IMPACT OF MOVEMENT CONTROL ORDER ON SMALL - MEDIUM ENTERPRISE

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IMPACT OF MOVEMENT CONTROL ORDER ON SMALL - MEDIUM ENTERPRISE

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A project report submitted in partial fulfillment of the requirement for the award

of the degree of Master of Business Administration (Strategic Management)

Azman Hashim International Business School Universiti Teknologi Malaysia

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DECLARATION

I declare that the research project entitled *"Impact of movement control order on small-medium Enterprise"* is the result of my own research except as cited in the references. The business research project has not been accepted for any degree and is not concurrently submitted in candidature of any other degree.

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DEDICATION

I dedicate this report first and foremost to the Almighty god who has been there from the beginning till the end of the project. Special thanks to my parents and family who have been very supportive throughout the research. Also, I would definitely be responsible to thank my supervisors and UTM staff for guiding me and for the impact of knowledge.

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ABSTRACT

The purpose of this action research is to study the impact of movement control order on small-medium enterprise, a restaurant named Terathai that is located in the Kota masai area. This action research has given an opportunity to increase the reach of the restaurant through digital marketing intervention and increased sales via online delivery. This Restaurant was facing decreased sales due to movement control orders and restrictions imposed by the government. The phenomenon has been investigated in understanding the gap in the current marketing strategy and business development.

Based on previous and contemporary studies, digital marketing interventions have been proposed as the solution to improve the sales during pandemic situations. Movement control order has been imposed throughout the country and social distance implemented in the restaurants makes the situation even worse. Thus, this action research enabled the restaurant to explore social media and digital platforms. This action research is based on the goal-oriented Digital Content Marketing (DCM) Model.

The Restaurant has subscribed to online food delivery platforms and increased its reach to the people in Kota Masai residential area. Besides, customer engaging content in the forms of social media posts and online brochures have been produced and transmitted via social media and social communication platforms. Upon executing the digital marketing intervention, the impact of the interventions on the sales generated for and the reach of the restaurant across Malaysia have been evaluated. In line with the pragmatism research method, both qualitative and quantitative approaches have been used in answering the research objectives. The reflection gained from this action research is that the digital marketing intervention has impacted positively in generating more sales and improving the visibility of the association across Malaysia. Therefore, future researchers are recommended to further venture into digital marketing intervention towards similar studies.

Keywords: MCO, small-medium Enterprise, Visibility, Digital Marketing

ABSTRAK

Kajian tindakan ini bertujuan untuk mengkaji kesan Perintah Kawalan Pergerakan terhadap perusahaan kecil dan sederhana, sebuah restoran bernama Terathai yang terletak di kawasan Kota masai. Penyelidikan tindakan ini telah memberi peluang untuk meningkatkan capaian restoran melalui intervensi pemasaran digital dan meningkatkan jualan melalui penghantaran dalam talian. Restoran ini menghadapi penurunan jualan kerana perintah kawalan pergerakan dan sekatan yang dikenakan oleh kerajaan. Fenomena ini telah disiasat dalam memahami jurang dalam strategi pemasaran dan pembangunan perniagaan semasa.

Berdasarkan kajian terdahulu dan kontemporari, campur tangan pemasaran digital telah dicadangkan sebagai penyelesaian untuk meningkatkan jualan semasa situasi wabak. Perintah kawalan pergerakan telah dikenakan di seluruh negara dan jarak sosial yang dilaksanakan di restoran menjadikan keadaan lebih teruk. Oleh itu, kajian tindakan ini membolehkan restoran meneroka media sosial dan platform digital. Kajian tindakan ini adalah berdasarkan Model Pemasaran Kandungan Digital (DCM) berorientasikan matlamat.

Restoran itu telah melanggan platform penghantaran makanan dalam talian dan meningkatkan jangkauannya kepada penduduk di kawasan perumahan Kota Masai. Selain itu, kandungan yang melibatkan pelanggan dalam bentuk siaran media sosial dan brosur dalam talian telah dihasilkan dan dihantar melalui media sosial dan platform komunikasi sosial. Selepas melaksanakan campur tangan pemasaran digital, kesan intervensi terhadap jualan yang dijana untuk dan capaian restoran di seluruh Malaysia telah dinilai. Selaras dengan kaedah kajian pragmatisme, kedua-dua pendekatan kualitatif dan kuantitatif telah digunakan dalam menjawab objektif kajian. Refleksi yang diperoleh daripada kajian tindakan ini ialah intervensi pemasaran digital telah memberi impak positif dalam menjana lebih banyak jualan dan meningkatkan keterlihatan persatuan di seluruh Malaysia. Oleh itu, penyelidik akan datang disyorkan untuk terus menceburi intervensi pemasaran digital ke arah kajian yang serupa.

Kata kunci: MCO, Perusahaan kecil-sederhana, Keterlihatan, Pemasaran Digital

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LIST OF ABBREVIATIONS

UTM - Universiti Teknologi Malaysia

MCO - Movement control Order

SME - Small medium Enterprise

EOA - End of Availability

CM - Content Marketing

B2C - Business to Consumer

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CHAPTER 1

INTRODUCTION

1.0   Introduction

Terathai restaurant is a SME in the restaurant industry and relies heavily on the age-old family recipes. The homemade flavor of the recipes is the best thing offered by the restaurant. Food lovers enjoy Malay cuisines from this restaurant and all the meals like dinner, lunch are available from this restaurant. The restaurant also has a takeout facility and serves dessert and drinks. The waiters and chefs are highly trained to add traditional Malaysia flavor to the foods and provide good table service. The restaurant has established a portfolio with best Malay cuisines and desserts.

The terathai restaurant is located at kota masai and the place consists of 80% of Malay population. Since the food menu is focused on an old-age family recipe of malay cuisine, their relevant market is mainly malay community market. Also, it is focused on people of all races. The food menu consists of Nasi kerabu, Ayam percik, Nasi lemak, Laksa, Mee rebus, Tom Yum soup, Nasi goreng, etc. Other than that, 30 varieties of different types of drinks from hot to cold were available for drink options. Also, desserts are provided such as ais kacang, chendol, bubur cha cha and many others.

The reason why I chose Terathai restaurant is because it seemed to have high potential of sales and attract many customers. There are many opportunities for us to develop and work on to improve the business. Compared to other restaurants nearby, Terathai restaurant has an image of local home food with affordable prices. We have a definite number of target customers where it is located in the housing area. It has a high expectation of profit where it is suitable for all race and age of people that can accommodate many people inside the restaurant. The main reason for this restaurant to be chosen and expected to have high possibility of success is due to the quality of food and service provided.

Figure 1.1: Terathai Restaurant

1.1 Information about the case company

The information regarding Terathai Restaurant has been analyzed further from external and internal perspectives. PESTEL analysis is done in analyzing further from external perspectives whereas internal analysis is done in analyzing further from internal perspectives for the association.

1.1.1 PESTEL analysis

PESTEL is an analysis of various dimensions such as political, economic, socio-cultural, technological, environmental, and legal. PESTEL analysis is a scan of the external macro-environment in which an organization exists (Schuetz, Mair & Schrefl, 2018). The analysis was done on the macro environment also involved in the identification of the opportunities and threats related to the organization (Schuetz, Mair & Schrefl, 2018).

Table 1.1 PESTEL Analysis

No	Political Case Fact	Opportunity	Threat
1	Government regulation is perceived by entrepreneurs as a major obstacle to entry in the market (Lutz et al., 2010)		☑
2	Malaysia has done amazingly well in flattening the COVID-19 curve, hence putting the economy on a stronger footing to recover (Tho, 2020).	☑	
No	Economic Case Fact		
3	The lockdown enforced in various countries globally and the operational impacts of COVID-19 have had negative impacts on economies and severely impacted the sustainability of businesses (Arnesh Telukdarie, 2020)		☑
4	To stimulate economic recovery and towards business continuity, countries have initiated various measures (Arnesh Telukdarie, 2020)	☑	
No	Social Cultural Case Fact		
5	Also identifies capacity constraints due to social distancing in the workplace leading to operational challenges (Weersink et al, 2020)		☑
No	Technological Case Fact		
6	Digital technologies can improve resiliency of food chains and assist in optimizing outputs (Aldaco,2020)	☑	
7	Contactless delivery is becoming a norm from farm to store, requiring digital technologies (Weersink, 2020)	☑	
No	Environment Case Fact		

| 8 | The environmental impact of COVID-19 globally is initially quantified to be positive due to reduced traffic, movement, | ☑ | |

	air travel, and energy demand (Helm, 2020)		
No	Legal Case Fact		
9	The varying levels of lockdown initiated in various countries globally, social distancing requirements and health concerns, have seen a shift in consumer behavior to home cooked meals rather than eating out (Norje, 2020)		☑

In political fact, entrepreneurs see the government regulation as an obstacle to enter into the market which definitely will be a threat for the Terathai restaurant. This will be a major issue that acts as a barrier for the restaurant to sustain in industry. Besides, Malaysia is also considered to have done a great job in flattening the COVID-19 curve, which helped the economy to recover. It is an opportunity for the business to recover as well.

For the economic case fact, the impact of COVID-19 affects both globally and operationally due to the implementation of the lockdown in various countries. It severely affected the economies of the countries as well impact the sustainability of business. It is a threat to the development of the business of Terathai restaurant without a doubt. However, the government has taken many initiatives in order to recover the economy of the country and toward business continuity which is a great opportunity for the Terathai restaurant to recover.

For the social cultural fact, there is an identification of capacity constraints in food and beverage industry related business. This is due to the new law enforcement of social distancing which challenges the daily operation. Social distancing is becoming a ner normal that everyone needs to obey. It will be a threat for the restaurant as social distancing will lead to low capability of customers capacity per time inside the restaurant. the sales will affect this situation.

For the technological fact, both the facts are an opportunity for the development of the restaurant Terathai. It is because the digital technology that keeps developing enables us to improvise the resiliency of the food chain which will eventually result in greater output than benefits the restaurant. Hence, there is no need for people to meet others and communicate in order to buy food outside as contactless food delivery is becoming a new norm with the help of technology. It reduces the risk of transmitting the virus and at the same time continues the business as normal.

For the environment case fact, the COVID-19 is surprisingly impacted in a positive way to the environment where there is less pollution overall. The less traffic and movement leads to reduced air travel and also the energy demand which benefited the environment in a good way. This also will be beneficial to the restaurant.

Lastly, for the legal case fact, there are various rules and regulations that have been imposed during the lockdown period to control the transmission of the virus all over. it will be a threat to the restaurant as the rules play a role in affecting the behavior of the customers. social distancing requirements have made the consumers stay at home and cook their own meal rather than go out to eat. During the lockdown period, people are not entirely allowed to go out which severely affects the business of the restaurant.

1.1.2 Internal Analysis

The internal analysis focuses on determining how well the organization is doing in its industry, and, to a significant degree, its own self (Bolland, 2017). The internal analysis for Terathai restaurant has been done for management, and operation. The internal analysis done involves the identification of the strengths and weaknesses related to the organization (Schuetz, Mair & Schrefl, 2018). The management can be further improved by looking at the strengths and weaknesses.

Table 1.2 Internal Analysis

No	Management Assessment	Strength	Weakness
1	The shop is located at Kota masai town area	☑	
2	Well qualified and trained staff	☑	
3	High employee turnover rate		☑

No	Marketing Assessment		
4	offering special promotions	☑	
5	Marketing through social media	☑	
6	Less known among customers		☑
7	Marketing in fb along with price		☑
8	Low brand awareness		☑
No	**Operation Assessment**		
9	Old-age homely flavor on food	☑	
10	Takeaway services	☑	
11	Offer only Asian food		☑

For management assessment, the shop is located in the Kota Masai town area where a lot of people would pass by that place. It has a high target place for an increased number of customers. In addition, the staff were trained well and qualified to cook and serve in the food and beverage industry. They were not only thought on to make the food but also trained in following the safety regulations. However, there is a high employee turnover rate due to the covid situation and no stability in the business. However, when the employees choose to leave the organization frequently, it affects the business and directly impacts the revenue. It causes the organization to lose money in the aspect of hiring expenses, training labor, lost sales and productivity.

For the marketing assessment, Terathai restaurant offers special promotions. Even though offering promotions and discounts can be financially risky, yet there are many advantages to giving discounts occasionally. Rather than peak hours, discounts have been offered during non-peak hours. So that they can expect people to come in even during normal hours. Hence, giving promotion enables the restaurant to reach its sales target which has been fixed for weekly, monthly or even yearly. Besides, Terathai uses social media to market their restaurant. By advertising through social media, it could reach many people easily. Social media not only provides a place to market your business but also to communicate with the customers. However, the restaurant is less known among the locals. As Teratai is a newly opened restaurant, it is less known to customers. Whereas, the competitors are more popular among the people in that area.

