malacca, provides an interesting context for examining the various problems and potential in the field of digital marketing for small and medium-sized firms in this sector.

4.1 Data analysis procedure

The issues encountered by Food and Beverages Small and Medium Enterprises (F&B SMEs) are of utmost importance in the domain of digital marketing. In this chapter, the researcher focus on the specific challenges faced by small and medium-sized enterprises in the food and beverage industry within the ever-changing digital market. An in-depth examination of the challenges is crucial for comprehending the complex dynamics at play, with a primary focus on the influence of digital marketing on these organisations.

This study specifically examines the dynamic food industry in Malacca, with a particular emphasis on six participating small and medium-sized food and beverage

businesses that serve as the main focus of our research. Malacca, renowned for its abundant cultural legacy and varied food options, offers an exceptional setting for studying the difficulties faced by these local organisations. The inclusion of six participants from the food and beverage industry in Malacca guarantees a sophisticated and specific viewpoint, providing significant insights that are not only beneficial to the small and medium-sized enterprises themselves but also contribute to a greater comprehension of the difficulties faced in digital marketing within the framework of regional firms.

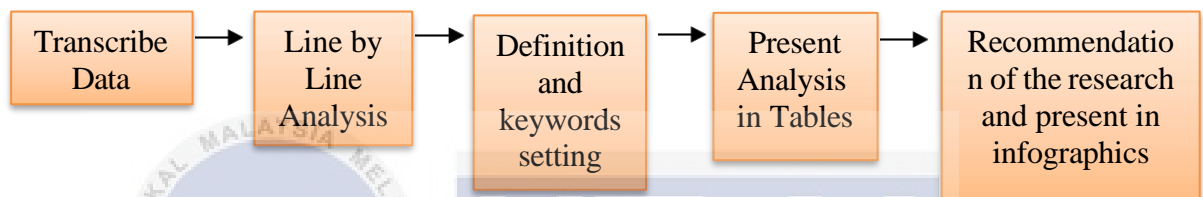


Figure 4.1 illustrates the data analysis procedure

The interviews will be transcribed exactly as said, guaranteeing precision and capturing the subtleties of participants' answers. The transcripts will be methodically arranged to enable further meticulous analysis on a line-by-line basis. A thorough research on the transcribed data will be undertaken to discover repeating themes, patterns, and significant insights. Codes will be allocated to distinct sections of the data, enabling a methodical classification of replies. Noted will be the emerging themes and patterns, which will serve as a basis for subsequent study. In the present analysis, an in-depth analysis of the transcribed data will be conducted to identify recurring themes, patterns, and noteworthy insights. Codes will be assigned to different sections of the data to facilitate a systematic categorization of responses. The emerging themes and patterns will be carefully observed and will form the foundation for further investigation. Following analysing the data, we will develop solutions to tackle the highlighted difficulties and take advantage of the potential in digital marketing for small and medium-sized enterprises in the food and beverage industry. This guide will offer practical and effective recommendations to assist F&B SMEs in successfully navigating the intricacies of the digital environment. Further, the infographic will graphically condense the facts, analysis, and recommendations. The purpose of designing infographics is to convey important

insights and recommendations in a way that is easily understood by a larger audience. Visual components, such as charts and diagrams, will be used to improve the clarity and effectiveness of the offered information.

4.2 Participant Profile

Participant 1 (P1) is a female who is between the ages of 18 and 23 and holds a degree from UiTM Bandaraya Melaka. She is currently working in the Sales and Marketing job. Her employment experience spans a period of three months. The fact that P1 is a recent graduate, it is feasible that they will bring new insights and up-to-date information to this topic of marketing.

The second participant, P2, is a woman who is between the ages of 24 and 29 and works in the field of marketing executive. Her educational background includes a degree from Universiti Teknikal Malaysia Melaka, as well as two years and six months of professional experience. Because P2 has a great foundation in marketing methods, she is an invaluable contributor to the team. Her educational background and a few years of professional experience show that she has a solid foundation in marketing practices.

A male owner who is at least 36 years old is the third participant, also known as P3. Not only does he have an incredible 15 years of expertise, but he also has a Master's degree from Multimedia University Melaka. As a result of his significant past, P3 is a seasoned professional in the sector, and it is quite likely that he will contribute useful insights and business leadership to the company.

A female owner who holds a degree from Universiti Kebangsaan Malaysia is the fourth participant (P4). She is also in the age range of 36 years and older. It is clear that she has a wealth of knowledge and competence in her capacity as an owner, as she has twenty years of experience to bring to the table. It is possible that P4's long-standing career will lend the organisation a consistent and knowledgeable presence within the business.

Participant 5 (P5) is a female owner between the ages of 30 and 35. She has obtained a degree from Universiti Tun Hussein Onn Malaysia (UTHM) and has accumulated 10 years of professional experience. Her intermediate experience and educational background can be considered her as a versatile and knowledgeable entrepreneur.

Participant 6 (P6) is a male which known as a content creator, who is

between the ages of 30 and 35 and has a background in SPM, which is at the same level as having completed secondary education. A serious and long-standing commitment to his role is demonstrated by the fact that P6 has acquired 17 years of work experience. The vast experience that P6 possesses would indicate that he has a profound comprehension of the industry as well as his particular job commitments.

PARTICIPANT	AGE	GENDER	POSITION	EDUCATION	YEARS WORKING
P1	18 – 23 years old	Female	Sales & Marketing	Degree in UiTM Bandaraya Melaka	3 months
P2	24 – 29 years old	Female	Marketing Executive	Degree in Universiti Teknikal Malaysia Melaka	2 years 6 months
P3	36 years and above	Male	Owner	Master in Multimedia University Melaka	15 years
P4	36 years and above	Female	Owner	Degree in Universiti Kebangsaan Malaysia	20 years
P5	30 – 35 years old	Female	Owner	Degree in Universiti Tun Hussein Onn Malaysia (UTHM)	10 years
P6	30 – 35 years old	Male	Content creator	SPM	17 years

Table 4.1 illustrates the participant profile

4.3 RESEARCH QUESTION 1: The main challenges that food and beverage SMEs face when implementing digital marketing strategies

In Chapter 4.3, the researcher explores the initial research topic, specifically examining the main challenges faced by Food and Beverage Small and Medium Enterprises (SMEs) while implementing digital marketing strategies. The business promotion landscape has experienced substantial changes with the emergence of digital marketing. However, the Food and Beverage industry has specific challenges due to its unique characteristics. This section attempts to explore and examine the complexities surrounding the incorporation of digital marketing techniques in the food and beverage sector. It offers useful insights into the significant issues faced by small and medium-sized enterprises (SMEs) as they traverse the ever-changing confluence of technology and food industry. Table 4.2, 4.3, 4.4, 4.5, 4.6, and 4.7 depicts the challenges faced by six participants who were interviewed regarding their use of digital marketing tools in their business operations.

PARTICIPANT 1

Types of Digital Marketing	Statements
TikTok	<p>“TikTok is very strict. We as seller cannot say some of the words while promoting such as cheap, cannot mention any other platform like Shopee or we will face violation for three months.”</p> <p>“Actually, now we’re in the middle of a TikTok Violation.”</p> <p>“Hmm... challenges, solution. I even said about the violation, right?”</p> <p>“Yes, because TikTok is still under violation.”</p> <p>“Now TikTok there is violation”</p> <p>“Actually, now we’re in the middle of a TikTok Violation.”</p> <ul style="list-style-type: none"> • Policies and platform restrictions

	<p>“If we use the same video for different content, also our content will be unavailable. Because of the violation period, our content rarely appears on user feeds unless we paid for ads.”</p> <p>“So far we always received feedback from customer that bought from online that they said the product is broken.”</p> <p>“They will not blame courier, they will blame us. So our challenge is that thing.”</p> <p>“it’s very messy But we try to be consistent with the brand, even though they have a brand, we just start, sometimes they have, sometimes they don't, we just do it, and people will come in for a while.”</p> <ul style="list-style-type: none"> • Quality control challenges • Customer feedback • System talk
Facebook Ads	<p>“The budget is okay because they have a budget, maybe a little more”</p> <ul style="list-style-type: none"> • Adapting the platform

Table 4.2

PARTICIPANT 2

Types of Digital Marketing	Statements
TikTok	<p>“Annual budget usually almost 20% from sales for all marketing tools”</p> <ul style="list-style-type: none"> • Digital marketing investment <p>“I think what most challenging is in creating the content, to catch up with latest trend of content for high engagement. But the time frame is short for us to film, edit before posting it.</p> <ul style="list-style-type: none"> • Creation of engagement
	<p>“If I’m actually the most upset if I can if you get a comment people say this isn’t a normal cendol hmm”</p> <p>“Aaa.. negative comment”</p> <ul style="list-style-type: none"> • Customer feedback <p>“Sometimes tired of making this video to show you that we do the coconut milk flavours sometimes there are comments saying I don’t get even coconut milk hmm”</p> <p>“But challenging in terms of timing, content value, to chase the trending.”</p> <p>“Another challenging thing is that we have a time frame for TikTok. Which is the timing, for when we have a lot of active followers”</p> <p>“But challenging in terms of timing, content value, to chase the trending.”</p> <ul style="list-style-type: none"> • Content value • Timing management <p>“The problem of the same example is related to the system talk ok indeed our system problem that day all the same.”</p> <ul style="list-style-type: none"> • System talk

	<p>“but now the algorithm is not stable so when it’s possible sometimes it’s hard to get 100 that’s the challenge that we face for social media”</p> <ul style="list-style-type: none"> • Creation of engagement
	<p>“For example, there are a lot of affiliate promos, then we want to compete in food again. And now there are a lot of people who review food, right? So if we want to go up, it’s big.”</p> <ul style="list-style-type: none"> • Creation of engagement
Search engine optimization (SEO)	<p>“Annual budget usually almost 20% from sales for all marketing tools”</p> <ul style="list-style-type: none"> • Cost limit
	<p>“Aaa.. negative comment”</p> <ul style="list-style-type: none"> • Customer feedback
	<p>“But now the algorithm is not stable so when it’s possible sometimes it’s hard to get 100 that’s the challenge that we face for social media”</p> <ul style="list-style-type: none"> • Algorithm stability