Teratai restaurant is more focused on marketing through social media and online marketing. Therefore, we decided to be more transparent in terms of pricing to let the people know about the price. It has been a way of attracting the customers at the same time it could be a weakness to the business. Finally, low brand awareness. Teratai restaurant is newly opened and not yet recognised among the residents. Meanwhile, there are few restaurants that are already established and popular among the people. People normally tend to go to a place where they usually eat and are familiar with rather than try a new place.

For operation assessment, the restaurant provides Old-age homely flavor on food. Nowadays, it is easy to get fast foods and unhealthy dishes compared to home-foods. Thus, 'old-age homely flavor' is being a benchmark as people started to look for healthier and tasty food. It's not only a healthy and tasty food, but also has the ability to rekindle the memories and be sentimental for some. Besides, Terathai also offers take-away services as the government imposes restrictions on the operating hours of restaurants regarding safety distance. However, it increases the supply cost where it requires extra hands for delivering and for the packaging using plastic containers, cutleries, and any extras. Yet, it is a great option to sustain the business with high safety measures. Apart from that, Terathai restaurant only offers only Asian food. It is due to the limitation of cooks and workers. However, in future, they planning to bring in more cuisine and gives more options to the customers

1.2   Problematic situation and problem formulation

The problematic situation which is currently faced by restaurant Terathai is that lack of sales. Since the MCO was implemented, restaurants are banned from operating after 10pm. Most of the customers stop visiting the restaurants as there is high risk of getting infected by the virus. When the MCO is further extended and lockdown is imposed, there is totally no sales as no people are allowed to dine-in restaurants. Also the restaurant cannot accommodate many people as before due to the safety distance rule. No more than 2 people are allowed to sit at the same table and the 2-meter distance rule should be followed. Thus, not all tables can be occupied and it restricts the amount of people eating in the restaurant.

Besides, the gap in the current marketing strategy is also a problem that restaurant Teratahi faces as it leads to low brand awareness. As it is a newly opened restaurant, people are not aware of the existence of the restaurant and the services provided. This in conjunction with the MCO makes the situation even worse where the business is performing too poor. Thus, marketing strategies need to be planned well and should be implemented in order to sustain the business.

1.2.1 SWOT analysis

I have conducted a SWOT analysis to gain a better view of internal and external elements' contribution to the business activities. "SWOT Analysis is a simple but useful framework for analyzing your organization's strengths, weaknesses, opportunities, and threats. It helps you to build on what you do well, to address what you're lacking, to minimize risks, and to take the greatest possible advantage of chances for success." (mindtoos.com, 16 May 2020)

Strengths	Weaknesses
● The shop is located at Kota masai town area ● Well qualified and trained staff ● offering special promotions ● Marketing through social media ● Old-age homely flavor on food ● Provide Take-away services	● High employee turnover rate ● Less known among customers ● Marketing in fb along with price ● Low brand awareness ● only offers asian food
Opportunities ● Malaysia has done amazingly well in flattening the COVID-19 curve, hence putting the economy on a stronger footing to recover (Tho, 2020) ● To stimulate economic recovery and towards business continuity, countries have initiated various measures	**Threats** ● Government regulation is perceived by entrepreneurs as a major obstacle to entry in the market (Lutz et al., 2010) ● The lockdown enforced in various countries globally and the operational impacts of COVID-19 have had negative impacts on economies and

(Arnesh Telukdarie, 2020) • Digital technologies can improve resiliency of food chains and assist in optimizing outputs (Aldaco,2020) • Contactless delivery is becoming a norm from farm to store, requiring digital technologies (Weersink, 2020) • The environmental impact of COVID-19 globally is initially quantified to be positive due to reduced traffic, movement, air travel, and energy demand (Helm, 2020)	severely impacted the sustainability of businesses (Arnesh Telukdarie, 2020) • Also identifies capacity constraints due to social distancing in the workplace leading to operational challenges (Weersink et al, 2020) • The varying levels of lockdown initiated in various countries globally, social distancing requirements and health concerns, have seen a shift in consumer behavior to home cooked meals rather than eating out (Norje, 2020)

Table 1.3: SWOT analysis for Teratai restaurant

The economic background of the SMEs was drastically changed due to Covid-19 as the services were totally stopped rather than the essential services. ''The hotel, travel and restaurant industries have not found any option for work from home and thus the financial stability was broken. The financial stability was lost as there was no operational and selling activity'' (Kramer and Kramer, 2020). The income level was totally stopped and the revenue generation was paused. Due to the unstable situation, the organizations also observed downstream of their cash flow as a sudden breakdown. They were forced to cut the wage of the employees and thus in future problems might be created with quality employees. Hence, the performance level of the organizations might be affected.

1.3   Problem Diagnosis

The problem diagnosis for the impacts of Movement Control Order on the SMEs is stated here.

Lack of business continuity: One of the major reasons why business stops while MCO is in place is due to a lack of business continuity plan. Every sensible firm has its business continuity plan so that operations continue even after a disaster lockdown is in place. This is done by additional networks in the supply chain link with distribution and logistics agents. A lack of this plan impacts the central distribution unit of the firm and bogs it down further.

Inexperienced management: A major cause of disruptions due to MCOs is due to an inexperienced management. It is an ideal aspect that management must be able to counter these issues. A new management is overwhelmed by the sudden change in supply chain situations when movement control orders are given out. As they are not able to manage their business they start blaming employees to avoid being the ineffective managers in the firm.

Lack of digital operations: Another major cause of business issues and stagnation due to MCO is the fact that there is inherently a lack of digital operations (McGregor, 2018). A firm always succeeds when it is able to transfer its business from physical to digital platforms during such times. In Malaysia, firms who used to operate an e-commerce unit of their business are still operational. In this regard, it acts as the buffer between total disruptions to a phased slowdown. Firms in non-essential categories without digital operations faced total disruption due to the MCO in Malaysia.

Obsolete supply chain system: Firms who have not adapted to the changing supply chain norms are more likely to struggle during the COVID-19 crisis. According to Mishra (2018), the reason is plain and simple as they are not able to rely on the old systems and processes for its supply chain process. It is important to state that a major part of this is also due to the industry faults as the associations and trade bodies fail to realize the need for adaptive measures.

1.4 Research questions and objectives

Objectives

- To understand the concept of a movement control order
- To evaluate the negative impact of this movement control order over small and medium enterprises
- To identify the possible recommendations that can be applied to overcome these challenges

Questions

- What is the concept of movement control order?
- How does this movement control order affecting the growth and productivity of SMEs?
- What are the recommendations that can be suggested to overcome the challenges?

1.5 Researcher's Role

As a researcher, I intend to plan an action in order to increase the sale of the restaurant. In order to do that, I need to apply what I have studied in my Master in business and administration course. When I came to know about the poorly managed restaurant, I decided to help the restaurant by implementing my knowledge on marketing courses by enabling them to reach many customers and continue their business. Thus, I have decided to conduct my action research ethically by following the standard protocol in getting the required data through my qualitative and quantitative method, interpreting the data, and executing a proper intervention in closing the gap of the current marketing activities which give a fruitful yet positive impact to the organization and enhance their visibility.

1.6   Importance of the proposed research

1.6.1 Theoretical

Theoretical analysis helps to describe the problem and the current situation caused due to Covid-19. The problem diagnosis can be done with relevant examples. Moreover, in theoretical research, views from the previous studies are gathered and applied for better analysis. There are also various theories and models that can address the situation. Here, the main intention is to analyze the situation of the Terathai restaurant and thus past research for this kind of disease and its effect and current status for this situation can be explained properly. The implications can also be found from the previous studies and thus, the ways the transformation can be made is analyzed. Thus, theoretical importance is there for this kind of research.

1.6.2 Practical

Practical method is the best when insights have to be gathered from the target population. A proper research design is created and the research questions are set in such a way that brings out the answers of the research objectives. A population and sampling technique is chosen prior to data collection and qualitative and quantitative research is conducted with them. In this case, sampling techniques were done among 50 residents of Johor Bahru. Interview and questionnaire responses help in analyzing the situation and describing the current situations. Here, we have decided to interview the manager of the restaurant and conduct the questionnaire survey among the people. Before moving to the analysis part, the validity of the dataset is examined and then analysis is done. Thus, based on the analysis results, conclusions are made and thus the fact or research topic is understood properly. This can also be related to the past studies and thus a better insight is captured.

1.7   Definition of Term

The most used term in this research is MCO which means movement control order. Movement Control Order or MCO is a law or legal regulation that can be enforced in a country or a region in times of crisis or any high level issues. It is characterized by a restricted flow of

goods and services across the business as resources flow is stopped. As stated by Arifin (2020). Movement control order is implemented as the preventive measure in response to the Covid-19 pandemic in Malaysia by the federal government. This order describes a lockdown for the country. A series of precautionary measures was implemented by the MCO to curb further Covid-19 outbreaks in Malaysia (Karim *et al.* 2020). All the services including private and government premises were shut down. However, some of the essential services like telecommunication, electricity, banking, food supply were open as per the regulations. The most affected were the SMEs as work from home in this situation is difficult for them. However, some of the companies like the IT industry, banking services, and others were able to take steps for work from home.

CHAPTER 2

LITERATURE REVIEW

2.0   Introduction

MCO had a greater impact on the lifestyle of ordinary people especially for the performance level and the enterprises that have no option to make work from home. For instance, hotels, restaurants, pubs, automotive industry, machinery, manufacturing industry and many more are the most affected ones. The effect of Coronavirus and MCO during this period had a destructive effect for the people and SMEs and their flow of life was totally stopped (Nepal, 2020). Thus, this chapter will help to get a deeper understanding on MCO and the impact of it on the SME. Plus, the intervention is planned based on the information in the literature review such as relevant theory and model that helps to choose the right framework for the action research. Besides, a clear perception was made based on the previous and contemporary studies and intervention planned with the three main parts which are input, transformation and output. Also, not forgetting the cycle of action research that has been stated in this chapter.

2.1   Theory and Model

The goal of this research is to explore how digital marketing plays a role in marketing of the product and services of an SME to the customers. Thus, this research emphasizes how to reach the online audience in order to boost the business. The purpose of the B2C marketers should be to establish an emotional connection with their customers rather than value and benefit their product and services. Email marketing, direct message, mobile marketing, social media are the popular ways of ruling the digital world. Besides, there are also some offline strategies such as distributing flyers, street-level marketing and newspaper ads.

A new trend in content marketing (CM), focused on content related information delivered to the

consumers in order to provide them with something valuable (Christensen, 2014). Hence, they define the concept of digital content marketing as providing value to customers in terms of delivering the information of services or goods according to their satisfaction (Koiso-Kanttila, 2004). According to (Judy Strauss, 2014), the engagement involves connecting with a user emotionally and intellectually. In turn, these effects can result in increased customer satisfaction, better brand awareness and can create positive brand associations. Each kind of the content whether it is in writing, or a video should be designed such that it benefits the customer (Andaç, Akbıyık, & Karkar, 2016).

2.2 Previous and contemporary studies

Studies and research related to MCO has come up from most countries as this is treated as a great way to control a crisis in most countries. However, most of the studies are conducted for instances of MCO that are relevant to short cases of curfews or security reasons. The COVID-19 crisis and its related MCO is one of its kinds in the business. It has the capacity to disrupt business operations in the long run. A similar research has been done on the crisis in Zimbabwe where MCO was declared by the Mugabe government to suppress the insurgency against the government (Nepal, 2020). Another popular example is the post-World War 1 Germany, when MCO was declared to prevent the growing rates of deflation and falling prices of commodities. These instances however were for a short duration but still highlighted the impact on business such MCOs have on the economy of a country and its SMEs.

Various industries are impacted by the MCO that has been levied on the country ever since the COVID-19 infections started to spike in the country. In an attempt to curb the spread, the airline service was taken down, which has thrown the airline industry to the verges of bankruptcy. It has been discussed by leading scholars and past researchers. However, as argued by Sabri (2019), the biggest impact of the MCO is observed in the case of the hospitality and tourism industry. It has taken the most tolls as business suffered due to prolonged restrictions and laws that had compelled people to stay at their homes. Another issue of MCO that has impacted

the SMEs negatively is the fact that smaller firms are independent organizations with localized distribution centers. Any impact in the distribution center or the area where it is situated leads to endless problems for the firm. If the firm belongs to non-essential categories, there is a high chance that they will not be able to resume operations until the MCO is lifted.

Therefore, digital marketing would be the perfect solution in order to sustain the business especially those SME which are severely impacted. In recent years, the tremendous growth of digital communication has made it possible for nonprofit organizations in accessing large markets of stakeholders without incurring significant costs associated with traditional media (Maxwell & Carboni, 2016). Consumers are increasingly spending their time online and using social media (Forrester Research, 2008; Nielsen, 2012). They use online services for browsing, storing and playing music, to email, to access Facebook, Twitter, and apps with various connected devices such as smartphones, tablets and laptops and that is transforming the way the internet is being used (Ericsson Consumer Lab, 2012). Thus, exploring digital marketing will be the brilliant idea to sustain in this challenging situation which allows the entrepreneurs to keep in touch with their customers.

2.3   Intervention planned and implications

The intervention and planned phases of implementation to counter the issues of MCO in the Malaysian context is stated here. A three level process is applied here and it implies to the fact that most of the areas are managed as per the immediate needs to restart the business first. In relation to that, digital marketing through social media platforms by creating useful and creative content is suggested. Hence, subscribing to the restaurant in Panda food delivery would be a great idea to enter into the digital market. This action is believed to increase the number of target markets and could reach many. The sections are provided with the phases of input where work needs to be done, the observed transformation where monitoring is required and the final outcome.

Table 2.1: Input, Transformation and Output phase

INPUT	TRANSFORMATION	OUTPUT
Interview & online survey	CONTENT MARKETING INTERVENTION: Marketing through social media subscribe into food panda delivery	Customer's acquisition
Lack of Sales		Increased sale
Poor marketing skills		Reach of the Terathai restaurant to many people

2.3.1 Input

In the Input phase, interviews were carried out in the interest of acquiring and analyzing the data. In order to identify and study the impact of MCO on the SME industries, the manager of Terathai restaurant, Izzu will be interviewed. Meanwhile, studying the current situation and which kind of service they are expecting to provide their customer in order to tackle the situation is discussed in the interview. This data collection will help the researcher to identify the best solution to face the challenges of decreased sales and could resume the business operation. Also, the way to reach many people is identified. The input from the interviews would enable the researcher to generate more ideas on improving the business.

2.3.2 Transformation

In the transformation phase, the digital marketing intervention will be carried out where the business focuses on marketing their product and service through social media such as facebook. Besides, it has been intended to introduce the restaurant Terathai into Food panda delivery and reach out to many people. The platform enables users to order food online through their websites as well as mobile applications from any local restaurants through mobile or websites.

After the implementations of the stated inputs, the SMEs experienced a visible shift in its

operations and the work process. It may be too early to claim a move to be useful or effective in the process. This is the reason why a large number of firms may face change management issues. SMEs that are in essential services may or may not follow the alternatives but firms in the non-essential sectors have to ensure that their business is relevant in the post crisis situation. On the other hand, if the SMEs do not follow the guidelines then they will be charged with the default of breaching the MCO guidelines (Nepal, 2020). This is the reason why a large number of firms adhere to the smallest of the details and carry out the necessary steps for MCO rules to be followed. Once it is complete, the new organizations functionaries are presented that are completely new due to the changed policies at the business.

2.3.3 Output

The expected outcome in the business is stated here and is part of the study that reflects the efficiency by which the MCO's impacts can be addressed. A major observation will also be recorded and managed by the business. The expected outcome will be analyzed through carrying out surveys among the residents of the Kota masai and Johor Bahru. The survey will be conducted after the intervention is applied where the reach of the restaurants is measured through the survey. In addition, the expected outcome will be resulting in an increase in the number of sales, and resume a smooth operation of business. It is ideal to state that due to the presence of a significant number of firms in Malaysia that accounts for over 80% of total firms, performance monitoring across all the SMEs is essential during the MCO period. However, the restaurants are believed to be able to manage the issue, transform themselves and then deliver their delicacies straight to the customers' locations.

2.4 Cycle of Research (Plan, Action, Observe, Reflect)

According to (Fraenkel & Wallen, 2003), It is important to remember that the goal of any action research project is a desire to make things better, improve some specific practice, or correct something that is not working as well as it should. After identifying and limiting the topic, the next step is preliminary information gathering, a process that is referred to as reconnaissance (Mills, 2003). The first research cycle is the action plan where the research is

planned and discussed for completion. It is started off by a planning stage where the interview is carried out in order to study how the MCO has impacted the Terathai restaurant and the issues faced by them. Besides, the gap in current marketing strategy of restaurant terathai also discussed. This step seems to be flexible as we are going around to look for information that may help to generate ideas to bring transformation in the organization.

The second stage is the act which is the stage in implementing the plan. It can be risky in real-time as it is dealing with real constraints (Kemmis, McTaggart & Retallic, 2004). It is because, while carrying out the plan, the thing may not happen as we expected. Hence, it could impact the final result. In this situation, marketing will be done through social media platforms such as facebook to reach out to many people and increase the brand awareness through creative content that attracts the users of the facebook page. Plus, Restaurant terathai will be suggested to list into Foodpanda delivery where people can directly order food through the application. It smoothens the process of online delivery as well as can reach many people that reside nearby.

The third stage represents the observation stage where it emphasizes detailed observation as well as monitoring and recording of the result of intervention. It is required to observe carefully as the action will always be limited by constraints of reality, and all of these constraints will never be clear in advance (Kemmis, McTaggart & Retallic, 2004). Thus, the observation will be carried out based on the implementation of social media marketing and introducing food panda delivery. The reach of the restaurant among the residents will be studied using survey distribution among the people.

The fourth stage is known as the reflection stage where a critical discussion session will be carried out based on the observation that has been carried out. In this stage, a new understanding and a more 25 vivid depiction of the situation can be obtained upon observing the effect of the implemented actions (Kemmis, McTaggart & Retallic, 2004). The effectiveness of the changes that happen throughout the process teaches the lesson to the researcher. Evaluation will be made based on the result of implemented action that is measured in terms of increased sales and

continuity of business operation.

2.5   Summary of the Chapter

It can be summarized that digital marketing intervention is an effective method of handling the impact of MCO caused to the restaurant. Theory and model have explained the importance of digital marketing to sustain the business in this pandemic situation. Previous and contemporary studies have been done to deepen the understanding of the norms of MCO and the pandemic situation. It also further explained on the social media platform and food panda delivery application that acts as the intervention plan. Hence, three phases of action research are discussed under the name of input, transformation and output. It clarifies the flow of the research in facing the issue of the restaurant as stated. Lastly, four steps of action research which is plan, observe, action and reflect is reviewed in detail. Since there are considerable ways where a firm can counter the issues of an MCO in its business, the most important part is to explore the digital marketing strategy in such a way that manages issues like restricted business or MCO in the first place.

CHAPTER 3

RESEARCH METHODOLOGY

3.0   Introduction

This chapter explains the project methodology part and is part of the research as a way of conducting the research. It is ideal to state that this chapter forms the base for the study in a way that mandates and directs the research objectives and questions as described in the first chapter. It is also ideal to state that this chapter forms the concept of research structure and its designs. In this regard, the following section lays the groundwork for the way this research is going to be conducted and data is collected as well as it is analyzed. These steps are covered here and aligned with the case of the SMEs in Malaysia.

It is also notable that due to the vast expanse of the SME sector in Malaysian economy and markets, this research methodology is vital and helps in guiding the project in the right direction. It is also ideal to state that due to the complexity of the COVID-19 situation, this research has been very challenging especially in matters of data collection. Due to this, a large segment of this study has relied on secondary data as well as it allows for a better option for critical data analysis in the entire research process.

3.1   Philosophy of Research

This research follows the process of epistemology research philosophy that is a cross between both positivist and post positivist theories. It is necessary to state that this research style helps to craft the research with the structure of truth, belief and justification (Sabri, 2019). The entire study has dodged any concept of lie in the research and has managed to ensure that I believe in only the truth. This gives the users the unique advantage of justifying the arguments using his only beliefs that are further triggered by the truth of the data.

This research philosophy is all about carrying out the research using aspects of the practical work process and relying on practical things more than mere theoretical concepts. It does not mean that I have not relied on any theoretical information. As stated earlier, due to the COVID-19 crisis, significant data is collected from secondary sources. However, this theory of pragmatic philosophy has also helped me to back my theoretical findings with the practical and more primary research information that I have carried out in the process. It is also an important philosophy that has managed the project to be conducted with a sense of overt pragmatism.

3.2 Research Design

This study is carried out using mixed-method research design that allows the process of research to be carried out using both quantitative and qualitative. Mixed methods research ("Mixed Methods" or "MM") is the sibling of multimethod research ("Methodenkombination") in which either solely multiple qualitative approaches or solely multiple quantitative approaches are combined (Schoonenboom, 2017). The overall goal of mixed methods research, of combining qualitative and quantitative research components, is to expand and strengthen a study's conclusions and, therefore, contribute to the published literature (Schoonenboom, 2017).

In a qualitative method, the manager of the restaurant is interviewed based on the current situation of the restaurant and how it was impacted by the MCO and the pandemic situation. Also, the questions focus on the gap in the current marketing strategy of restaurant terathai. Besides, digital marketing is created through exploring social media such as facebook and whatsapp to stay connected with customers. Meanwhile, in a quantitative method, surveys are conducted through online platforms and distributed all around. The reach of the restaurant among the residents is studied using survey distribution among the people.

3.2.1 Purpose of Study

The purpose of the study is the declaration where the researcher claims the reason behind the motive of conducting the study or the research. According to Mishra (2018), it is essential for

the researcher to ensure that the overall aspect of the study is related to the target readers and they are aware of the further research sections and what to expect from these sections. The purpose of this study is to assess the negative impacts on the Malaysian SME sector due to the ongoing MCO levied across the nation as a measure to curb the spread of COVID-19 infection. The target is also to identify any possible recommendations that can be suggested to the SMEs to operate their business while the MCO is in place and still maintain operational productivity as long as possible.

3.2.2 Time Horizon

Time horizons are needed for the research design independent of the research methodology used (Saunders et al, 2007). This research is conducted based on the longitudinal studies where more time and effort is needed to gather data and analyze it. This kind of longitudinal study helps to identify a cause-and-effect relationship in action research.The time frame for the study is started at August 2020 where it started with the interview with restaurant managers. The initial level of interview was conducted in obtaining the information on how the MCO has affected the operation of the restaurant and their current strategy to face the issue. Upon receiving positive feedback on the purpose of the action research, consent has been given by the manager in conducting action research.

In January 2021, the action planning will be conducted where the intervention will be proposed based on the analysis done on the data collected. The digital marketing content will be created before the execution of the intervention. The content will be posts regarding the food and review of the restaurant and also including the promotion. In April, the Evaluation of the intervention was carried out by conducting a survey on the reach of the restaurant.

3.2.3 Unit of Analysis

The unit of analysis in the study is the framework that provides the guidelines and strictures of the required areas and components that are to be analyzed in the study (Karim,

2020). For instance, the first level of Unit of analysis is the restaurant manager; the second level is the Kota Masai and Johor Bahru residents while a subset for this is the unit of observation which is the employees of this SME industry. Hence, the point of analysis gives the unit of analysis in the study and is necessary for the researcher to refer to for a better scale of data analysis.

Table 3.1 Unit of Analysis

Unit of Analysis	Purpose of Analysis
First level Manager of Terathai Restaurant	**Interview:** To study how the MCO had impacted the restaurant and the gap in the current marketing strategy
Second level Residents of Kota Masai and Johor Bahru	**Survey:** To study the reach of the restaurant among the residents

3.2.4 Degree of Involvement

The degree of involvement in the research is the level of involvement that is observed from a Participant in the study. It also means the kind of collaboration and teamwork that is being put to place to ensure the research is fulfilled and managed in the way that is expected. In this research, the level of involvement as shown in table 3.2.

Table 3.2 Degree of Involvement

Degree of Involvement			
Participants	Manager of Terathai restaurant	Staff of Terathai restaurant	Residents of Kota Masai/ Johor Bahru

Duration of participation	• Entrance • Diagnosis • Action Planning Intervention • Evaluation & Reflection	• Action Planning • Intervention • Evaluation & Reflection	• Diagnosis • Action Planning • Intervention
Extent of participation	Throughout the action research from interview session knowing the gap in the current marketing strategy, during the production of content, execution of digital marketing intervention till calculating the generated sales and evaluating the results	The staffs were involved in management of facebook page and manage the food panda application	Data collection through the online survey during before and after intervention in accessing the reach of the restaurant among the residents and during the intervention phase by being the viewers of the digital marketing strategy

3.2.5 Population and sampling

The population is the larger set of the sampling population from where the researchers choose their respondents for their study. Hence, as stated by Soušek (2017), population does not mean the entire population of a country where the research is being conducted. However, the target is to ensure that sublevels are followed for better accuracy. In this regard, this research follows the residence of kota masai/ Johor Bahru. However, for better accuracy in finding the impacts of the MCO in the Malaysian SME sector, the sampling population is the managers who

are a part of the Terathai restaurant.