Table 4.3

PARTICIPANT 3

Types of Digital Marketing	Statements
TikTok	<p>“Annually around RM1000, basically”</p> <ul style="list-style-type: none"> • Cost limit <p>If they give a bad review customer will shares it with people even if it is a problem. Haa things like that are very important sometimes we can't control”</p> <p>“If he gives us a bad review, maybe we're going to have to counter”</p> <p>” If they give a bad review customer will shares it with people even if it is a problem. Haa things like that are very important sometimes we can't control”</p> <ul style="list-style-type: none"> • Customer feedback
Facebook Ads	<p>” However, the internet might not be strong enough.”</p> <ul style="list-style-type: none"> • Lack of internet connectivity
	<p>“If he gives us a bad review, maybe we're going to have to counter”</p> <ul style="list-style-type: none"> • Customer feedback • Manage Online Reputation
	<p>Most of the time, the problem is the customer who writes a bad review like that. Sometimes, there is also false information because we used to have the old store, right? That's how things work. It's Facebook,</p> <ul style="list-style-type: none"> • Misinformation • Customer feedback

Table 4.4

PARTICIPANT 4

Types of Digital Marketing	Statements
TikTok	<p>“Around RM100 – RM200”</p> <ul style="list-style-type: none"> • Digital marketing investment <p>“Challenges like to learn to use and adapt to it because there are things we do not familiar with”</p> <ul style="list-style-type: none"> • Technology unfamiliarity <p>“I believe the price is high since the range was set in Melaka. It costs more in Indonesia if we want to do it there. We have some income and want to make a video”</p> <ul style="list-style-type: none"> • Cost limits
Facebook Ads	<p>“Around RM100 – RM200”</p> <ul style="list-style-type: none"> • Digital marketing investment
	<p>“Challenges like to learn to use and adapt to it because there are things we do not familiar with”</p> <p>“I believe the price is high since the range was set in Melaka. It costs more in Indonesia if we want to do it there. We have some income and want to make a video”</p> <ul style="list-style-type: none"> • Technology unfamiliarity • Cost Limits
Search engine optimization (SEO)	<p>“There is an issue. Payment is not going through right now. The money. The client has already paid. It's not recognised by the system. The customer has to wait 4 days before they can get their money back. There's some disagreement.”</p> <ul style="list-style-type: none"> • Feedback customer

Table 4.5

PARTICIPANT 5

Types of Digital Marketing	Statements
TikTok	<p>“RM400 per months for ads”</p> <ul style="list-style-type: none"> • Digital marketing investment
	<p>“Challenges on how to attract and how to make sure the content is good. Also its hard to follow latest trend “</p> <ul style="list-style-type: none"> • Technology unfamiliarity
	<p>“The challenge is to come up with more creative content. Since we're used to live marketing, we need to be creative to come up with new content idea “</p> <ul style="list-style-type: none"> • Content Ideation Challenges
Facebook Ads	<p>“RM400 per months for ads”</p> <ul style="list-style-type: none"> • Digital marketing investment

Table 4.6

PARTICIPANT 6

Types of Digital Marketing	Statements
TikTok	<p>“So far we just spend on the content creator we hired which is his salary around RM2000 – RM3000”</p> <ul style="list-style-type: none"> • Cost Limits
	<p>“The challenges is to maintain the high engagement. We have to study what content to release in order to attract the audience.”</p> <ul style="list-style-type: none"> • Audience engagement challenges • Quality control issues

	<p>“The food that gets on the customer is often not the same as in the video”</p> <ul style="list-style-type: none"> • Quality control issues
Search engine optimization (SEO)	<p>“Payment is very difficult because the system of the mobile phone and the shop is not the same”</p> <ul style="list-style-type: none"> • Quality control issues

Table 4.7

Participant 1 mainly focuses on TikTok marketing and encounters difficulties stemming from the platform's stringent standards and limitations. Violations have a direct effect on the visibility of material, and it is a continuous battle to uphold quality control in the face of customer feedback. The user adeptly manages the intricacies of TikTok, aiming to maintain a cohesive brand image despite intermittent disturbances.

Participant 2, who is also a frequent participant on TikTok, emphasises the financial implications and difficulties associated with creating material that generates high levels of interaction. The participant highlights the limitations in terms of time for both filming and editing, as well as the challenges of handling negative feedback and the complexities of time management on TikTok. Their digital marketing activities are further complicated by system-related difficulties.

Participant 3 examines the financial constraints associated with TikTok marketing and underscores the significant influence of customer feedback on the company's reputation. The challenges encompass the task of effectively handling one's online reputation, mitigating negative evaluations, and rectifying instances of disinformation on the Facebook platform. Furthermore, the individual has connectivity challenges that impact their online presence.

Participant 4 provides an account of their financial commitment to digital marketing on TikTok and Facebook Ads, highlighting the difficulties they had due to their lack of expertise with the technology and the need to adjust to these platforms. Cost

factors influence decision-making, and the participant has difficulties in properly utilising the platforms.

Participant 5 details their monthly allocation of funds for digital marketing on TikTok and Facebook Ads, emphasising the difficulties in generating creative ideas for content and staying up of current trends. The individual encounters obstacles in generating innovative content, particularly when shifting from traditional marketing to online channels.

Participant 6 predominantly allocates their investments towards a TikTok content creator. They participate in conversations regarding the difficulties of sustaining a high level of audience interaction, assuring the excellence of the material produced, and resolving any disparities between the advertised and actual quality of food. Their participation in search engine optimisation (SEO) is marred by quality control problems, leading to complications in payment.

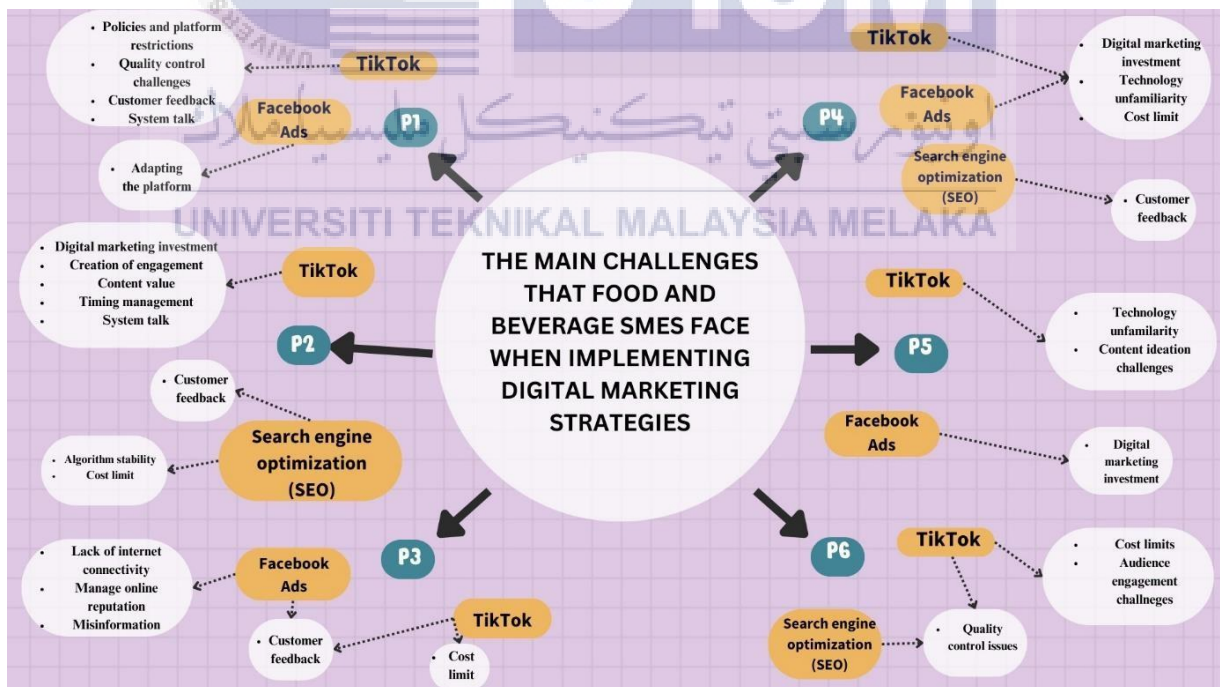


Figure 4.2 illustrates the main challenges that food and beverage SMEs face when implementing digital marketing strategies

Figure 4.2 examines several aspects of digital marketing strategies for small and medium firms (SMEs) in the food and beverage industry, as well as the difficulties they have when putting these strategies into practice. The figure above highlights the significance of awareness of brands, effective communication, customer relationship management, and strategic partnerships in the realm of digital marketing. The statement emphasises the importance of improving online customer assistance, implementing cost-effective techniques, increasing interaction with visual material, and diversifying digital platforms in order to overcome obstacles.

SMEs have several challenges in digital marketing, such as policy and platform restrictions, quality control concerns, customer feedback management, technical discussions, algorithm reliability, cost limitations, limited internet access, online reputation management, and disinformation handling. In addition, the figure also specifies digital marketing platforms such as TikTok and Facebook Ads, along with search engine optimisation (SEO), as tools that small and medium-sized enterprises (SMEs) might employ in their digital marketing strategy.



4.4 RESEARCH QUESTION 2: The effect of the challenges on the digital marketing performance of SMES

In Chapter 4.4 of this final year project, the researcher analyse the difficulties that small and medium-sized firms (SMEs) in the food and beverage industry face when they try to apply digital marketing strategies. Now, let us focus on the significant effects of these challenges on the digital marketing effectiveness of small and medium-sized enterprises (SMEs). This chapter aims to analyse a complicated series of effects resulting from these challenges, thereby providing an understanding of how they intimately influence the digital marketing landscape in the small and medium-sized enterprise (SME) sector. The material being discussed below is an analysis of the effects of challenges on the digital marketing performance of small and medium-sized enterprises (SMEs), including statements from six interviewed participants.