The process of sampling is the method to select the research's required number of respondents or participants that will take part in the data collection phase. Hence, the type of sampling is a major factor that determines the way the project is going to roll out. In this study, the sampling process is the random sampling method that aims to ensure that participants are selected based on random. 50 residents of Kota Masai/ Johor Bahru are selected at random. This ensures better

accuracy and probability analysis. It is also preferred as it is the most ethical way to ideate a research finding.

3.2.6 Data Collection Method and Research instrument

A mix method is approached in the process of data collection in this study. It is ideal to state that a large number of data collection methods are divided into two major sections of qualitative and quantitative processes. In this regard, both qualitative and quantitative data collection processes are referred to where interviews are used for the former and surveys are used for the latter. In this regard, interviewing managers from the SME sector will help in collecting qualitative data that is very descriptive and informative in nature. On the other hand, the surveys are used for collecting quantitative data that is used for graphical and orientation analysis in the study.

3.2.6.1 Qualitative interview

Interviews are effective ways to collect the data that is descriptive as well as informative to be used for data analysis. The idea of collecting data using interviews is the fact that it allows the use of open ended questions that further leads to the use of data that is both effective and a part of the descriptive research module (Nepal, S.K., 2020). In this case, managers and owners of the Terathai restaurant are interviewed to collect data related to the industry operations and performance amidst the MCO in the lockdown period.

3.2.6.2 Quantitative surveys

According to Sabri (2019), this is the analytical way where surveys are conducted using questionnaires that have close-ended questions and orientations for better performance and scope of data collection. In this regard, it is ideal to state that a significant part of the data collections' accuracy depends on the integrity of the question. A major part of this study is focused on the data collection using the survey process where 50 residents of Kota Masai/ Johor Bahru are surveyed and data is collected quantitatively.

3.3   Validity

The concept of validity is the measure of data accuracy and results accuracy in the research projects. In this regard, it is ideal for the researchers to assess various parts of the research like

the content, quality and EOA of the core data collected for analysis (Arifin, 2020). In this aspect, the research is assessed for validity as a significant part of the research finding is dependent on the extent of data accuracy and how relevant it is towards the assessment of the study. Hence, a three level scale of operations are determined in this respect. These are explained in the below parts.

3.3.1 Content Validity

Content validity is the measure to assess the validity of the content in a given research process which is calculated using the computational analysis of multiple factors associated with the content. In this case, the content validity is assessed by my supervisor Assoc. Prof. Dr.Rohaida. In validating the content of the qualitative approach which is the interview, the interview protocol inclusive of the questions to be asked to the manager of the restaurant will be sent to the supervisor of my action research in evaluating it. The content will be validated before using it for interview purposes. In validating the content of the quantitative approach which is the survey questions, it will be passed to the supervisor of my action research and to the manager of the restaurant in getting their feedback on the listed survey questions before distributing the

online survey to the residents during before and after the intervention.

3.3.1.1 Quality of Journal

The quality of a journal is the factor that assesses the validity of the collected data in the case of the data analysis process. It is a relevant aspect that determines the process of assessing the quality of the collected secondary data. As stated by Blustein (2020), it is compared with the process of data collection and assessed using the data analysis of the primary data. In this case, the identified data collected in the process is compared with the journals. This can be done using the computational process where the quality of the data can be assessed either numerically or manually.

3.3.1.2 Expert Opinion Analysis

In order to ensure that only relevant and the best data is collected for the project, the EOA or the Expert Opinion Analysis is carried out. As reported by Blustein (2020), it helps the researchers to carry out the research using data collected from the best group of scholars and exports of the topic. In this research, the data collection has been done by interviewing and distributing survey forms. The interview question was reviewed by my supervisor, Assoc. Prof. Dr.Rohaida. Hence, the opinion passed by the expert upon analysis will be used for the improvement of the content before using it for interviewing the managers. Plus, the online survey questions were also reviewed by my supervisor Assoc. Prof. Dr.Rohaida and the restaurant manager, Mr. Izzu Fauzai. The opinion passed by the both experts will be used for the improvement of the content before using it for data collection through an online survey.

3.3.1.3 Triangulation

The process of triangulation is also a significant part of the research project where the process of data collection is done from varying sources so that validity is maintained. It is ideal to state that the collection is done using various sources for any research so that the final result is

accurate and valid. In this case, the concept of data collection for the restaurant is done by taking data from interviews and surveys. In that case, the gap in the current marketing strategy will be cross-checked with the manager of the restaurant and the employees of the restaurant. Besides, the reach of the restaurant among the people will be cross-checked through the survey with the residents as well as with the manager of the restaurant. Hence, the experimental triangulation that allows the flow of data in a way that is both effective and relates to the findings of the main research process. This helps in maintaining reliability and validity in the entire research process.

3.4   Reliability (Pilot Test)

Reliability of the project is a part that determines the state of data reliability and the process in which it is mandated in the study. It helps to ensure that the data is reliable and also managed as part of the research process. As stated by Mishra (2018), it is done by conducting the reliability of the project with the use of a pilot test. A pilot test is the process that allows the integration of the project in a way that the data collection is done using smaller data sources like a smaller population of the assessed data collection population.

In this study, the process of reliability is done using a pilot test where the questions of qualitative interviews which are conducted with the 2 managers of the restaurant and the survey that have been done among 50 residents are reviewed by the expert before being carried out.

3.5   Data Analysis Method

It is the part of the research where the data is analyzed to ideate the findings in the research. In this regard, the concept of data analysis is done by engaging in the process of both descriptive analysis and numerical statistical analysis. The data collected from the interview process and the journals are qualitative in nature that mandates a qualitative aspect of the study. In the same way, the quantitative data collected from the surveys are analyzed quantitatively using relevant tools that support statistical analysis of the data. In this regard, it is vital to state that the final results from both the processes must have parity to ensure validity.

In this project, the concept of data collection is done using both qualitative interviews and quantitative surveys. Hence, as stated by Boateng (2019), descriptive analysis is used for the data analysis of the interview data. However, the data collected from the surveys are assessed using quantitative processes. These steps can be done using a statistical tool like IBM SPSS. It is one of the most significant tools that allow the integration of both statistical framework and ease of user access in relevance to the data analysis process.

3.6   Summary of the Chapter

It can be summarized that that research methodology is an important part of the research that provides the set guidelines for carrying out the research. In this regard, as identified by Kramer and Kramer (2020), it is ideal for the project to be done towards the identification of the ways in which the MCO legislation impacts the Malaysian SMEs in the country. As observed from the above study, the chapter is part of the process where the entire research is mandated and governed using the set guidelines. As stated here the process is also a part of the research guidelines that forms the final ways in which the study is to be done and calculated.

CHAPTER 4

FINDINGS AND ANALYSIS

4.0   Introduction

This chapter is all about the findings and analysis of the selected research that is about the impact of a movement control order on the restaurant as well to see the reach of the restaurants to the residents. In this chapter two types of data analysis have been done based on the selected research such as quantitative data analysis and qualitative data analysis. In qualitative data analysis, the interview proceeding is analyzed at first then the quantitative analysis done based on the survey conducted.

4.1   Fieldwork

There is fieldwork conducted in terms of qualitative and quantitative data analysis in the three phases such as pre-intervention, intervention, and post intervention in analyzing this research.

4.1.1 Pre-Intervention

In the pre-intervention phase, there is qualitative data analysis in the form of interviews conducted with the managers of the restaurants in order to study the impact of the MCO in the business and the gap in current marketing strategy used by Terathai restaurant. The strategy they have planned to face the current issues is discussed.

4.1.1.1 Qualitative data analysis

In the pre-intervention phase, 2 managers of the Terathai restaurant have been interviewed regarding the impact of MCO on their restaurants and the issues that they are currently facing. 5 questions were asked with them through a phone call. The answers were analyzed by thematic

approach. The analysis that has been done for all the 5 questions can be seen in the table 4.1, 4.2,4.3, 4.4 and 4.5.

Table 4.1: Interview Findings (Question 1)

Question 1: Do you think MCO proved significant during COVID-19 pandemic?				
	Interview Fact	**Theme L1**	**Theme L2**	**Theme L3**
R1	MCO would greatly affect the lower and medium income groups, together with small and medium businesses yet it definitely significant during this pandemic	1. Significant	Significant (1)	1. Significant (R1-1, R2-1)
R2	I think the prohibition of MCO can affect the SME industry in Malaysia and can be regarded as significant in Malaysian history.	1. Significant	Significant (1)	

Based on Table 4.1, it can be seen that both the respondents responded similarly by stating that MCO has proved to be significant during this covid-19 pandemic. Thus, the theme in Level 3 is stated as significant.

Table 4.2: Interview Findings (Question 2)

Question 2: How has the coronavirus (COVID-19) impacted your business?				
	Interview Fact	**Theme L1**	**Theme L2**	**Theme L3**
R1	Mostly the sales have decreased as MCO implemented and the operation stopped for some period due to lockdown	1. Decreased sales 2. Paused business operation	1. Decreased sales (1) 2. Paused business operation (2)	1. Decreased sales (R1-1, R2-1) 2. Paused business operation (R1-2, R2-2)

		1. Decreased sales	1. Decreased sales (1)	
R2	MCO have badly affected the sales as less people coming and the no business for sometime	2. Paused business operation	2. Paused business operation (2)	

Based on Table 4.2, it can be seen that there are two themes in Level 3 based on the answers given by both respondents for the question. Well, the interpretation for this answer is that the MCO has impacted the restaurant by decreasing the sales due to less customers visiting the restaurant. Besides, Terathai restaurant also paused its operation for sometime during the lockdown period. Thus, it explains the difficulties faced by the restaurant to sustain the business during this MCO period.

Table 4.3: Interview Findings (Question 3)

Question 3: What are the main concerns that restaurant entrepreneurs have for the post-pandemic period?				
	Interview Fact	**Theme L1**	**Theme L2**	**Theme L3**
R1	I guess it will slow and difficult to recovery the business that we had before the pandemic	1. slow/ difficult to recover the business.	1. slow/ difficult to recover the business (1)	1. slow/ difficult to recover the business (R1-1, R2-1)
R2	I think i will take some time to boost up the business again and go to the normal state	1. slow/ difficult to recover the business.	1. slow/ difficult to recover the business (1)	

Based on Table 4.3, it can be seen that both respondents had similar answers. Both of them were concerned about slow or difficult recovery of the business once the pandemic ends. Even though the pandemic will end sooner or later, the impact will remain where the business will take some time to operate as before the MCO. Therefore, the Theme level 3 is stated as slow/ difficult

to recover the business.

Table 4.4: Interview Findings (Question 4)

Question 4:				
What strategies do restaurant entrepreneurs want to adopt?				
	Interview Fact	**Theme L1**	**Theme L2**	**Theme L3**
R1	Leverage the business with aggressive promotions and marketing actions	1. Having promotions **2.**Explore in marketing	1. Having promotion (1) **2.**Explore in marketing (2)	1. Having promotion (R1-1) **2.**Explore in marketing (R1-2) 3.launch new services (R2-3)
R2	We will launch new services like takeaway and deliveries.	1. launch new services	1. launch new services (3)	

Based on Table 4.4, it can be seen that there are three themes in Level 3 coded by the answers given by the respondents for the question regarding the strategies they want to adopt to face the current situation. It has been stated that they want to have more promotion and exploration in marketing their product and services in order to attract many customers and retain their old customers. Besides, one of the managers also mentioned that they want to adopt new services like takeaway and deliveries to increase the sale.

Table 4.5: Interview Findings (Question 5)

Question 5:				
What are the main lessons for restaurant entrepreneurs?				
	Interview Fact	**Theme L1**	**Theme L2**	**Theme L3**
		1. Have work capital	1. Have work capital (1)	1. Have work capital (R1-1)

R1	It is important to have good working capital and good cash-flow because you never know what can happen.	2.Have good cash-flows	2.Have good cash-flow (2)	2. Have good cash-flow (R1-2)
R2	To implement systems that allow us to be more secure and transmit greater security to our customers.	1. To follow safety measures	1. To follow safety measures (3)	3. To follow safety measures (R2-3)

Based on Table 4.5, there are three themes in Level 3 coded as per the answers given by the respondents for the question regarding the lessons learnt by this pandemic. One of the managers said that they want to have a good capital as well as good cash-flow as we will never know what will happen in future. Thus, we have to always be prepared to face any kind of situation and be extra precautious. Next, the other manager said that they want to consider implementing a system that allows them to obey the safety measures implemented by the government. temperature checking, safe-distancing, check in into my sejahtera app for the safety of customers.

4.1.2 Intervention

In the intervention phase, there is qualitative data analysis in the forms of statuses and posts through facebook which increases the customer engagement. Besides, the restaurant has been subscribed to Food Panda in reaching out to potential customers.

4.1.2.1 Facebook

There is already an existing Facebook page for Terathai restaurant which is managed by the founder of the restaurant. However, they are not actively posting anything previously. Hence, no customer engagement was developed. Therefore, the owner has been suggested to post more valuable content in the form of videos and photos of the restaurants and menu of the food.
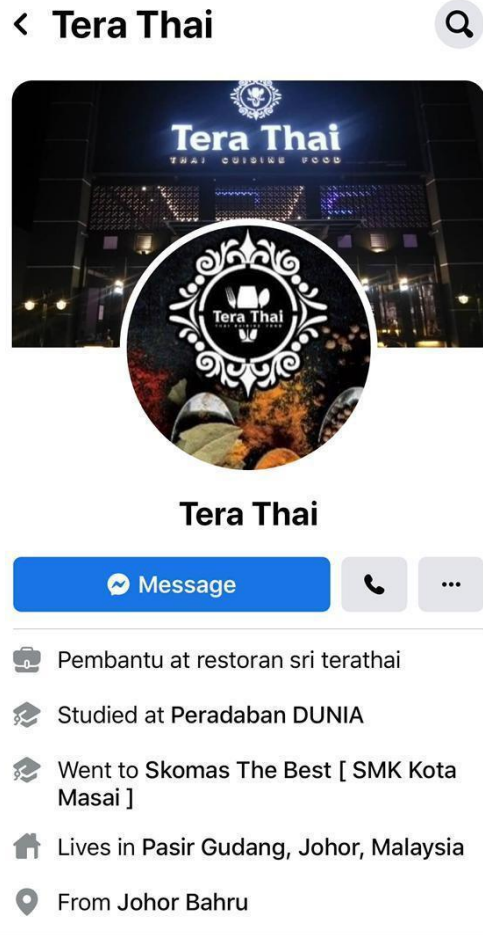
Figure 4.1 Facebook page of Terathai restaurant

Furthermore, facebook has introduced some features that help to boost up the business. Usually, the posts that we publish in social media are the best way of letting your customers know what product and services your business provides. Hence, Facebook launched a specific feature called boost post where it works as a normal post but you have to pay for it to reach many people. It can be created in a very simplest way by just clicking a button. By doing that, you can reach the right people that will be the target audience for your business. It could help to increase the reach of the business beyond the people who already follow the page. Plus, the built-in targeting options allow the page to reach the people who have interest in the service we provide.

Figure 4.2 Facebook page insights

The figure explains the reach of posts that have been published in the Terathai facebook page along with the engagement of the post. Based on the analytics, it was understood that posts with promotions and videos get more attention from the customers than a normal post with the product description. overall the post has reached 3006 people and has an engagement with 303 people. The likes of the page have increased by 55 and reach a total number of 214. The new tool introduced by facebook helps the entrepreneurs understand their customer and identify their target customers. They could learn on what type of posts may attract their customers and when to post to increase the customer's engagement.

4.1.2.2 Foodpanda

Foodpanda is a global online food delivery marketplace. It offers high value in comparison to food delivery or take away. The platforms are very easy and convenient for users to choose their favorite meals from their favorite restaurant that are partnering with Foodpanda. The

company offers unique discounts and offers to reach their target customers. Once customers order their food, Foodpanda will process it directly and send the order to the partner restaurants. After the restaurant prepares the order, the foodpanda rider will deliver the food to the customer and payment can be made by cash or online transfer. Thus, Terathai restaurant subscribed to the food panda application.
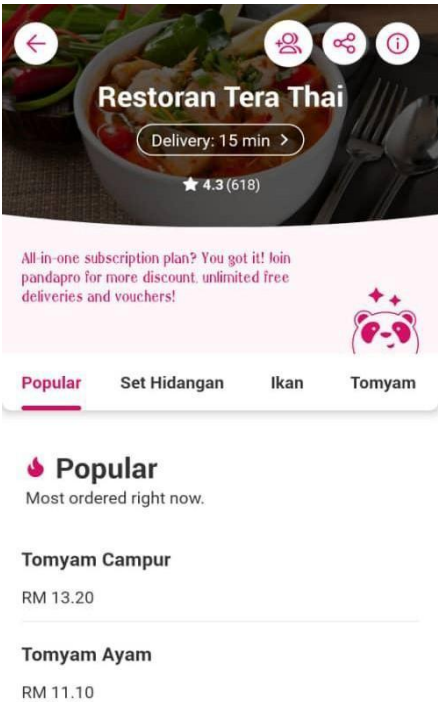
Figure 4.3 and 4.4: Foodpanda application

In Malaysia, Foodpanda online delivery platforms were gradually developed before Covid-19 pandemic strike. It's become a trend and convenient to use within urban areas even before the new norm of Covid-19. The key growth driver is the rise in smartphone users, internet access and cashless payment. Foodpanda is among the popular online delivery services especially amongst millennials. During Movement Control Order (MCO), consumer awareness and acceptance of online food delivery services has increased and reached matured demographics.

4.1.2.3 Post-Intervention

In the post-intervention phase, there is quantitative data analysis in the form of an online survey in studying the success of digital marketing and the reach of the Terathai restaurant. It has been transmitted via social media and social communication platforms.

4.2 Participant Observation

In the pre-intervention phase, an interview was conducted in order to study the impact of MCO on the restaurant and the current issues that they are facing. The participants of this interview are the managers of the restaurant who lead the management and the production of the restaurant. Besides, an online survey was conducted in order to know the reach of the restaurant after the intervention. The participants of this survey are the residents in the Kota Masai area/ Johor Bahru.

In the intervention phase, there are online posts that have been created as a part of the digital marketing intervention. Facebook boost post feature is used to increase the reach of the post. The viewers are the participants of this phase. Besides, Terathai restaurant subscribed to the foodpanda delivery application to increase the sale through online delivery and takeaway. Thus, the users of the foodpanda delivery app are the participants of this stage.

In the post-intervention phase, an online survey is distributed in studying the reach of the restaurant among the nearby residents upon the intervention. The participants for this online survey are the residents of the Kota Masai area.

4.3 Supporting document

In the pre-intervention phase, the interviews with the manager of the restaurant were conducted by following the interview protocol document. The interview was conducted in order to study the impact of the MCO to the restaurant and the strategies they have planned to overcome this issue.

In the intervention phase, there is qualitative data analysis in the form of social media platform which is facebook. Valuable posts with relevant content were regularly posted on facebook using the Boost post feature. Also, foodpanda delivery application is used in order to reach the targeted customers and enhance the reach.

In the post-intervention phase, there is a post survey is conducted through online platform. it has been created using Google Form in studying the reach of Terathai restaurant across Kota Masai area and Johor Bahru upon intervention. It has been made in dual languages, English and Malay in order to be understandable for the working professionals across Malaysia.

4.4   Quantitative Analysis

In the post-intervention phase, there is an online survey carried out in studying the reach of the restaurant among the nearby residents around the Kota Masai area upon the intervention.

4.4.1 Post- Survey

The online survey is conducted in such a way as a post-survey. A google form is created in the title of "Do you know Terathai Restaurant?" and transmitted via social media and social communication platforms such as facebook and whatsapp. A total number of 50 residents around the Kota Masai and overall Johor Bahru area took part in this survey. The purpose of this research is to study the reach of the terathai restaurant upon the intervention that has been carried out. The post-survey has been made in dual language, English, and Malay in order to be understandable for the participants across the residents.

In the proposal of this research, researchers have decided to do the survey for 50 residents from the Kota Masai and overall Johor Bahru area. Response rate has to understand the truthfulness of the outcome of the research. Based on the response rate it can be stated that the server gets the successful result or not. If the discount rate is between 5% to 30% it provides a low response rate on the other side of the response rate is 50% to 70% that means the responsibility is quite good (Ahmad *et al.* 2018). It is important to focus on the hundred percent

response rates that can be collected in the survey and it also helps to develop proper and fruitful research (King *et al.* 2017). In this research, the responsibility 100% means the residents of Kota Masai have responded in this survey.

There are in total four sections in the post-survey. Questions have been set in post-survey to make an effective comparison in analyzing the reach of the restaurant to the people upon the intervention. Statistical Package for the Social Sciences (SPSS) has been used in generating data for the responses received for the post-survey from residents across Kota Masai and Johor Bahru. Those questions which are into demographics and have binary answers are further analyzed by generating frequency statistics through SPSS whereas questions with Likert scale answers are further analyzed by generating descriptive statistics through SPSS.

Section   A

Q1:Gender

Gender is one of the most important demographic profiles that have been taken by most of the researchers while developing research. In this research based on the topic, the research has decided to select gender as an important demographic profile for this survey (Kwak and Park, 2019).

Table 4.6: Section A (Question 1)

Section A: General				
Q1) Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
1	26	52	52	52
2	21	42	42	94
3	3	6	6	100
Total	50	100	100	

From the above table, it can be stated that the researcher has selected three segments in gender that are male, female, and not prefer to tell. After doing the survey, it is seen that the

frequency of males is 26 for females is 21 and for others is 3. The cumulative percentages are 52%, 94%, and 100%.

Q2: Origin Place

In this research, the researcher has decided to select the place of origin that means the people who have been selected for the survey there come from which places. The research has decided to segment this demographic profile into two parts that are Kota Masai and Johor Bahru. This research is based on the impact of a movement control order on SMEs. This is the reason to choose the origin place as an important demographic profile for this research (Nosakhare and Bright, 2017).

Table 4.7: Section A (Question 2)

Section A: General				
Q2) Origin place				
	Frequency	Percent	Valid Percent	Cumulative Percent
1	26	52	52	52
2	24	48	48	100
Total	50	100	100	

From the above table, it can be said that the frequency of the first segment is 26. That means 26 respondents out of 50 are from Kota Masai and 24 Respondents are from other districts in Johor Bahru. The cumulative percentages are 52% and 100% respectively.

Q3: Age

Age is also an important demographic profile for any kind of research as this provides the proper information and different kinds of perspectives based on the various types of age. In this research, the researcher has decided to provide three segments in a demographic profile such as below 18 years, between 18 to 30 years, and between 30 to 50 years (Kwak and Park, 2019).

Table 4.8: Section A (Question 3)

Section A: General				
Q3) Age				
	Frequency	Percent	Valid Percent	Cumulative percent
1	14	28	28	28
2	15	30	30	58
3	21	42	42	100
Total	50	100	100	

After doing the survey it can be shown in the above table that the frequency rate of a segment is 14, for the second segment is 15 and for the 3rd segment are 21. Cumulative percentage shows 28% 58% and 100% respectively. 14 people have responded whose age is below 18 years, 15 people have responded who are aged between 18 to 30 years and 21 people have responded who are aged between 30 to 50 years.

Q4: Work experience

Work experience is a crucial demographic profile for business and company-related research. This research topic is related to business which is why the researcher has decided to select your experience and the demographic profile for developing the research. There are 5 segments in what experience profile such as fresher's, less than 2 years, 2 years, greater than 2 years, and others (Nosakhare and Bright, 2017).

Table 4.9: Section A (Question 4)

Section A: General				
Q4) Work experience				
	Frequency	Percent	Valid Percent	Cumulative Percent

1	17	34	34	34
2	13	26	26	60
3	9	18	18	78
4	7	14	14	92
5	4	8	8	100
Total	50	100	100	

The above table shows the frequency rate of the first segment in the work experience demographic profile is 17%, per second segment is 13%, for the third segment is 9%, for IV segment is 7% and for the 5th segment is 4%. 17 people are freshers who have responded in the survey, 13 people have less than 2 years experience, 9 people have 2 years experience, 7 people have more than two years experience and four people have responded in other sections. Cumulative percentages are 34%, 60%, 78%, 92%, and hundred percent respectively.

Section B

Table 4.10: Section B (Question 1)

Section B: Reach of the Terathai restaurant				
Q1) How did you hear about us?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Facebook	27	54	54	54
Friends and family	7	14	14	68
Food panda	12	24	24	92
Others	4	8	8	100
Total	50	100	100	

Based on Table 4.10, it can be seen that most respondents stated that they heard about Terathai restaurant through facebook by 54%. Thus, it can be understood that most respondents

are on social media platforms and they are very much reach of the restaurants through facebook. The second most platform that they hear about the Terathai restaurant is from by using Foodpanda application which is by 24%. They also hear about Terathai restaurant from their family and friends by 14% and from others such as seen physically by 8%.

Table 4.11: Section B (Question 2)

Section B: Reach of the Terathai restaurant				
Q2) Are the adverts on social media relevant to you?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	46	92	92	92
No	4	8	8	100
Total	50	100	100	

Based on table 4.11, 46 out of 50 respondents said the social media adverts are relevant to them which is by 92%. Meanwhile, 4 of them did not agree with that statement, which is by only 8%. Thus, the facebook ad choses the right users to publish their adverts.