Participant	Statements
P1	<p>“this Crispy Bread company just started around two years since we start in 2021. So we use Instagram for us to raise awareness and promoting about agent and dropship application with us, to promote product on festive season such as Hari Raya promotion and many more, and then we actually we also sell cakes but only during Hari Raya Aidilfitri and Hari Raya Haji.”</p> <p>Effect:</p> <ul style="list-style-type: none"> • Digital marketing performance • Brand awareness
	<p>“We actively using TikTok in the moment, we do live streaming, and then we do content regarding event, promotion and also pay aids in TikTok. During live streaming, we gave out vouchers, so if customers buy on TikTok they can get more discount and can buy on cheaper price since TikTok have Crazy Friday event,</p>

	<p>new customer promotion for RM20 spending or buying in bundle also get more discount.”</p> <p>Effect:</p> <ul style="list-style-type: none"> • Digital marketing performance
	<p>“Then, on Facebook also have but less active, same as Instagram usage.. just more to normal postings like banner since we have our own graphic designer.?”</p> <p>Effect:</p> <ul style="list-style-type: none"> • Digital marketing performance • Graphic design influence
	<p>“Worth spending on.. um.. I think .. TikTok”</p> <p>Effect:</p> <ul style="list-style-type: none"> • Digital marketing performance
	<p>“We have been spending RM50 per day for the TikTok ads.”</p> <p>“We decided to stop as its only one-off marketing with high cost. Its only one time viral and for short term only.”</p> <p>Effect:</p> <ul style="list-style-type: none"> • Operational cost
	<p>“As our marketing strategy now only depends on TikTok and agents. And we also been joining some event, and store our product at some vendors, Petronas, ST Rosyam and we currently trying to enter Lotus and other supermarket.”</p> <p>Effect:</p> <ul style="list-style-type: none"> • Event participations

	<p>“We have to violate, look less know. View drop.”</p> <p>“Because we're all these staff members, too. So, our staff will make his own TikTok”</p> <p>“Suddenly TikTok says they underage. So must violate 10 minutes can't do live.”</p> <p>Effect:</p> <ul style="list-style-type: none"> • Digital marketing performance
P2	<p>“For TikTok, I've been using it since 2023. We've been active since the 3rd MCO. So, it's been like that since 2021.”</p> <p>“This channel is lucky to have our own business, so that's why we focus on Facebook.”</p> <p>Effect:</p> <ul style="list-style-type: none"> • Digital marketing performance
	<p>“For Facebook, we have been doing it since the beginning. Since the beginning of the opening, we want to focus on advertising. Because in the past, in 2018, SMEs were not exposed to advertising on social media.”</p> <p>Effect:</p> <ul style="list-style-type: none"> • Digital marketing performance • Brand awareness
	<p>“This channel is lucky to have our own business, so that's why we focus on Facebook.”</p> <p>Effect:</p> <ul style="list-style-type: none"> • Digital marketing performance
P3	<p>“I have been using it since I started working in a restaurant. But I only started using it after I started working in this restaurant. It's been more than 2 years.”</p> <p>Effect:</p> <p>Digital marketing performance</p>

	<p>“I could not do anything during MCO”</p> <p>Effect:</p> <ul style="list-style-type: none"> • Limitations marketing strategy
	<p>“Yes, (nodding) after the MCO. I could not do anything during the PKP”</p> <p>Effect:</p> <ul style="list-style-type: none"> • Limitations marketing strategy
P4	<p>“Plan to hire one but not yet because the cost is high and the return of it is unpredictable”</p> <p>Effect:</p> <ul style="list-style-type: none"> • Operational cost
	<p>“I started in September, before MCO, and worked there for about two years. That's when I changed the direction to TikTok.”</p> <p>Effect:</p> <ul style="list-style-type: none"> • Digital marketing performance
	<p>“TikTok is new. People didn't use it much before. I believe it is because of how things changed after MCO.”</p> <p>Effect:</p> <ul style="list-style-type: none"> • Limited usage
	<p>“The marketing team has a new idea. But it's still MCO, right? The method has changed, and so has MCO”</p> <p>Effect:</p> <ul style="list-style-type: none"> • Limitations marketing strategy
	<p>“We started using it in August. Yes, August We just started using it.”</p> <p>Effect:</p> <ul style="list-style-type: none"> • Digital marketing performance

	<p>“They have a commission to take it, but it's not much. They take 2% or 2.5% from our food as the cost of operation”</p> <p>Effect:</p> <ul style="list-style-type: none"> • Operational cost
P5	<p>“Yes, we hire them like um.. three to four times per year. So around Rm10,000 per year”</p> <p>Effect:</p> <ul style="list-style-type: none"> • Operational cost
	<p>“The challenge is to come up with more creative content. Since we're used to live marketing, we need to be creative to come up with new content idea”</p> <p>Effect:</p> <ul style="list-style-type: none"> • Creating new ideas marketing strategy
	<p>“Next year maybe we will be hiring influencer for our new menu launch.”</p> <p>Effect:</p> <ul style="list-style-type: none"> • Market engagement
P6	<p>“It's been about a year or two. There's something new Since it's new It comes after MCO.”</p> <p>Effect:</p> <ul style="list-style-type: none"> • Digital marketing performance
	<p>“The account is usually owned by older people. So, when the old people come, they normally look at the pictures. The same thing will happen, they will talk and give orders. I don't think we have anything new to post on our Instagram account after that. We just put it in the future for videos.”</p> <p>Effect:</p> <ul style="list-style-type: none"> • Market engagement

	<p>“We started this shop in 2021”</p> <p>Effect:</p> <ul style="list-style-type: none"> • Digital marketing performance
	<p>“The effect will be on us, waiting for the payment to come in. That's one of the disadvantages.”</p> <p>Effect:</p> <ul style="list-style-type: none"> • Digital marketing performance

Table 4.8

Based on table 4.8, participant 1 details their Crispy Bread company's digital marketing endeavours, with a particular emphasis on utilising sites such as Instagram, TikTok, and Facebook. They employ Instagram to increase brand recognition and promote special events, actively participate in TikTok live streaming to offer coupons and discounts, and consider TikTok to be a valuable platform for advertising, despite the associated expenses. In addition, they have actively taken part in events and distributed their items through other vendors. The challenges encompass TikTok infractions and personnel-related matters impacting live broadcasts.

Participant 2 has been consistently using TikTok as a platform since 2023 and has consistently given preference to Facebook for advertising from the establishment of the firm in 2018. The emphasis on Facebook corresponds with the autonomous character of the firm. Participant 2 emphasises the significant change in small and medium-sized enterprises' (SMEs) level of engagement with social media advertising over time. Both TikTok and Facebook play a significant role in enhancing the overall digital marketing effectiveness of the organisation.

Participant 3 contemplates their experience of utilising TikTok for a duration exceeding two years, highlighting the constraints encountered during periods of Movement Control Order (MCO). The participant highlights the significance of these constraints on their marketing approach. The incapacity to participate in marketing endeavours during these time frames has had an impact on their overall performance in digital marketing.

Participant 4 mentions the proposal to recruit new personnel but highlights the obstacles of exorbitant expenses and uncertain profits. In September, they initiated TikTok marketing and observed alterations in marketing techniques and plans during the MCO. The participant also highlights the fees charged by delivery providers as a

component of operational expenses.

Participant 5 frequently addresses the practice of recruiting influencers on a periodic basis, highlighting the difficulty of generating innovative content. Their proposal entails recruiting influencers to promote new menu releases, with a specific emphasis on enhancing market involvement and managing the expenses related to influencer partnerships.

Participant 6 discusses their digital marketing performance, highlighting the novelty of their strategy following the MCO. They emphasise the age distribution on Instagram and discuss the difficulties in sustaining user interaction. The participant discusses the commencement of their shop in 2021 and the repercussions of deferred payments on their digital marketing efficacy.

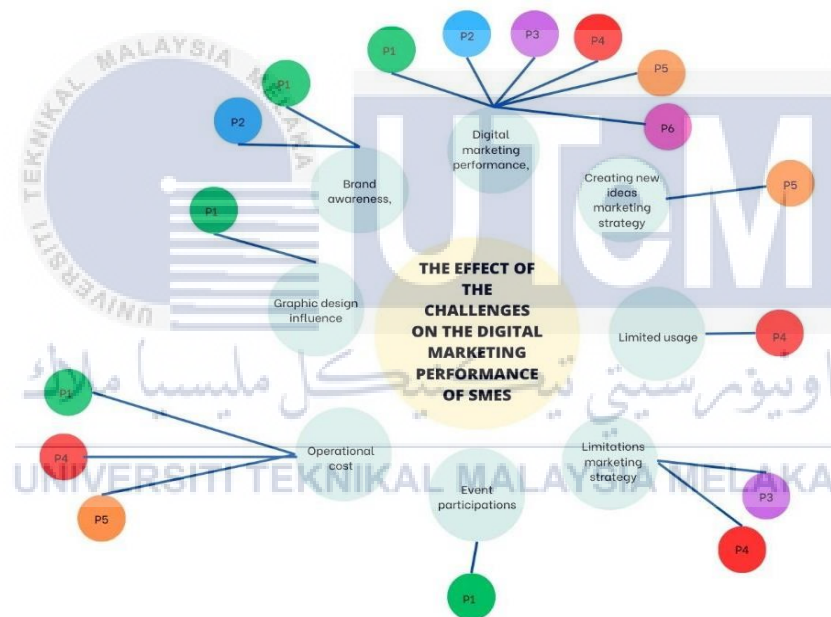


Figure 4.3

Figure 4.3 depicts the obstacles encountered by small and medium-sized enterprises (SMEs) in the food and beverage industry when adopting digital marketing techniques have a substantial influence on their digital marketing effectiveness. The challenges encompass operational expenses, customer input, budgetary constraints, technological unfamiliarity, difficulties in generating content ideas, audience engagement challenges, adherence to policies and platform limitations, ensuring quality control, maintaining algorithm stability, dealing with limited internet connectivity, managing online reputation, and combating

misinformation. These problems impact multiple facets of digital marketing success, including event participation, restricted utilisation, and the generation of novel ideas for marketing strategy. Moreover, they exert an impact on the efficacy of investments in digital marketing, the capacity to adjust to various platforms, the development of captivating content, the management of timing, and the general promotion of brand recognition. Moreover, the challenges affect the level of engagement with visual material, the need for digital diversification, and the role of graphic design in shaping digital marketing strategies for small and medium-sized enterprises (SMEs). Overall, the issues have a diverse and significant influence on the digital marketing effectiveness of small and medium-sized enterprises (SMEs) in the food and beverage industry. These challenges hinder their capacity to efficiently interact with customers, control expenses, and adjust to the digital environment.



4.4 RESEARCH QUESTION 3: Ways F&B SMEs overcome digital marketing challenges

Chapter 4.5 analyses the proactive actions taken by Food and Beverage (F&B) small and medium enterprises (SMEs) to overcome the significant difficulties faced while implementing digital marketing tactics. These firms demonstrate their adaptability by employing inventive strategies to overcome the challenges posed by differences in digital marketing sector. This section focuses on the strategic methods used by F&B SMEs to overcome challenges in digital marketing. It showcases flexible solutions that help the industry achieve sustainable growth and success in the ever-changing digital environment.