Table 4.12: Section B (Question 3)

Section B: Reach of the Terathai restaurant				
Q3) Which online food ordering provider did you use?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Foodpanda	24	48	48	48
Grabfood	21	42	42	90
Lalamove	4	8	8	98
others	1	2	2	100
Total	50	100	100	

Based on Table 4.12, 48% of the people around Johor Bahru use Foodpanda as their

primary online food delivery provider. Grabfood almost has an equal competition which is 42%. It is followed by lalamove by 8% and others by 2%. So, the choice to subscribe to Foodpanda is an ideal choice where most of the people prefer using foodpanda application.

Table 4.13: Section B (Question 4)

Section B: Reach of the Terathai restaurant				
Q4) Did you use any of our discounts or special offers?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	28	56	56	56
No	22	44	44	100
Total	50	100	100	

Based on table 4.13, more than half of the respondents have used the discounts and special offers provided by the Terathai restaurant through facebook and Foodpanda application. 56% of people have used the offers. However, the fact that 44% of them did not use it shows that the offers did not reach as many people as planned.

Table 4.14: Section C (Question 1)

Section C: Improvement on the intervention				
Q1) which factor will motivate you to order food online?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Promotion/ Discount	26	52	52	52
Fast Delivery	14	28	28	80
Product Evaluation	10	20	20	100
Total	50	100	100	

Based on table 4.14, 52% of them were interested in Promotions and discount coupons which is an important motivation to attract the customers to order food online. Thus, offering various discount coupons and promotions will be the best approach to attract the consumers. 28% of them also said that fast online delivery will motivate them to order online. If the expected delivery time is too long, it will definitely affect the business as people will not be willing to wait so long to wait for the food. At last, 20% of people said they are motivated by the product evaluation which they considered about what they want and how it will taste.

Table 4.15: Section C (Question 2)

Section C: Improvement on the intervention				
Q2) Do you find our menu has something for everyone?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	43	86	86	86
No	7	14	14	100
Total	50	100	100	

Based on table 4.15, of those who have tried the Foodpanda application to order food, 86 % of them find the menu consists of something that is suitable for everyone. Yet, 14% do not feel the same way. The Terathai restaurant can consider this option in order to improve the menu offered by them.

Table 4.16: Section C (Question 3)

Section C: Improvement on the intervention				
Q3) If you ordered online, how quickly did your food arrive?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Within 15 min	36	72	72	72
Within 45 min	9	18	18	90

Within 1 hr	4	8	8	98
More than an hour	1	2	2	100
Total	50	100	100	

Based on table 4.16, 36 out of 50 respondents, which is 72% of people, got their online food delivery within 15min. 18% of them said they only got their food within 45 minutes. However, 8% have gotten their food within an hour and 1 person which is 2% have experienced getting their food more than an hour. Restaurant Terathai can improve in preparing their food order earlier which will enable the food to get delivered faster. The ideal food delivery time will be within 15minutes.

Table 4.17: Section C (Question 4)

Section C: Improvement on the intervention				
Q4) What other information would you like to see on this page?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Share some recipe	18	36	36	36
Behind-the-scene videos	12	24	24	60
contest	5	10	10	70
food review	12	24	24	94
others	3	6	6	100
Total	50	100	100	

Based on table 4.17, most of them were interested in knowing the recipe to be shared in social media by 36%. Secondly, 24% of them have requested for the behind-the-scenes videos to be posted. It shows that some of them are interested in knowing how the food was made in the kitchen. Meanwhile, 24% of respondents also want to know the food reviews on the food made by the Terathai restaurants. only 5 out of 50 respondents were interested in the contestants by

10% and the least number of people have stated others by 6%.

Table 4.18: Section D (Question 1)

Section D: Customer's satisfaction				
Q1) How satisfied are you with our page? 1 - Very satisfied 2　　- Somewhat Satisfied 3 - Not At All satisfied				
Mode	Median	Mean	Std.dev	Variance
2.000	2.000	1.900	0.610	0.372

　　　　Based on Table 4.14, it can be seen that most respondents are somewhat satisfied with the service provided through the page. This can be proven by the mode which is at value 2.0 which means somewhat satisfied. Besides, the median shows the value of 2.0 as well which means somewhat satisfied as well. The mean calculated shows the value of 1.90 which is somewhere between somewhat satisfied and very satisfied. Standard deviation shows the value of 0.610 which means that the spread out of the data lies close to the mean. The calculated variance for the post-survey is at the value of 0.372 which means that the spread out of the data lies close to the mean. Based on the value of standard deviation and variance in post-survey, it can be seen that the spread out of the both data lies much closer to the mean.

Table 4.19: Section D (Question 2)

Section D: Customer's satisfaction				
Q2) will you recommend us to a friend or colleague?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	46	92	92	92

No	0	0	0	92
Maybe	4	8	8	100
Total	50	100	100	

Based on table 4.19, 92 % which is 46 out of 50 people said that they will recommend the restaurant to their friend and colleague. It is a good sign that the restaurant is doing great. no one said that they wouldn't recommend it to others, which indicates that nobody feels bad about the restaurants. However, 4 people said maybe 8%.

4.5   Reflection on the Research Findings

Based on the quantitative analysis done in the format of an online survey which is the post-survey, it can be seen that the survey helped to study the reach of the restaurant towards the people upon the intervention carried out. The results show that there's a positive impact towards the Terathai restaurant. Referring to post-survey, the visibility has improved across Kota Masai through the intervention. Based on the qualitative analysis in the form of a feedback session with the managers after the intervention, it clearly shows the improved situation. Hence, it can be seen the intervention has impacted positively and managed to increase the number of sales through the foodpanda orders.

4.6   Summary of Findings

The data analysis shows the before and after the intervention and how it impacted Restaurant Terathai. It can be seen through the after intervention data analysis that it has impacted positively on the restaurant since some sales have generated and visibility enhanced for Terathai restaurant through the intervention.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.0   Introduction

The aim of this chapter can be mentioned as evaluating various perspectives that are related to the impact of "Movement Control Order " issued by the Malaysian government on the business performance of the Restaurant Terathai located at Kota Masai residential area. It can be seen that the SME had been affected largely by the negative influence of the order regarding the movement control of the people living in Malaysia. It can be seen that the Malaysian people were not allowed to leave their house so that the chain of pandemic could be broken. On the other hand, the economic performance of various SME companies and organizations had decreased due to the mentioned order given by the government of Malaysia. In this present chapter the discussions have been made on the basis of implication of the result, contribution of the present research, limitation and recommendation of the given research.

5.1   Reporting the Overall Results

The overall results of this research paper have been segregated and explained by correlating to the objectives of this research paper.

5.1.1 Objective 1

The first objective of the research conducted is to understand the concept of the movement control order. Movement control order is implemented as the preventive measure in response to the Covid-19 pandemic in Malaysia by the federal government. This order describes a lockdown for the country. A series of precautionary measures was implemented by the MCO to curb further Covid-19 outbreaks in Malaysia (Karim *et al.* 2020). MCO had a greater impact on the lifestyle of ordinary people especially for the performance level and the enterprises that have no option to

make work from home. For instance, hotels, restaurants, pubs, automotive industry, machinery, manufacturing industry and many more are the most affected ones. The effect of Coronavirus and MCO during this period had a destructive effect for the people and SMEs and their flow of life was totally stopped. (Nepal, 2020) The most affected one was the travel and tourism industry, hotel and restaurants as there is no scope of managing the workflows or work from home for the employees. Besides these SMEs, the ordinary people also suffered from this lockdown as some of them lost their jobs when working in the SMEs as the economic conditions were too poor and it was difficult to pay them as there was no profit. Thus, the overall condition for the SMEs and the people working for those companies were adverse.

5.1.2 Objective 2

The second objective of the research study is to evaluate the negative impact of this movement control order over small and medium enterprises. This was evaluated through the interview session with the two managers of the Terathai restaurant. It is said that the implementation of the MCO throughout the country causes the sales to be very low. They have started to get very few sales per day and not many customers are visiting their restaurant due to social distancing. Hence, there is entirely no sales for some time due to full lock down. The concerns of the managers is that the recovery phase after the pandemic will be very slow and difficult. It is also found out that their current marketing strategy is not efficient enough as they do not post in their social media regularly.

5.1.3 Objective 3

The third objective is to identify the possible recommendations that can be applied to overcome these challenges. Terathai restaurant is suggested to start digital marketing through the social media platform which is facebook. More valuable content that is relevant to their targeted customers is posted regularly. The promotional post that is published in the facebook page is marketed through facebook boost post feature that enables the post to reach many customers beyond the people that liked their page. Posts that consist of the menu together with price are

added to facebook to let their customers know the product and services they offer.

Besides, Terathai restaurant is subscribed to the Foodpanda delivery app. This enhances the target customers and reach of the restaurant to many people. The platforms are very easy and convenient for users to choose their favorite meals from their favorite restaurant that are partnering with Foodpanda. The company offers unique discounts and offers to reach their target customers. Once customers order their food, Foodpanda will process it directly and send the order to the restaurants. After the restaurant prepares the order, the foodpanda rider will deliver the food to the customer and payment can be made by cash or online transfer. In Malaysia, Foodpanda online delivery platforms were gradually developed before Covid-19 pandemic strike. It's become a trend and convenient to use within urban areas even before the new norm of Covid-19. The key growth driver is the rise in smartphone users, internet access and cashless payment. Foodpanda is among the popular online delivery services especially amongst millennials. During Movement Control Order (MCO), consumer awareness and acceptance of online food delivery services has increased and reached matured demographics. Thus, subscribing to Foodpand benefits the restaurant by increasing the target customers that helps to enhance the numbers of orders.

5.2   Reflection on Content and Premise

The digital marketing was introduced in Terathai restaurant where the posts regarding the restaurant's services and offers are published in facebook. It has managed to get the attention of the facebook users as it reaches to many people and the post gets a high number of interactions. Thus, this content created wider visibility across Malaysia for Restaurant Terathai, and through paid promotion on social media gave even a better outreach towards the people. Besides, the promotions and discount coupons offered through the food panda delivery application have encouraged many people to order food from the restaurant. The number of sales have increased upon the intervention and the restaurant gets a high reach among the nearby residents. This statement was proved right through the feedback given by the restaurant owners. Thus, many potential customers were gained by the restaurant.

5.3 Reflection on Overall Action Research Process

The findings and result of this study revealed that there is a significant relationship between sustainable development provided by MCO and the SME industry in Malaysia. It can be seen that this present study was able to recognise various factors related to MCO formulated by the Malaysian government and their impact on the organizational performance of restaurant business organizations under the SME and food and beverage industry in Malaysia. The reflection on the overall process of the action research can be stated as the rightful execution of qualitative and quantitative approaches on the three research objectives have made the research topic increase the sales through digital marketing intervention. It is important to diagnose and understand the gaps in the current marketing strategy and the reach of the restaurant among the nearby residents in order to come out with a suitable intervention to tackle the situation. The effectiveness of reporting in action research on the qualitative and quantitative approaches used in this research is truly helpful in giving a clear understanding of the research and eases to do mixed-method data analysis. Besides, the references made on previous and contemporary studies and the conceptual model related to this action research has been truly helpful in giving a proper framework of study for the intervention selected. Therefore, the improvement of the digital marketing strategy by exploring Facebook and using online food delivery platforms has a positive impact on the business. It has impacted the business in a good way by increasing the sales as well as the reach of the restaurant among the nearby residents.

5.4   Conclusion

In conclusion, Digital marketing is undeniably an apt intervention especially in this era of the digital world where the use of technology is very much preferred and helpful even in these difficult times due to pandemic COVID-19. The executed digital marketing intervention which is by sharing posts through facebook and subscribing to the Foodpanda delivery application has made a positive impact among the viewers and enabled them to obtain a bunch of customers. The exploration into digital marketing has widened the visibility of the restaurant and increased the sales. Hence, the goal is achieved. A good impression and perception among social media users

could always be maintained through active postings of contents, sharing their organizational activities, and interaction with social media users by Terathai Restaurant. Thus, good support from people will always be there for as long as a consistent effort is maintained.

Hence, In Action Research cycle 2, it is planned on how to improve this presence in digital marketing platforms. Suggestions to give promotions and discount coupons every 2 weeks are made. Furthermore, more digital platforms which have a high target audience will be explored.

5.5   Recommendations for Future

This study identified various factors associated with MCO but this study can be extended in order to measure the effect of MCO on the purchase decision of consumers so that the profit margin and organizational sustainability of the SME industry of Malaysia can be affected. On the other hand, this study can be done by involving more participants from different business organizations in Malaysia so that the researcher can get the actual picture regarding the condition of business organizations under the SME industry. This can help the present researcher in order to ensure reliability and validity of the data set fetched in the study.

This study can also be beneficial for the future researcher in case they want to study the effect of MCO on the SME industry and its significance on the overall picture of Malaysia. On the other hand, in this present study the data collection had been done by using both qualitative and quantitative methods. This can help the researcher in order to gain comprehensive knowledge regarding the perspective of the employees of the SME industry as well as the managers of the same industry. Apart from that the new researcher in this field can be benefitted from this study as this study has a detailed literature review on the given topic of the research.