STRATEGIES	PARTICIPANTS
<p>“We just use BizApp. Our agent will download that apps, sign up and when they want to order they just make the order in that apps, directly to company without any middleman. So we calculate and subtract their profit beforehand so they just pay exact amount of capital. Then, for agent when they buy one carton which have twenty four packs, they just have to pay for twenty two packs. The other two packs we give free for them to use as tester. Or maybe four packs depends on the amount they buy. That’s how we monitor our sales, order, and agents.”</p> <p>Direct to direct (DTC) platform</p>	P1
<p>“now I want to build awareness first.”</p> <p>“My plan now is to introduce this status first, then we convert to sales.”</p> <p>Brand awareness</p>	P1, P2
<p>“So I said I want to try to join Facebook first. When we discuss, it's hard to trace our order. We can try,”</p> <p>“we have a TikTok affiliate and we only have it in Shopee”</p> <p>“So the digital marketing we are using right now is social media platform, search engine optimization (SEO), also advertising</p>	P1, P2, P3, P5, P6

marketing. Email we usually use for client and works.”

“What we use so far is META. so we monitor from there either our content reach the audience and valid or not.”

“For most social media platform there are analytics for us to look on, so we usually observe from there either our content or promotion reach the audiences or not”

“Yes we do but most of the time the influencers themselves come and review our food.”

“So far not so hard and we can adapt to it quite okay. We explore various kind of social media platform”

“If it's like Facebook we can monitor how much reach Audience is that. Haa like TikTok we see a lot of views”

“We only monitor through Facebook analytics, so far as we only use it”

“We need to top up money into our Facebook account and such. Every day it will run ours. It will deduct money. Deducting, like if it's low, it prompts to top up. Whether we want to continue marketing or stop,”

“Facebook. We do live streaming regularly in Facebook”

“Yes, did live. Mostly Kedai Dessert Bersaka do live on Facebook.”

“So far we just observe through analytics, and engagement of the content, just like that.”

“We've held events outside for marketing purposes, but that's not the same as your marketing”

“Usually we observe on engagement on TikTok. Around five thousands views is good enough for us to know the marketing content is working”

“While TikTok is use to attract new customer, as the audiences is bigger in there nowadays”

“We'll have a big hit until next year.”

“I will make more videos from the photos. Because before, 90% of the photos were taken on Instagram, and the videos were

<p>taken on TikTok.”</p> <p>Digital marketing strategy</p>	
<p>“Haa if it's a weakness, we have to fix it. I'm if anyone's complaining later, I'll call our customers. What's the problem, right? What's the matter? So we inform once.”</p> <p>Effective communication</p>	P3
<p>“if we want to talk about collaboration, now, only at PD we collaborate. Actually, we collaborate with Bruh Kitchen.”</p> <p>“Because we supply dessert and drinks, they supply food. So, because we also have a problem, which is at JB, JB doesn't have food. And at Muar, there is no food, it's just a chain store. When it's just a chain store, but the good thing is that Muar is actually a food store. So we eat at the same place. Maybe people can eat here, that's it”</p> <p>“For most social media platform there are analytics for us to look on, so we usually observe from there either our content or promotion reach the audiences or not”</p> <p>“Yes we do but most of the time the influencers themselves come and review our food.”</p> <p>“So far not so hard and we can adapt to it quite okay. We explore various kind of social media platform”</p> <p>“If it's like Facebook we can monitor how much reach Audience is that. Haa like TikTok we see a lot of views”</p> <p>“But there are some that approaching”</p> <p>“For example, in Malacca, there is a coffee shop called Cross and Coffee. They want to eat our rendang with croissants”</p> <p>“Currently we are having a collaboration with homestays around Malacca. Where with they stay, they will get 10% discount voucher when they come dine in with us.”</p> <p>“But there are some that approaching”</p>	P2, P3, P5, P6

<p>“For example, in Malacca, there is a coffee shop called Cross and Coffee. They want to eat our rendang with croissants”</p> <p>“Currently we are having a collaboration with homestays around Malacca. Where with they stay, they will get 10% discount voucher when they come dine in with us.”</p> <p>“Previously, we did a collaboration with Bruh Kitchen a restaurant called Gabungan Serantau but that time, it was only for fasting So, next year, maybe we will collaborate with other companies,”</p> <p>“Maybe Cendol Kampung Melaka or whatever. You know, to do big marketing.”</p> <p>Strategic partnership</p>	
<p>“In terms of our customer service, sometimes in terms of the product itself, we are a motor product.”</p> <p>“So, for me, I educate a lot about the product.”</p> <p>“we have fans of Bruh Kitchen and they have fans of Cendol Kampung Melaka. So they can both feel different and both can feel different. “</p> <p>“Haa if it's a weakness, we have to fix it. I'm if anyone's complaining later, I'll call our customers. What's the problem, right? What's the matter? So we inform once.”</p> <p>“Usually wear a picture. We're not good at making videos.”</p> <p>“our next plan is to increase our followers based on the system Maybe we will give promotion, follow, share”</p> <p>“We can spend more on advertising to get more clients. I've used Facebook and other sites.”</p> <p>Customer engagement</p>	<p>P2, P3, P4, P5,</p>

Table 4.9

Table 4.9 displays Direct to Consumer (DTC) Platform, Participants (P1): They utilise a BizApp that enables agents to place orders directly with the company, eliminating the need for intermediaries. The corporation precalculates and deducts

the agent's profit in advance, guaranteeing that the agents remit the precise amount of capital. Additionally, they offer complimentary packs for agents to utilise as testers, contingent upon the number acquired.

Besides, for recognition and familiarity with a certain brand, Participants (P1, P2): The primary objective is to establish and cultivate awareness prior to transitioning into sales conversions. Their intention is to initially present the state of their goods and thereafter transition to sales. They are utilising channels such as Facebook and TikTok for marketing purposes. Common digital marketing strategies encompass several channels such as social networking platforms, search engine optimisation (SEO), advertising, and email campaigns. They utilise META to track the extent of material distribution and depend on analytics from several social media sites.

In addition, the strategic plan for digital marketing, the participants are P1, P2, P3, P5, and P6. The participants employ many digital marketing methods, including social networking platforms, SEO, advertising, and email. Their approach involves actively monitoring and adjusting strategies across various social media platforms, with a particular emphasis on engagement indicators like as views and statistics. Their strategy includes including live streaming, collaborations, and events. In addition, they engage in partnerships with influencers and monitor user interaction on TikTok, leveraging it as a means to recruit fresh clientele.

Furthermore, for efficient and impactful communication, Participant (P3): The main focus is on establishing efficient communication with clients. If there are any concerns, they swiftly contact customers to resolve issues and collect feedback.

The collaborative alliance, Participants (P2, P3, P5, P6): Collaboration is an essential component of their strategy. They engage in collaborations with other enterprises, such as Bruh Kitchen, and actively pursue partnerships with coffee shops and homestays. These collaborations entail the development of collaborative products and marketing initiatives, resulting in a mutually advantageous agreement.

Lastly, for customer engagement, Participants (P2, P3, P4, P5): Ensuring customer engagement is of utmost importance. The participants inform and instruct clients about their products, engage in active cooperation with other firms, and immediately resolve customer problems. They are currently focused on augmenting their follower count through promotional activities and employing advertising strategies to improve customer interaction.

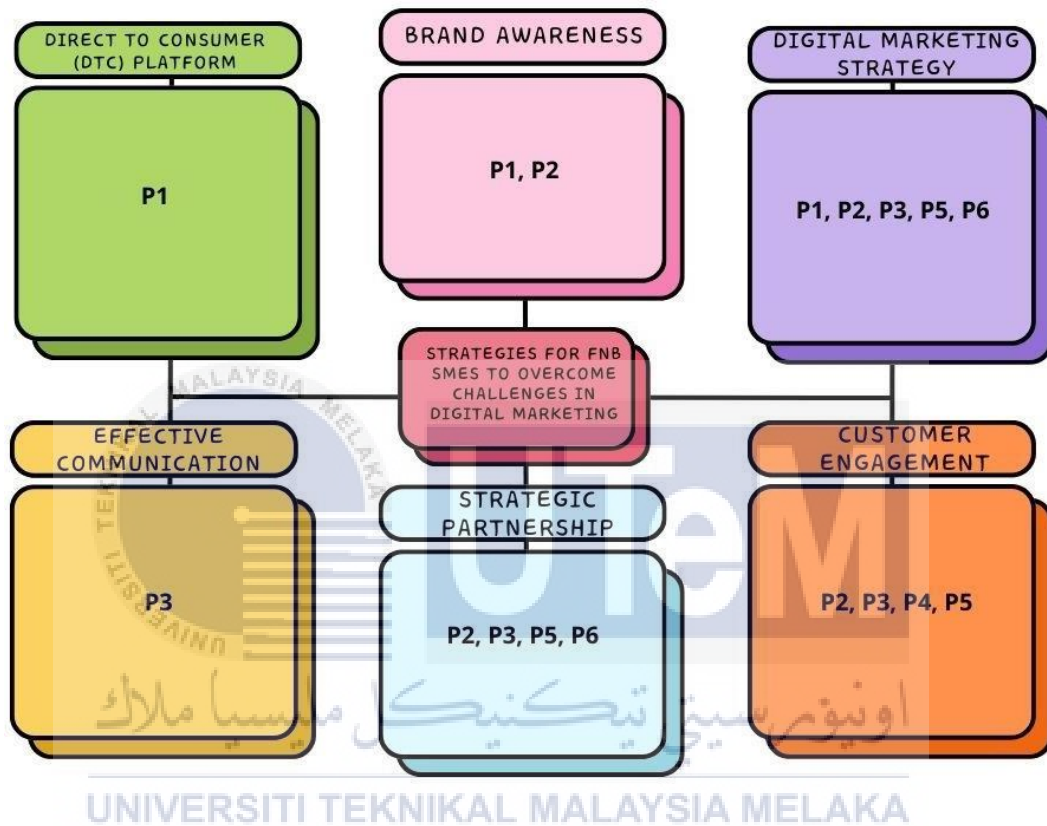


Figure 4.4

The figure in Figure 4.4 provides the significance of proficient communication, brand recognition, and tactics for food and beverage (FNB) small and medium enterprises (SMEs) in surmounting obstacles in digital marketing. This highlights the importance of strategic alliances and digital marketing tactics in improving brand exposure and consumer interaction. The Direct to Consumer (DTC) platform is suggested as a method to accomplish these goals. Besides, the figure highlights three main areas of focus efficient communication, brand recognition, and solutions for FNB SMEs to overcome digital marketing obstacles. It emphasises the importance of strategic alliances and digital marketing tactics in enhancing brand exposure and consumer interaction. The DTC platform is presented as a practical approach to

tackle these aspects, offering a structure for SMEs to improve their digital marketing endeavours. These strategies involve The value of formulating a comprehensive digital marketing plan, which includes consumer interaction, efficient communication, and brand exposure, is addressed in Digital Marketing plan. Customer Engagement focuses on the importance of actively integrating customers with digital marketing strategies, which often include social media, email marketing, and other online platforms, with the aim of establishing connections and boosting sales. The article "Strategies for FNB SMEs to Overcome Challenges in Digital Marketing" explores the specific obstacles encountered by FNB SMEs in the realm of digital marketing. It suggests various strategies to tackle these challenges, including focusing on niche markets, utilising local partnerships, and optimising online ordering systems. The significant role of establishing strategic connections with other firms or organisations to amplify digital marketing endeavours is emphasised. This can be achieved by engaging in collaborations for promotions, events, or joint marketing campaigns. The Direct to Consumer (DTC) Platform introduces the idea of a platform that enables direct sales to consumers via online channels, without the need for traditional retail or distribution channels. Effective Communication emphasises the value of concise and influential communication in digital marketing, which includes messaging, branding, and client engagement on many online channels. These strategies in collaboration aim to offer small and medium-sized enterprises (SMEs) in the food and beverage (FNB) industry a structure for effectively dealing with the intricacies of digital marketing and utilising digital platforms to enhance business growth and consumer interaction.

4.5 Summary Findings

Research Objectives	Research Questions	Findings
<p>1. To determine the main challenges that food and beverage SMEs face when implementing digital marketing strategies.</p>	<p>What are the main challenges that small and medium-sized food and beverage companies face when implementing digital marketing strategies?</p>	<p>Technology unfamiliarity, cost limits, customer feedback, lack of internet connectivity, misinformation</p> <p>Quality control issues, system talk, algorithm stability, managing online reputation, lack of internet connectivity</p> <p>Cost limits, technology unfamiliarity, content ideation challenges, audience engagement challenges</p> <p>Content value, technology unfamiliarity, cost limits, audience engagement challenges</p> <p>Policies and platform restrictions, system talk, algorithm stability, misinformation</p> <p>Customer feedback, system talk, lack of internet connectivity, managing online reputation</p> <p>Quality control challenges, customer feedback, lack of internet connectivity,</p>

		<p>misinformation</p> <p>Policies and platform restrictions, system talk, algorithm stability, misinformation</p> <p>Technology unfamiliarity, content ideation challenges, cost limits, audience engagement challenges</p>
<p>2. To examine the effect of these challenges on the digital marketing performance of smes.</p>	<p>How do these challenges impact of food and beverage SMEs in digital marketing performance?</p>	<p>Impact on brand awareness, customer engagement, and operational costs</p> <p>Affects event participations, visual content engagement, and digital diversification</p> <p>Influence on digital marketing investment, timing management, and creation of new marketing ideas</p> <p>Impact on brand awareness, event participations, and graphic design influence</p> <p>Affects digital marketing investment, creation of engagement, and adaptation to different platforms</p> <p>Influence on customer engagement, brand awareness, and strategic partnerships</p> <p>Impact on brand awareness,</p>

		<p>event participations, and strategic partnerships</p> <p>Affects event participations, brand awareness, and the creation of new marketing ideas</p> <p>Influence on brand awareness, digital marketing strategy, and the creation of new marketing ideas</p>
<p>3. To purpose uncover ways fnb smes overcome the challenges of digital marketing.</p>	<p>What can FnB SMEs do to overcome the challenges of digital marketing?</p>	<p>Enhance online customer support</p> <p>Brand awareness</p> <p>Cost-effective strategies</p> <p>Visual content engagement</p> <p>Digital diversification</p> <p>Effective communication</p> <p>Customer relationship management</p> <p>Strategic partnership</p> <p>Direct to direct (DTC) platform</p>

Table 4.10

4.5.1 Conclusion

The end of chapter 4.6.1 in chapter 4 summarises the main strategies and issues encountered by small and medium-sized firms (SMEs) in the food and beverage industry when it comes to digital marketing. The chapter highlights the significance of surmounting obstacles such as operational expenses, restricted utilisation, and brand recognition constraints by means of strategic alliances, efficient communication, and digital expansion. This highlights the significance of these difficulties on the effectiveness of digital marketing, namely in domains like event attendance, consumer interaction, and the generation of fresh marketing concepts. In addition, the chapter explores certain platforms and approaches such

as TikTok, Facebook Ads, and search engine optimisation (SEO) that are crucial tools for small and medium-sized enterprises (SMEs) to employ in their digital marketing campaigns. In summary, the conclusion emphasises the importance of small and medium-sized enterprises (SMEs) addressing these difficulties in a strategic manner in order to improve their digital marketing effectiveness and successfully accomplish their business goals.



CHAPTER 5

RECOMMENDATION

5.0 Introduction

This chapter provides an in-depth analysis of the challenges encountered by Food and Beverages SMEs (F&B SMEs) in the field of digital marketing. This part presents the main discoveries and understandings derived from the research, providing insight into the complex dynamics that impact digital marketing tactics in the food and beverage industry.

5.1 Limitation of study

It is important to recognise the limits of the study in order to fully comprehend the findings. The study's scope may be limited by a pre-established sample size of small and medium-sized firms (SMEs) in the food and beverage industry, potentially restricting the representation of the industry's diversified terrain. Moreover, the research predominantly concentrated on F&B SMEs in a particular area, hence limiting the generalizability of the findings to a broader geographical scope. In addition, the study's restricted time range may not comprehensively portray the ever-changing nature of digital marketing difficulties over a prolonged duration. The study's conclusions may be affected by these limitations, potentially reducing their applicability and long-term significance. Hence, it is imperative to take into account these constraints while analysing and implementing the study's results.

5.2 Reasons

5.2.1 Relevance in the industry

Melaka is famous for its abundant food culture legacy and varied foods culture. Examining the obstacles encountered by F&B enterprises in implementing digital marketing strategies in this particular situation is really pertinent. It is in accordance with the local economic environment, where the food and beverage sector plays a vital role.

5.2.2 Potential for contributing to academic knowledge

The research examines the specific difficulties encountered by firms in the food and beverage industry in Melaka, and its findings contribute to the practical implementation of digital marketing principles. Examining the particular challenges faced by small firms can provide valuable insights into the efficacy of different digital marketing tactics in a practical context. The practical significance of this is vital for closing the divide between theoretical understanding and industry practices.

5.2.3 Scope of study

The research was primarily focused on food and beverage small and medium-sized enterprises (SMEs) in a particular location, which may have limited the findings' capacity to be generalised to a more extensive geographical context. The numerous regional distinctions in digital marketing issues that small and medium-sized food and beverage businesses confront may not be fully captured by this regional concentration. It is essential to acknowledge that consumer behaviour, market dynamics, and digital infrastructure can vary dramatically from one place to another, which can have a considerable impact on the digital marketing issues that small and medium-sized food and beverage businesses in different regions confront. In order to provide a full understanding of the influence that the regional context has on digital marketing difficulties for food and beverage small and medium-sized enterprises (F&B SMEs), future study should investigate the possibility of adding a sample that is more geographically diverse.

5.3 Implication for practice

Understanding the consequences of the study for practical implementations is vital for small and medium-sized enterprises in the food and beverage industry who aim to effectively conquer the digital marketing environment. The research provides the following implications:

5.3.1 Selection of Strategic Platform

F&B Small and medium-sized enterprises (SMEs) ought to strategically choose digital marketing platforms by considering their specific target demographic and business goals. The study emphasises the importance of synchronising marketing endeavours with the platforms that most effectively connect with the intended audience.

5.3.2 Improvement of Customer Engagement

Improving client engagement is crucial for overcoming challenges. For F&B SMEs, it is important to prioritise interactive content, collaborate with influencers, and form strategic relationships in order to enhance their online visibility and engage with their target audience.

5.3.3 Ongoing Adjustment to Current Patterns

F&B SMEs must constantly adjust to evolving trends in the dynamic digital marketing landscape. Frequent evaluations of content strategies, engagement data, and platform dynamics are crucial for maintaining relevance.

5.3.4 Opportunities for Collaboration

The study highlights the advantageous outcomes of partnerships within the food and beverage industry. Establishing strategic alliances with other enterprises, influencers, or delivery services can provide opportunities for broadening one's market presence and effectively tackling shared obstacles.

5.4 Recommendations

To solve the limitations and consequences observed, the following solutions are suggested to enhance the capabilities of small and medium-sized firms (SMEs) in the food and beverage industry to successfully traverse the obstacles of the digital marketing environment:

5.4.1 Initiatives for Training in Digital Marketing

To address the potential deficiency in skill and understanding in digital marketing, it is advisable for F&B SMEs to allocate resources towards thorough training programmes for their workers. This project aims to provide staff with the essential competencies to effectively utilise digital platforms, hence promoting a culture of ongoing learning and adaptability.

5.4.2 Integration of sophisticated analytics tools.

In order to overcome the constraint of a small sample size and a localised setting, it is advisable for F&B SMEs to contemplate the allocation of resources towards the acquisition of sophisticated analytics tools. These tools offer comprehensive analysis of consumer behaviour, advertising efficacy, and regional market dynamics. The incorporation of data analytics will facilitate more knowledgeable decision-making and focused marketing endeavours.

5.4.3 Create specialised collaborative platforms for certain industries.

To address the restraints imposed by external variables and time limitations, it is advisable for F&B SMEs to actively initiate the establishment of collaborative platforms inside the industry. These forums can function as platforms for exchanging expertise, sharing optimal methods, and collaboratively addressing external concerns that impact the digital marketing industry.

5.4.4 Promoting the need for government assistance

Considering the mentioned limitations, small and medium-sized enterprises in the food and beverage industry might actively support government programmes that aim to assist digital marketing efforts. This may involve advocating for educational initiatives, subsidies, or incentives that expressly cater to small and medium-sized enterprises (SMEs) operating in the food and beverage industry.

The impact of such projects can be greatly enhanced by collaborative endeavours between industry stakeholders and government entities.

5.5 Conclusion

To conclude, this chapter has presented a series of suggestions designed to address the constraints found in the study and utilise the implications for the practical advantage of small and medium-sized firms in the food and beverage sector. These proposals, which cover training, analytics, collaboration, and government lobbying, aim to empower small and medium-sized enterprises (SMEs) in the food and beverage industry. The goal is to help them overcome existing problems and succeed in the changing digital marketing environment.