CHAPTER 6

CYCLE TWO DATA ANALYSIS

6.0 Introduction

This chapter describes the findings and analysis of cycle two of the selected research that is about the impact of a movement control order on the restaurant as well to see the reach of the restaurants to the residents. In this chapter, two types of data analysis are done based on the selected research such as quantitative data analysis and qualitative data analysis. In qualitative data analysis, the interview proceeding is analyzed at first then the quantitative analysis done based on the survey conducted.

6.1 Fieldwork

There is fieldwork conducted in terms of qualitative and quantitative data analysis in the three phases such as pre-intervention, intervention, and post intervention in analyzing this research cycle two.

6.1.1 Pre-Intervention

In the pre-intervention phase, there is qualitative data analysis in the form of interviews conducted with the managers of the restaurants in order to study the impact of the intervention applied in cycle 1 and to know the current status. Also, to investigate the factors that can be improved on.

6.1.1.1 Qualitative data analysis

In the pre-intervention phase, 2 managers of the Terathai restaurant have been interviewed regarding the impact of the intervention applied in cycle 1 and to know the current status of the business. 5 questions were asked with them through Zoom video call. The answers were analyzed by thematic approach. The analysis that has been done for all the 5 questions can be seen in the table 6.1, 6.2, 6.3, 6.4 and 6.5.

Table 6.1: Interview Findings (Question 1)

Question 1: Do you think that the COVID-19 pandemic still has an impact on the business?				
	Interview Fact	**Theme L1**	**Theme L2**	**Theme L3**
R 1	Currently, the impact of covid has definitely been reduced compared to last year. However, the people are still concerned about their safety while dine-in.	1. Impact has reduced 2. People still concerned about safety	Impact has reduced (1) People still concerned about safety (2)	Impact has reduced (R1-1) People still concerned about safety (R1-2, R2-2)
R 2	Not many people were interested in dine-in as it was before the pandemic, especially the elders.	2. People still concerned about safety	People still concerned about safety (2)	

Based on Table 6.1, it can be seen that respondent 1 has responded by stating that the impact has reduced compared to the previous situation. However, both of them agreed that people

were still concerned about safety where not many people dine-in as per pre-pandemic period. It is due to a high chance of infection of the virus by interacting with other people even though the SOP's are followed.

Table 6.2: Interview Findings (Question 2)

	Interview Fact	Theme L1	Theme L2	
Question 2: **What are the changes you have faced after the government lifted the MCO restriction?**				
R 1	People are now allowed to dine-in by following the SOPs. The restaurants are only allowed to operate till midnight.	1. People allowed to dine-in 2. Restaurants allowed to operate till midnight	People allowed to Dine-in (1) Restaurants allowed to operate till midnight (2)	People allowed to Dine-in (R1-1, R2-1) Restaurants allowed to operate till midnight (R1-2, R2-2)
R 2	After the government lifted the MCO, the restaurants are allowed to operate till midnight and the people can dine-in.	1. People allowed to dine-in 2. Restaurants allowed to operate till midnight	People allowed to Dine-in (1) Restaurants allowed to operate till midnight (2)	

Based on Table 6.2, the main changes the restaurant faced once the government lifted the MCO is

people are now allowed to Dine-in where they have restricted previously. However, it is under the condition of following all the SOP's as stated by the government. Also, they both mentioned that the main change is now the restaurants are allowed to operate till midnight where previously it should be closed by 10pm. Thus, they both have the same opinion regarding this matter.

Table 6.3: Interview Findings (Question 3)

	Interview Fact	**Theme L1**	**Theme L2**	**Theme L3**
Question 3: **What are the main concerns that restaurant entrepreneurs have for the post-pandemic period?**				
R 1	Follow the Sops as what government initiated such as to ensure customers wear mask, sign-in MYSejahtera App, and sanitize the table after each customers leave	1. Follow SOP	Follow SOP (1)	Follow SOP (R1-1, R2-1)
R 2	Restaurants must always ensure that all the staff and the customers follow the SOP.	1. Follow SOP	Follow SOP (1)	

Based on table 6.3, the main concern of the both restaurant owners are to follow the SOP that has been announced by the governments. The procedures such as sanitizing the tables after every customer leaves the restaurant, ensuring the customers sign-in MY SEJAHTERA app before

entering into the restaurant and making sure they wear masks is a critical necessity. These are not only to obey the government rules but also will prevent others from getting infected.

Table 6.4: Interview Findings (Question 4)

Question 4: What strategies do restaurant entrepreneurs want to adopt?				
	Interview Fact	**Theme L1**	**Theme L2**	**Theme L3**
R 1	We realise the importance of marketing and the necessity to adapt to new practices such as online delivery. We want to focus on both online and offline marketing to reach more people.	1. Practice online delivery 2. Focus online marketing	Practice online delivery (1) Focus online marketing (2)	Practice online delivery (R1-1, R2-1) Focus online marketing (R1-2) Try new options (R2-3)
R 2	Our main concern is the continuity of the business no matter what happens in future. Thus, practising online deliveries and exploring more new options is very important.	1.Practice online delivery 2. Explore new options	Practice online delivery (1) Try new options (3)	

Based on table 6.4, Both the restaurant owners have accepted that they realize the importance of online marketing where it helps for the continuity of the business even during pandemic season. Nowadays, social media such as facebook, instagram, whatsapp and other online applications plays a major role in people's lives. Thus, exploring digital marketing is definitely a

better option to expand the business. Plus, they wanted to focus on online delivery as not everyone will be preferred to dine-in. Also, they mentioned they wanted to try new options in order to develop the business and increase the reach of the restaurant.

Table 6.5: Interview Findings (Question 5)

Question 5: How has digital marketing improved the situation?				
	Interview Fact	**Theme L1**	**Theme L2**	**Theme L3**
R 1	Online marketing has definitely helped to reach many people and enabled faster growth.	1. Reach many people 2. Faster growth	Reach many people (1) Faster growth (2)	Reach many people (R1-1) Faster growth (R1-2) Continuity of business (R2-3)
R 2	Online marketing has helped in continuity of business during pandemic.	3.Continuity of business	Continuity of business (3)	

Based on table 6.5, one of the managers has stated that online marketing helped to reach many people in a shorter period. It also has allowed them to achieve faster growth. Besides, another manager has mentioned about continuity of business especially during pandemic season. Overall, the reply has reflected positive feedback from both the managers.

6.1.2 Intervention

In the intervention phase, there is more customer engagement and discount posts through facebook in order to attract more people to the restaurant. Moreover, the restaurant now also has decided to subscribe to grabfood and also use whatsapp to reach out to more potential customers.

6.1.2.1 Facebook

The admin of the Terathai restaurant has now more actively posted videos and engaging status to attract more customers. Through such an effort, the business can actually widen their reach to more targeted people. Posting regularly about the updates and foods or any interesting facts about the restaurant will allow to develop a consistent personality for the brand. Therefore, people will be able to recognise the posts instantly and it will look more familiar to them where it will trigger them to try the food and want to know more about the restaurant.

Figure 6.1: Tera Thai Facebook page post

The figure shows one of the posts regarding the discount offered during National day. Giving out offers and discounts helps to draw in new customers. Such techniques will allow the new potential customers to try out the food for a cheaper price. Providing discounts during any occasions can also be a great marketing tool. It is not only very simple but also an effective way to achieve customer satisfaction.

6.1.2.2 Whatsapp

Whatsapp provides you a platform that allows a two-way communication between the business owners and customers. It brings convenience in personal messaging and it's an application where everyone from youngsters to elders use. Thus, they do not need to download an additional application in order to place an order or even to go through the menu. It also gives an opportunity for customers to tell their complaints or any dissatisfaction directly rather than waiting for customer calls or sending emails and not getting any reply. Hence, it improves the loyalty and trust among the people.
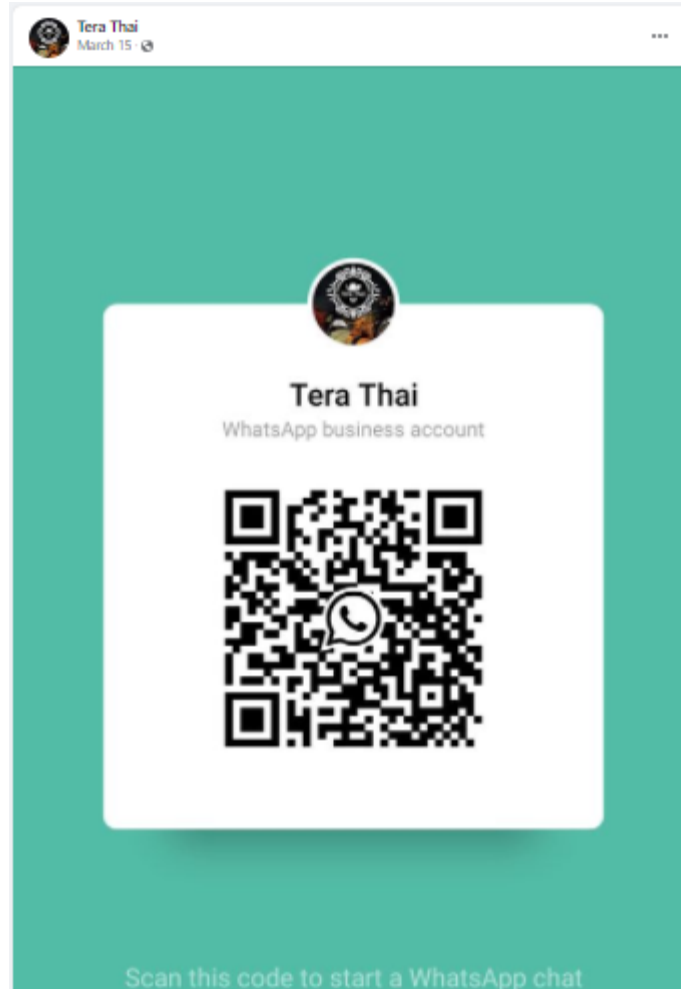
Figure 6.2: Whatsapp business account of Tera Thai

By having a business whatsapp account, people also can place their online order through whatsapp account. They also can look into the menu and browse their special offer through whatsapp brochures. By using this application, it automatically initiates more conversation and forms a closer bond with the customers without involving a middle person.

6.1.2.3 Grab food

Terathai restaurant has also subscribed to Grabfood where it actually provides a service similar to foodpanda. However, more people nowadays prefer Grabfood especially around the Kota Masai area compared to foodpanda due to certain reasons. It is mostly because the riders are punctual and well-mannered. Not only that, they charge a lesser delivery fee or compared to

foodpanda and even free delivery from time to time. However, Foodpanda is said to be charging almost double the food price compared to the dine-in price tag. In addition, you also can earn grab rewards from spending to redeem more rewards.
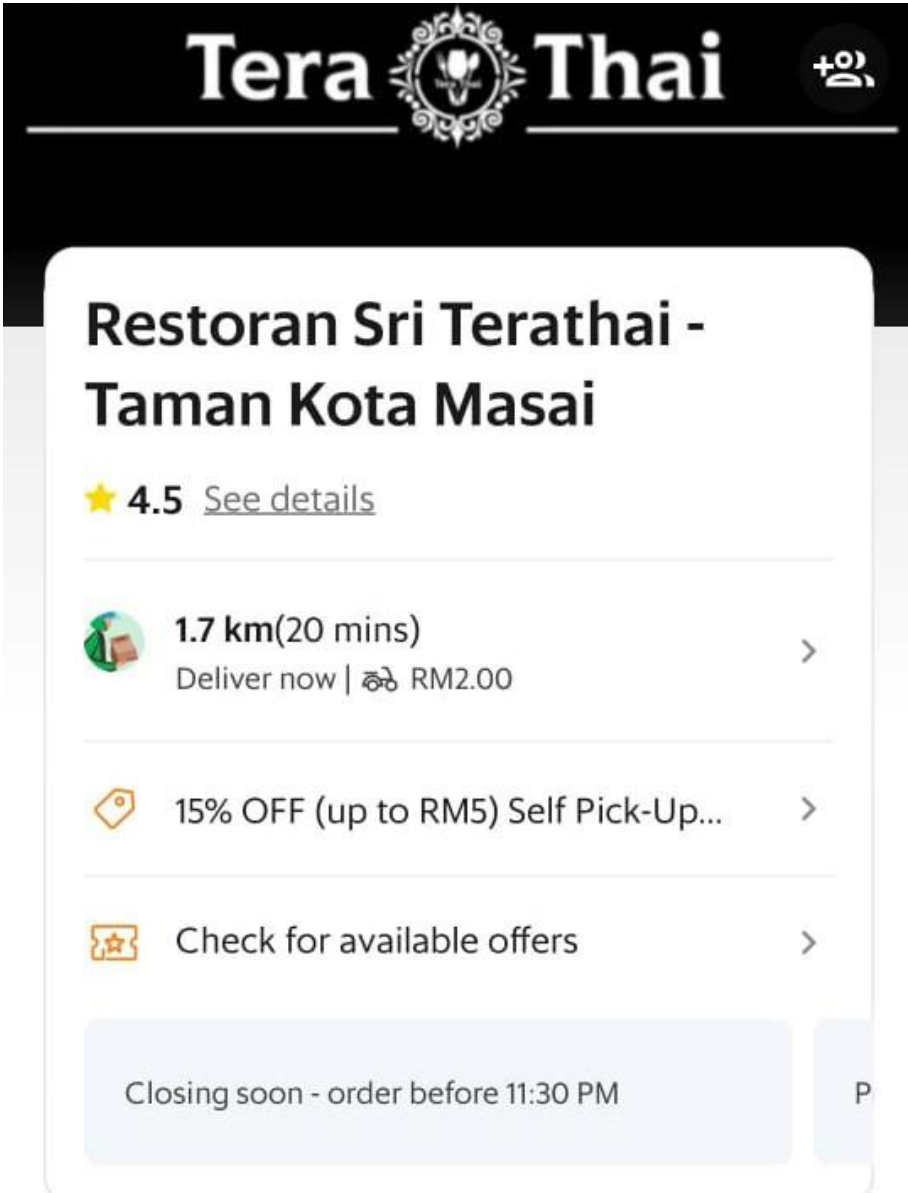

Figure 6.3: Grabfood account of Tera Thai restaurant

Subscribing to grabfood is definitely a smart choice where many people choose grabfood over foodpanda due to fast delivery and cheaper price. Moreover, it also provides a faster response for the customer service.