These guidelines serve as a comprehensive plan for F&B SMEs to improve their digital marketing abilities, promote resilience, and contribute to the continuous expansion of the business. The execution of these recommendations is expected to result in a stronger and more flexible digital marketing ecosystem for small firms in the food and beverage industry. For the final chapter, the research concluded by providing a concise overview of the main themes regarding the difficulties, restrictions, consequences, and suggestions for F&B SMEs in the digital marketing environment. The objective of this study is to provide valuable knowledge that can enhance and maintain the effectiveness of digital marketing strategies in the F&B sector.

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APPENDIX

TRANSCRIBE

PARTICIPANT 1 / CRISPY BREAD

<p>Interviewer : 1</p>	<p>Salam, so this interview is focus on adoption of digital marketing by this company and based on specific objective. So the first objective is types of digital marketing adopted by this company. First question is can you explain what type or what kind of digital marketing you are using right now?</p>	
<p>Respondent : 1</p>	<p>Okay, for now we have various kind of platform because actually this Crispy Bread company just started around two years since we start in 2021. So we use Instagram for us to raise awareness and promoting about agent and dropship application with us, to promote product on festive season such as Hari Raya promotion and many more, and then we actually we also sell cakes but only during Hari Raya Aidilfitri and Hari Raya Haji. Later on you can visit our Instagram account and see our postings there, but no live streaming there. Then, TikTok. We actively using TikTok in the moment, we do live streaming, and then we do content regarding event, promotion and also pay aids in TikTok. During live streaming, we gave out vouchers, so if customers buy on TikTok they can get more discount and can buy on cheaper price since TikTok have Crazy Friday event, new customer promotion for RM20 spending or buying in bundle also get more discount. That is how we do our marketing. Then, on Facebook also have but less active, same as</p>	<p>RQ2, Q1</p>
	<p>Instagram usage.. just more to normal postings like banner since we have our own graphic designer. But our main focus platform is only TikTok.</p>	

Interviewer : 1	Do your company have website?	
Respondent : 1	Yes, we do. (.....) (respondent state the website)	
Interviewer : 1	Then, can you tell any campaign you've been doing recently?	
Respondent : 1	Um.. what kind of marketing campaign ya?	
Interviewer : 1	Just any type of latest campaign if there is any	
Respondent : 1	For now we don't do any campaign because we currently focus on looking for agent and dropship. Um.. maybe the campaign you asked for like CSR campaign or something like that?	
Interviewer : 1	Yes, sort of for marketing purpose	
Respondent : 1	For now, not yet. We focus on looking for agent, dropship and also TikTok affiliates.	
Interviewer : 1	So you basically focus on marketing that will generates sales?	
Respondent : 1	Yes.	
Interviewer : 1	Then, do this company use any technology or application to monitor the success of the marketing strategy the company has been used?	
Respondent : 1	Yes, we use BizApp application. As you know if the business have agents, there must be stockist and else right? But we don't do that way, we just use BizApp. Our agent will download that apps, sign up and when they want to order they just make the order in that apps, directly to company without any	RQ3, Q4

	<p>middleman. So we calculate and subtract their profit beforehand so they just pay exact amount of capital. Then, for agent when they buy one carton which have twenty four packs, they just have to pay for twenty two packs. The other two packs we give free for them to use as tester. Or maybe four packs depends on the amount they buy. That's how we monitor our sales, order, and agents.</p>	
Interviewer : 1	<p>Alright. Now we are going to talk about objective 2 which is factors that influence the company to adopt those digital marketing strategies you explain just now. So the first question, as you said you currently focus and active in using TikTok as digital marketing platform, can you explain the factor influence you to choose and adopt TikTok as part of your marketing strategy?</p>	
Respondent : 1	<p>Um.. because it is what trending and highly used now, the algorithm is good, and TikTok engaged better as when user join our live or watch our content, potentially our other contents will show up on their feeds. They usually like and share which help a lot to attract other crowd.</p>	
Interviewer : 1	<p>Alright. Next, can you explain if there is any changes you want to make or hope for when you are using the platform, what it is?</p>	
Respondent : 1	<p>TikTok is very strict. We as seller cannot say some of the words while promoting such as cheap, cannot mention any other platform like Shopee or we will face violation for three months. Also if we use the same video for different content, also our content will be unavailable. Because of the violation period, our content rarely appear on user feeds unless we paid for ads. That's what we hope to change like for it to not be so strict because its hard for us seller.</p>	RQ1, Q2

	The rules itself is so hard.	
Interviewer : 1	I see. Then, can you explain what do you think is worth spending for on marketing your product and will keep doing it?	
Respondent : 1	Worth spending on.. um.. I think .. TikTok. Because that's our main focus and even right now we have been spending RM50 per day for the TikTok ads. Everyday. As our marketing strategy now only depends on TikTok and agents. And we also been joining some event, and store our product at some vendors, Petronas, ST Rosyam and we currently trying to enter Lotus and other supermarket.	RQ2, Q4
Interviewer : 1	Do you ever hire influencer?	
Respondent : 1	Yes, but long time ago. We decided to stop as its only one-off marketing with high cost. Its only one time viral and for short term only.	RQ2, Q4
Interviewer : 1	Okay, for the last part is only a short survey or question regarding level of digital marketing adoption in your company. There are five scale for this level question. I will explain one by one ya. 1 – None. 2 – Have awareness but not done yet. 3 – Just get into it, 4 – Basic, implement four to five types of it. 5 – Advance. So the first question is can you rate your current digital marketing level?	
Respondent : 1	I think.. scale 3,	
Interviewer : 1	Next, choose what digital marketing you've utilized	
Respondent : 1	Social media, content marketing, advertising	
Interviewer : 1	How well do you think your digital marketing?	
Respondent : 1	Scale 3	

1		
Interviewer 1	Have you incorporated marketing technology in your digital marketing?	
Respondent 1	Scale 3,	
Interviewer 1	Alright, that's all from me. Thank you so much.	
Respondent 1	You are most welcome.	
Transcription from Interviewer 2 and 3 are not written because of data saturated.		
Interviewer 4	How do you want to know digital marketing for a product or business Crispy Bread affects one customer?	
Participant	When doing live on TikTok, customer comments say our products are delicious because they have bought them before. So, they repeat buy again.	
Interviewer 4	How do we know the ads reached the audience?	
Participant	The ads are easy. That view goes up to hundreds of thousands. We're now in 200k which means until then. If customer has started commenting, right? Because if you people see we have got our TikTok that we're the ones we're highlighting. He's the one who's started saying, yes, it's good. That means it's there. We track it like that.	
Interviewer 1	Based on views with comment?	
Participant	Haah is right. Usually it's like that.	
Interviewer 4	Next, aaaa... The digital marketing used is like a video to a blog to which one is more Aaa. To attract people?	
Participant	Right now we're interfering. Aaa... That's a TikTok, right? Which one fyp people see that means it's up, right? But we people don't even focus on viral content. We also have content on customer reviews	

	<p>near TikTok because we want to share, right? Aaa chapter... Our product is okay to not? After that, we also make content about aaa... about viral, about ooo yes about product advantages, this product is nothing? Special for who eats la all. Aaa... erm benefits product to what? Aaa... That's what we do. Haah</p>	
Interviewer 1	<p>So specifically what kind of content does a person always engage?</p>	
Participant	<p>Hmm. Viral. Hahahaha. Now make that dangerous marketing? Aaa what a life-playing like marketing.</p>	
Interviewer 4	<p>Ooo had that fall.</p>	
Participant	<p>Haah we people do it</p>	
Interviewer 4	<p>Hahahahahaha. Uish...</p>	
Participant	<p>We're the ones who did it. But do a little polite. I'm going to do this. But it's a woman, isn't it?</p>	
Interviewer 4	<p>Wear a helmet, right? Hahahahaha</p>	
Participant	<p>All that work near here is all female and production up to all women's management. There's a man but he's a man who stopped.</p>	
Interviewer 4	<p>Ooo...</p>	
Participant	<p>Maybe it's because he feels like a lot of women feel like he's threatened. Hahahahahaha.</p>	
Interviewer 4	<p>Okay next. Aaa... What are the most important factors for food and beverages SME to keep an eye on to see how well their digital marketing is working in terms of sales?</p>	
Participant	<p>Long eh? Hahahahahaha</p>	
Interviewer 1	<p>Shorten it</p>	
Participant	<p>What does he mean? What's highlighted?</p>	
Interviewer 4	<p>Aaa... What factors help in increasing sales?</p>	
Participant	<p>Hmm... by promotion la right? Promote our after that if you buy online he people get a little cheap. Sometimes we people make like this month cheese</p>	

	<p>aaa... November was last month we did a campaign aaa. Cheese month so if he's the guy buying the bundle? Bundle 4 to him people buy how much jela according to our terms, right? They going to get free cheese. Who goes live gets free cheese to? Aaa... That's when we guys launch this new product, we give free because we want to give the tester first. Aaa... Okay is it okay? Mcm R&D we're people, right? That is how we people do.</p>	
Interviewer 4	Next, aaa... Didn't you use Digital Marketing Strategy, right?	
Participant	Haah.	
Interviewer 4	So what aaa... What problems have you ever faced for digital marketing? After that how to solve, right?	
Participant	Challenges mcm was it, right?	
Interviewer 4	Haah.	
Interviewer 1	But this one asking for a solution.	
Participant	Ooo solution. Hmm... challenges, solution. I even said about the violation, right?	RQ1, Q1
Interviewer 1	Haah.	
Participant	<p>Now TikTok there is violation. So, like where are we going to cover back? Aaa... Actually, now we're in the middle of a TikTok Violation. Do not know TikTok now a day is not very much right. Because even it's... they are aaa... Yeah is a young woman. Suddenly TikTok says they underage. So must violate 10 minutes can't do live. So now we are people what we people do, do like when we have to violate, look less know. View drop. Aaa.. So, like for what do we do live? But don't convert sales? We're wasting our time. So, what do we do? I'll tell him to do live aaa... under TikTok itself. Because we're all these staff members, too. So, our staff will make his own TikTok. So, from your own TikTok again a lot</p>	RQ2, Q2

	of views. We just gained a lot of views. So, like that they are doing live aaa. Some can order. Instead of making the company have nothing. So, I told him to change his clothes he had his own. Hmm.. That is what I did.	
Interviewer 4	Okay last one. What changes you see during using digital marketing strategies for your business?	
Participant	Digital marketing, isn't it? Changes? I can say if mcm is near the TikTok, if it's live aaa... We've started having an engagement with our viewers. Aaa... Sometimes our viewers don't know why he likes to come in we have live? Everytime one live one day 5 times do I say just now? Every live they will come in instead of one two know. Sometimes it's up to five people, right? But-but they is the one who tried our product. They a supporter. Sometimes they a share person close to his friends. Aaa.. We even also share-share our live to our friends. Others know the reason aaa... This brand is new again. Doesn't everyone know what our product is? So that's how we people do. Haah.	
Interviewer 4	That's it from me. Thank you.	
Interviewer	Hi, I am Harlina. I am going to interview about the challenges of digital marketing on Crispy Breads' business. So, firstly, what is the most common difficulties that you have been faced so far?	
Participant 1	So far we always received feedback from customer that bought from online that they said the product is broken. Because we have tried to fix it, we have run it properly. But it's not working. the courier, of course. They will not blame courier, they will blame us. So our challenge is that thing. Then we will not let them get the product, destroyed or not. So we solve it with that. Other than we comment, we reply,	RQ1, Q1

	we apologize, we do that, but we send the new one too. But if it's there, it's a cost, right? Because there are more products, etc.	
Interviewer	So, if we make 5 content videos a day, do you have a budget for electricity, lights, etc.? Is there any adjustment for the budget here?	
Participant 1	The budget is okay because they have a budget, maybe a little more we have to prepare the tap, lighting, the toilet. So it's okay. But because we use it daily, we don't feel burdened. Especially when we use it together, it's not like people are waiting outside. So it's okay.	RQ1, Q3
Interviewer	So, you said that the one who did Shopee is down there?	
Participant 1	Yes, (nodding) live Shopee	
Interviewer	So, is there any common challenges during on live with Shopee	
Participant 1	Yes, because TikTok is still under violation. So I said, why not? Because I saw that Shopee's view is okay, so why not try Shopee? But at first, it's a bit difficult to use, to get the money Because the spotlight is already in, it's very messy But we try to be consistent with the brand, even though they have a brand, we just start, sometimes they have, sometimes they don't, we just do it, and people will come in for a while. But it's okay if they want to come in for a while, I don't know if it will pop up on their TikTok account I don't know... We will see.	RQ1, Q1
Interviewer	Other than TikTok so far, like, oh, now you want to do TikTok. After TikTok, what else should you do? Is there something besides TikTok live? Do you have any other plans besides live stream? is it something like you Want someone to create content or do more for your business to raise awareness of	

	its brand?	
Participant 1	We are planning to do so. Because now I want to build awareness first. Even though we don't convert to sales, but I promise people will recognize us. So when people recognize us, maybe they will join us. This product can be tried, right? So I said I want to try to join Facebook first. When we discuss, it's hard to trace our order. We can try, but we don't know. My plan now is to introduce this status first, then we convert to sales. That's why I'm trying to get into Shopee We don't just have a company, we have a TikTok affiliate and we only have it in Shopee	RQ3, Q2
Interviewer	I believe that you have answered all of my questions. Thank you so much.	
Participant 1	Yea sure, you are welcome.	

LINE BY LINE ANALYSIS

1	this Crispy Bread company just started around two years since we start in 2021. So we use Instagram for us to raise awareness and promoting about agent and dropship application with us, to promote product on festive season such as Hari Raya promotion and many more, and then we actually we also sell cakes but only during Hari Raya Aidilfitri and Hari Raya Haji	P1, T1, L2	THE EFFECT OF THESE CHALLENGES ON THE DIGITAL MARKETING PERFORMANCE OF SMES
2	We actively using TikTok in the	P1, T1, L2	THE EFFECT OF

	<p>moment, we do live streaming, and then we do content regarding event, promotion and also pay aids in TikTok. During live streaming, we gave out vouchers, so if customers buy on TikTok they can get more discount and can buy on cheaper price since TikTok have Crazy Friday event, new customer promotion for RM20 spending or buying in bundle also get more discount.</p>		<p>THESE CHALLENGES ON THE DIGITAL MARKETING PERFORMANCE OF SMES</p>
3	<p>Then, on Facebook also have but less active, same as Instagram usage.. just more to normal postings like banner since we have our own graphic designer.</p>	P1, T1, L2	<p>THE EFFECT OF THESE CHALLENGES ON THE DIGITAL MARKETING PERFORMANCE OF SMES</p>
4	<p>Yes, we use BizApp application.</p>	P1, T1, L14	<p>WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES</p>
5	<p>we just use BizApp. Our agent will download that apps, sign up and when they want to order they just make the order in that apps, directly to company without any middleman. So we calculate and subtract their profit beforehand so they just pay exact amount of capital. Then, for agent when they buy one carton which have twenty four packs, they just have to pay for</p>	P1, T1, L14	<p>WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES</p>

	<p>twenty two packs. The other two packs we give free for them to use as tester. Or maybe four packs depends on the amount they buy. That's how we monitor our sales, order, and agents.</p>		
6	<p>TikTok is very strict. We as seller cannot say some of the words while promoting such as cheap, cannot mention any other platform like Shopee or we will face violation for three months.</p>	P1, T1, L18	<p>THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES</p>
7	<p>if we use the same video for different content, also our content will be unavailable. Because of the violation period, our content rarely appear on user feeds unless we paid for ads.</p>	P1, T1, L18	<p>THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES</p>
8	<p>Worth spending on.. um.. I think .. TikTok.</p>	P1, T1, L20	<p>THE EFFECT OF THESE CHALLENGES ON THE DIGITAL MARKETING PERFORMANCE OF SMES</p>
9	<p>we have been spending RM50 per day for the TikTok ads.</p>	P1, T1, L20	<p>THE EFFECT OF THESE CHALLENGES ON</p>

			THE DIGITAL MARKETING PERFORMANCE OF SMES
10	As our marketing strategy now only depends on TikTok and agents. And we also been joining some event, and store our product at some vendors, Petronas, ST Rosyam and we currently trying to enter Lotus and other supermarket	P1, T1, L20	THE EFFECT OF THESE CHALLENGES ON THE DIGITAL MARKETING PERFORMANCE OF SMES
11	We decided to stop as its only one-off marketing with high cost. Its only one time viral and for short term only.	P1, T1, L22	THE EFFECT OF THESE CHALLENGES ON THE DIGITAL MARKETING PERFORMANCE OF SMES
12	Hmm... challenges, solution. I even said about the violation, right?	P1, T1, L63	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES
13	Now TikTok there is violation	P1, T1, L65	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL

			MARKETING STRATEGIES
14	Actually, now we're in the middle of a TikTok Violation.	P1, T1, L65	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES
15	Suddenly TikTok says they underage. So must violate 10 minutes can't do live.	P1, T1, L65	THE EFFECT OF THESE CHALLENGES ON THE DIGITAL MARKETING PERFORMANCE OF SMES
16	we have to violate, look less know. View drop.	P1, T1, L65	THE EFFECT OF THESE CHALLENGES ON THE DIGITAL MARKETING PERFORMANCE OF SMES
17	Because we're all these staff members, too. So, our staff will make his own TikTok	P1, T1, L65	THE EFFECT OF THESE CHALLENGES ON THE DIGITAL MARKETING PERFORMANCE OF SMES
18	So far we always received feedback from customer that bought from	P1, T1, L70	THE MAIN CHALLENGES THAT

	online that they said the product is broken.		FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL NO TABLE OF FIGURES ENTRIES FOUND. MARKETING STRATEGIES
19	They will not blame courier, they will blame us. So our challenge is that thing.	P1, T1, L70	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES
20	The budget is okay because they have a budget, maybe a little more	P1, T1, L72	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES
21	Yes, because TikTok is still under violation.	P1, T1, L76	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL

			MARKETING STRATEGIES
22	it's very messy But we try to be consistent with the brand, even though they have a brand, we just start, sometimes they have, sometimes they don't, we just do it, and people will come in for a while.	P1, T1, L76	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES
23	now I want to build awareness first.	P1, T1, L78	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
24	but I promise people will recognize us. So when people recognize us, maybe they will join us.	P1, T1, L78	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
25	So I said I want to try to join Facebook first. When we discuss, it's hard to trace our order. We can try,	P1, T1, L78	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
26	My plan now is to introduce this status first, then we convert to sales.	P1, T1, L78	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
27	we have a TikTok affiliate and we only have it in Shopee	P1, T1, L78	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
28	So the digital marketing we are using right now is social media platform, search engine	P2, T2, L82	WAYS FNB SMES OVERCOME DIGITAL MARKETING

	optimization (SEO), also advertising marketing. Email we usually use for client and works.		CHALLENGES
29	What we use so far is META.	P2, T2, L88	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
30	so we monitor from there either our content reach the audience and valid or not.	P2, T2, L88	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
31	Annual budget usually almost 20% from sales for all marketing tools	P2, T2, L92	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES
32	I think what most challenging is in creating the content, to catch up with latest trend of content for high engagement. But the time frame is short for us to film, edit before posting it.	P2, T2, L94	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES
33	if I'm actually the most upset if I can if you get a comment people say this isn't a normal cendol hmm	P2, T2, L112	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN

			IMPLEMENTING DIGITAL MARKETING STRATEGIES
34	sometimes tired of making this video to show you that we do the coconut milk flavours sometimes there are comments saying I don't get even coconut milk hmm	P2, T2, L112	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES
35	Aaa.. negative comment	P2, T2, L114	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES
36	The problem of the same example is related to the system talk ok indeed our system problem that day all the same	P2, T2, L114	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES
37	For TikTok, I've been using it since 2023. We've been active since the 3rd MCO. So, it's been like that	P2, T2, 119	THE EFFECT OF THESE CHALLENGES ON

	since 2021.		THE DIGITAL MARKETING PERFORMANCE OF SMES
38	For Facebook, we have been doing it since the beginning. Since the beginning of the opening, we want to focus on advertising. Because in the past, in 2018, SMEs were not exposed to advertising on social media.	P2, T2, L119	THE EFFECT OF THESE CHALLENGES ON THE DIGITAL MARKETING PERFORMANCE OF SMES
39	this channel is lucky to have our own business, so that's why we focus on Facebook.	P2, T2 L119	THE EFFECT OF THESE CHALLENGES ON THE DIGITAL MARKETING PERFORMANCE OF SMES
40	Another challenging thing is that we have a time frame for TikTok. Which is the timing, for when we have a lot of active followers	P2, T2, L121	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES
41	but now the algorithm is not stable so when it's possible sometimes it's hard to get 100 that's the challenge that we face for social media	P2, T2, L121	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL

			MARKETING STRATEGIES
42	For example, there are a lot of affiliate promos, then we want to compete in food again. And now there are a lot of people who review food, right? So if we want to go up, it's big.	P2, T2, L121	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES
43	But challenging in terms of timing, content value, to chase the trending.	P2, T2, L121	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES
44	In terms of our customer service, sometimes in terms of the product itself, we are a motor product.	P2, T2, L123	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
45	So, for me, I educate a lot about the product.	P2, T2, L123	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
46	We have to be able to condemn the quality of our work. to overcome the challenges.	P2, T2, L123	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
47	if we want to talk about collaboration, now, only at PD we	P2, T2, L125	WAYS FNB SMES OVERCOME DIGITAL

	collaborate. Actually, we collaborate with Bruh Kitchen.		MARKETING CHALLENGES
48	Because we supply dessert and drinks, they supply food. So, because we also have a problem, which is at JB, JB doesn't have food. And at Muar, there is no food, it's just a chain store. When it's just a chain store, but the good thing is that Muar is actually a food store. So we eat at the same place. Maybe people can eat here, that's it	P2, T2, L125	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
49	we have fans of Bruh Kitchen and they have fans of Cendol Kampung Melaka. So they can both feel different and both can feel different.	P2, T2, L125	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
50	Currently we are having a collaboration with homestays around Malacca. Where with they stay, they will get 10% discount voucher when they come dine in with us.	P3, T3, L133	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
51	For most social media platform there are analytics for us to look on, so we usually observe from there either our content or promotion reach the audiences or not	P3, T3, L135	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
52	Annually around RM1000, basically	P3, T3, L139	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING

			DIGITAL MARKETING STRATEGIES
53	Yes we do but most of the time the influencers themselves come and review our food.	P3, T3, L143	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
54	So far not so hard and we can adapt to it quite okay. We explore various kind of social media platform	P3, T3, L145	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
55	If they give a bad review customer will shares it with people even if it is a problem. Haa things like that are very important sometimes we can't control.	P3, T3, L157	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES
56	If he gives us a bad review, maybe we're going to have to counter.	P3, T3, L157	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES
57	Haa if it's a weakness, we have to fix it. I'm if anyone's complaining later, I'll call our customers. What's the problem, right? What's the matter? So we inform once.	P3, T3, L157	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES

58	If it's like Facebook we can monitor how much reach Audience is that. Haa like TikTok we see a lot of views	P3, T3, L159	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
59	Bad reviews usually we would if we could contact directly to customer apologies. We'll do this example if he has to facebook, we will private chat with him. Haa said maybe there's a problem. So, we're going to next time make sure doesn't happen again	P3, T3, L167	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES
60	I have been using it since I started working in a restaurant. But I only started using it after I started working in this restaurant. It's been more than 2 years.	P3, T3, L172	THE EFFECT OF THESE CHALLENGES ON THE DIGITAL MARKETING PERFORMANCE OF SMES
61	I could not do anything during MCO	P3, T3, L172	THE EFFECT OF THESE CHALLENGES ON THE DIGITAL MARKETING PERFORMANCE OF SMES
62	Yes, (nodding) after the MCO. I could not do anything during the MCO	P3, T3, L174	THE EFFECT OF THESE CHALLENGES ON THE DIGITAL MARKETING PERFORMANCE OF SMES

63	however, the internet might not be strong enough.	P3, T3, L176	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES
64	Most of the time, the problem is the customer who writes a bad review like that. Sometimes, there is also false information because we used to have the old store, right? That's how things work. It's Facebook,	P3, T3, L178	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES
65	But there are some that approaching.	P3, T3, L182	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
66	For example, in Malacca, there is a coffee shop called Cross and Coffee. They want to eat our rendang with croissants	P3, T3, L182	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
67	We only monitor through Facebook analytics, so far as we only use it	P4, T4, L194	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
68	Around RM100 – RM200	P4, T4, L198	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES

			FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES
69	Plan to hire one but not yet because the cost is high and the return of it is unpredictable	P4, T4, L200	THE EFFECT OF THESE CHALLENGES ON THE DIGITAL MARKETING PERFORMANCE OF SMES
70	challenges like to learn to use and adapt to it because there are things we do not familiar with	P4, T4, L202	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES
71	Usually wear a picture. We're not good at making videos.	P4, T4, L218	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
72	We need to top up money into our Facebook account and such. Every day it will run ours. It will deduct money. Deducting, like if it's low, it prompts to top up. Whether we want to continue marketing or stop,	P4, T4, L222	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
73	I started in September, before MCO, and worked there for about two years. That's when I changed	P4, T4, L227	THE EFFECT OF THESE CHALLENGES ON

	the direction to TikTok.		THE DIGITAL MARKETING PERFORMANCE OF SMES
74	TikTok is new. People didn't use it much before. I believe it is because of how things changed after MCO.	P4, T4, L229	THE EFFECT OF THESE CHALLENGES ON THE DIGITAL MARKETING PERFORMANCE OF SMES
75	The marketing team has a new idea. But it's still MCO, right? The method has changed, and so has MCO	P4, T4, L229	THE EFFECT OF THESE CHALLENGES ON THE DIGITAL MARKETING PERFORMANCE OF SMES
76	I believe the price is high since the range was set in Melaka. It costs more in Indonesia if we want to do it there. We have some income and want to make a video	P4, T4, L231	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES
77	our next plan is to increase our followers based on the system Maybe we will give promotion, follow, share	P4, T4, L237	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
78	We started using it in August. Yes, August We just started using it.	P4, T4, L239	THE EFFECT OF THESE CHALLENGES ON

			THE DIGITAL MARKETING PERFORMANCE OF SMES
79	There is an issue. Payment is not going through right now. The money. The client has already paid. It's not recognised by the system. The customer has to wait 4 days before they can get their money back. There's some disagreement.	P4, T4, L241	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES
80	They have a commission to take it, but it's not much. They take 2% or 2.5% from our food as the cost of operation	P4, T4, L243	THE EFFECT OF THESE CHALLENGES ON THE DIGITAL MARKETING PERFORMANCE OF SMES
81	Facebook. We do live streaming regularly in Facebook	P5, T5, L248	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
82	So far we just observe through analytics, and engagement of the content, just like that.	P5, T5, L252	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
83	RM400 per months for ads	P5, T5, L256	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING

			DIGITAL MARKETING STRATEGIES
84	Yes, we hire them like um.. three to four times per year. So around Rm10,000 per year	P5, T5, L258	THE EFFECT OF THESE CHALLENGES ON THE DIGITAL MARKETING PERFORMANCE OF SMES
85	challenges on how to attract and how to make sure the content is good. Also its hard to follow latest trend	P5, T5, L260	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES
86	Yes, did live. Mostly Kedai Dessert Bersaka do live on Facebook.	P5, T5, L274	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
87	The challenge is to come up with more creative content. Since we're used to live marketing, we need to be creative to come up with new content idea	P5, T5, L286	THE EFFECT OF THESE CHALLENGES ON THE DIGITAL MARKETING PERFORMANCE OF SMES
88	We can spend more on advertising to get more clients. I've used Facebook and other sites.	P5, T5, L286	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES

89	We've held events outside for marketing purposes, but that's not the same as your marketing	P5, T5, L288	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
90	I do not have any plan. I don't have any plan with other companies. I don't have any plan to collaborate with other companies.	P5, T5, L292	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
91	if Madam collaborates with other companies, then I will invite her to have dessert. So you haven't thought about it yet? to keep the identity as a dessert. to keep the identity as a dessert.	P5, T5, L294	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
92	Next year maybe we will be hiring influencer for our new menu launch.	P6, T6, L297	THE EFFECT OF THESE CHALLENGES ON THE DIGITAL MARKETING PERFORMANCE OF SMES
93	Usually we observe on engagement on TikTok. Around five thousands views is good enough for us to know the marketing content is working	P6, T6, L2303	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
94	While TikTok is use to attract new customer, as the audiences is bigger in there nowadays	P6, T6, L305	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
95	So far we just spend on the content creator we hired which is his salary around RM2000 – RM3000	P6, T6, L307	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES

			FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES
96	the challenges is to maintain the high engagement. We have to study what content to release in order to attract the audience.	P6, T6, L309	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES
97	The food that gets on the customer is often not the same as in the video	P6, T6, L329	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES
98	The people in charge usually call their staff to make content whenever they have some free time, but the people who get paid are usually the ones who don't want to make content	P6, T6, L344	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES
99	So far, I haven't done any ads	P6, T6, L346	THE MAIN CHALLENGES THAT

			FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES
100	We'll have a big hit until next year.	P6, T6, L348	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
101	It's been about a year or two. There's something new Since it's new It comes after MCO.	P6, T6, 340	THE EFFECT OF THESE CHALLENGES ON THE DIGITAL MARKETING PERFORMANCE OF SMES
102	The account is usually owned by older people. So, when the old people come, they normally look at the pictures. The same thing will happen, they will talk and give orders. I don't think we have anything new to post on our Instagram account after that. We just put it in the future for videos.	P6, T6, L342	THE EFFECT OF THESE CHALLENGES ON THE DIGITAL MARKETING PERFORMANCE OF SMES
103	I will make more videos from the photos. Because before, 90% of the photos were taken on Instagram, and the videos were taken on TikTok.	P6, T6, L346	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
104	We started this shop in 2021	P6, T6, L348	THE EFFECT OF THESE

			CHALLENGES ON THE DIGITAL MARKETING PERFORMANCE OF SMES
105	Payment is very difficult because the system of the mobile phone and the shop is not the same	P6, T6, L348	THE MAIN CHALLENGES THAT FOOD AND BEVERAGE SMES FACE WHEN IMPLEMENTING DIGITAL MARKETING STRATEGIES
106	the effect will be on us, waiting for the payment to come in. That's one of the disadvantages.	P6, T6, L348	THE EFFECT OF THESE CHALLENGES ON THE DIGITAL MARKETING PERFORMANCE OF SMES
107	Previously, we did a collaboration with Bruh Kitchen a restaurant called Gabungan Serantau but that time, it was only for fasting So, next year, maybe we will collaborate with other companies,	P6, T6, L352	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES
108	Maybe Cendol Kampung Melaka or whatever. You know, to do big marketing.	P6, T6, L352	WAYS FNB SMES OVERCOME DIGITAL MARKETING CHALLENGES