6.1.3 Post-Intervention

In the post-intervention phase, there is quantitative data analysis in the form of an online survey in studying the success of digital marketing and the reach of the Terathai restaurant for the second time. It has been distributed to the customers of the Terathai restaurant.

6.2 Participant profiling

In the pre-intervention phase, an interview was conducted with the two managers of the restaurant in order to know the result of the intervention applied during cycle 1 action research. Also, the purpose of the interview is to acknowledge the current situation of the business. The participants of this interview are the 2 managers of the restaurant who are responsible for the growth and sales of business. In addition to that, an online survey in the title called "Do You Know Terathai Restaurant 2.0?" was conducted. Customers of the Terathai restaurant from various places who took part in this survey are the participants of this survey.

In the intervention phase, various facebook posts and status were posted in Terathai official facebook page. Various promotions, food menu, restaurant's procedure during pandemic and delivery details were shared through these posts.The facebook page followers and the post viewers are the participants of this phase. Besides, Terathai restaurant also recently subscribed to Grabfood and launched their business whatsapp. This application helps them to increase the sales through online delivery and enables great communication between their customers. Thus, the users of the Grabfood app and whatsapp app are the participants of this stage.

Moving on to the post-intervention phase, facebook posts and promotion are regularly posted. Also grabfood, Foodpanda and business whatsapp are subscribed due to high demand. All the customers who use these applications are the participants.

6.3   Supporting review document

In the pre-intervention phase, the interviews with the manager of the restaurant were conducted by following the interview protocol document. The interview was conducted in order to know the result of the intervention applied during cycle 1 action research. Also, the purpose of the interview is to acknowledge the current situation of the business.

In the intervention phase, there is qualitative data analysis in the form of a social media platform which is facebook posts regarding the services provided by the restaurants, discounts offered, and the food menu. Valuable posts with relevant content were regularly posted on facebook to attract more followers. Also, Grabfood delivery application is used in order to reach the targeted customers and and business whatsapp is used to have a good communication with the customers.

In the post-intervention phase, there is a post survey which is conducted by distributing it to the customers of the Terathai restaurant.. It has been created using Google Form in studying the reach of Terathai restaurant across Kota Masai area and Johor Bahru upon intervention for cycle 2. It has been made in dual languages, English and Malay in order to be understandable for the working professionals across Malaysia.

6.4   Mixed method Pre and Post Data Analysis

In the post-intervention phase, there is a survey carried out in studying the reach of the restaurant among the customers upon the intervention during cycle 2.

6.4.1   Post- Survey data analysis

The online survey is conducted in such a way as a post-survey. A google form is created in the title of "Do you know Terathai Restaurant? 2.0" and transmitted to the customers that visit the Terathai restaurant and social media platforms such as facebook. A total number of 100 people have taken part in this survey who are from Kota Masai as well as from other areas and states. This research has a purpose of studying the impact of intervention applied during research cycle 2.0 and the current situation of the business. It allows the managers and the staff to understand the

importance of digital marketing in expanding the business and to reach many people. Also, it helps us to adapt new strategies to update the business according to the customer's needs. The post-survey has been made in dual language, English, and Malay in order to be understandable for the participants across the residents.

Researchers have decided to conduct this survey among the customers from the Kota masai area as well as from other states and places. This helps to understand how the customers feel about the service provided. The survey was conducted among 100 people to increase the data obtained from the previous survey as well as to know the opinion of the people from other places. However, the online survey has become one of the efficient ways of collecting data as it results in a quick response. Moreover, conducting online surveys helps to get a higher response rate which provides a higher satisfactory outcome in the end. One advantage scholars have reported is that the online surveys yield significantly higher response rates than the paper surveys (Koundinya, Klink, Deming, Meyers, & Erb, 2016; Liu & Wronski, 2017; Schonlau, Fricker, & Elliott, 2002).

A similar survey form as in cycle 1 is distributed out. This is to differentiate the impact of cycle 1 and 2 and measure the result. There are in total four sections in the post-survey. Questions have been set in post-survey to make an effective comparison in analyzing the reach of the restaurant to the people upon the intervention. Statistical Package for the Social Sciences (SPSS) has been used in generating data for the responses received. Those questions which are into demographics and have binary answers are further analyzed by generating frequency statistics through SPSS whereas questions with Likert scale answers are further analyzed by generating descriptive statistics through SPSS.

Table 6.6: Section A (Question 1)

Section A: General
Q1) Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
1	51	51	51	51
2	45	45	45	96
3	4	4	4	100
Total	100	100	100	

From the above table, it can be stated that the researcher has selected three segments in gender that are male, female, and not prefer to tell. After doing the survey, it is seen that the frequency of males is 51, for females is 45 and for others is 4. The percentages are 51%, 45%, and 4%. It seems that the population of male is slightly higher than females who visit the restaurant.

Table 6.7: Section A (Question 2)

Section A: General				
Q2) Origin place				
	Frequency	Percent	Valid Percent	Cumulative Percent
1	61	61	61	61
2	39	39	39	100
Total	100	100	100	

From the above table, it can be said that the frequency of the first segment is 61. That means 61 customers out of 100 are from the Kota Masai area and 39` customers from other

districts in Johor Bahru area and from other states. The percentages are 61% and 39% respectively. Thus, the reach of the restaurant all over the place has increased which causes people from other states to visit the restaurant.

Table 6.8: Section A (Question 3)

Section A: General				
Q3) Age				
	Frequency	Percent	Valid Percent	Cumulative Percent
1	36	36	36	36
2	42	42	42	78
3	22	22	22	100
Total	100	100	100	

After doing the survey it can be shown in the above table that the frequency rate of the customers below 18 years old are 36 out of 100, for the customers from 18-30 are 42 and above 30 is 22. The valid percent shows 36%, 42% and 22% respectively. It clearly shows that older people show some neglect in dining out at restaurants during this pandemic season compared to other generations.

Table 6.9: Section A (Question 4)

Section A: General			
Q4) Work experience			
	Frequency	Percent	Valid Percent	Cumulative Percent

1	20	20	20	20
2	22	22	22	42
3	23	23	23	65
4	27	27	27	92
5	8	8	8	100
Total	100	100	100	

The above table shows the frequency rate of the first segment in the work experience demographic profile is 20%, for the second segment is 22%, for the third segment is 23%, for the fourth segment is 27% and for the 5th segment is 8%. 20 people are freshers who have responded in the survey, 22 people have less than 2 years experience,23 people have 2 years experience, 27 people have more than two years experience and 8 people have responded in other sections.

Section B

Table 6.10: Section B (Question 1)

Section B: Reach of the Terathai restaurant				
Q1) How did you hear about us?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Facebook	44	44	44	44
Friends and family	26	26	26	70
Food panda	23	23	23	93

Others	7	7	7	100
Total	100	100	100	

Based on Table 6.10, it can be seen that most respondents stated that they heard about Terathai restaurant through facebook by 44%. Thus, it can be understood that most respondents are on social media platforms and they are very much reach of the restaurants through facebook. The second most platform that they hear about the Terathai restaurant is from friends and family by 26% who used to be our regular customers. They also hear about Terathai restaurant from using foodpanda application by 23% and from others such as seen physically by 7%.

Table 6.11: Section B (Question 2)

Section B: Reach of the Terathai restaurant				
Q2) Are the adverts on social media relevant to you?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	90	90	90	90
No	10	10	10	100
Total	100	100	100	

Based on table 6.11, 90 out of 100 respondents said the social media adverts are relevant to them which is by 90%. Meanwhile, 10 of them did not agree with that statement, which is by only 10%. Thus, the facebook ad choses the right users to publish their adverts. However, they still need to improve in some way to make it 100%.

Table 6.12: Section B (Question 3)

Section B: Reach of the Terathai restaurant

Q3) Which online food ordering provider did you use?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Foodpanda	42	42	42	42
Grabfood	49	49	49	91
Lalamove	5	5	5	96
others	4	4	4	100
Total	100	100	100	

Based on Table 6.12, 49% of the people around Johor Bahru use Grabfood as their primary online food delivery provider. Foodpanda almost has an equal competition which is 42%. It is followed by lalamove by 5% and others by 4%. So, the choice to subscribe to Foodpanda and grabfood is an ideal choice where most of the people prefer using these applications.

Table 6.13: Section B (Question 4)

Section B: Reach of the Terathai restaurant				
Q4) Did you use any of our discounts or special offers?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	72	72	72	72
No	28	28	28	100
Total	100	100	100	

Based on table 6.13, 72% of the respondents have used the discounts and special offers provided by the Terathai restaurant through facebook and Foodpanda application. 28% of people

have not used the offers yet. However, the fact that more percentage of them did use it compared to last time shows that the offers did reach as many people as planned with the help of social media.

Table 6.14: Section C (Question 1)

Section C: Improvement on the intervention				
Q1) which factor will motivate you to order food online?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Promotion/ Discount	45	45	45	45
Fast Delivery	41	41	41	86
Product Evaluation	14	14	14	100
Total	100	100	100	

Based on table 6.14, 45% of them were interested in Promotions and discount coupons which is an important motivation to attract the customers to order food online. Thus, offering various discount coupons and promotions will be the best approach to attract the consumers which has been done through the food delivery applications. 41% of them also said that fast online delivery will motivate them to order online. It shows an almost equal percentage with the discount which will definitely affect the business as people will not be willing to wait so long to wait for the food. At last, 14% of people said they are motivated by the product evaluation which they considered about what they want and how it will taste.

Table 6.15: Section C (Question 2)

Section C: Improvement on the intervention

Q2) Do you find our menu has something for everyone?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	91	91	91	91
No	9	9	9	100
Total	100	100	100	

Based on table 6.15, of those who have tried the Foodpanda and Grabfood application to order food, 91% of them find the menu consists of something that is suitable for everyone. Yet, 9% do not feel the same way. The Terathai restaurant has considered this option from the last time where the percentage has reduced from 14% to 9%.

Table 6.16: Section C (Question 3)

Section C: Improvement on the intervention				
Q3) If you ordered online, how quickly did your food arrive?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Within 15 min	64	64.6	64.6	64.6
Within 45 min	26	26.3	26.3	90.9
Within 1 hr	6	6.1	6.1	97
More than an hour	3	3	3	100
Total	99	100	100	

Based on table 6.16, 64 out of 99 respondents, which is 64.6% of people, got their online food delivery within 15min. 26% of them said they only got their food within 45 minutes. However, 6% have gotten their food within an hour and 6 people, which is 6.1% have experienced getting their food more than an hour. Restaurant Terathai have improved in preparing their food order earlier which will enable the food to get delivered faster compared to earlier periods. The percentage of getting food within 15 min have increased from 36% to 64%. However, 3 out of 99 people got their food later than an hour due to an unavoidable situation.

Table 6.17: Section C (Question 4)

Section C: Improvement on the intervention				
Q4) What other information would you like to see on this page?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Share some recipe	30	30	30	30
Behind-the-scene videos	22	22	22	52
contest	5	5	5	57
food review	36	36	36	93
others	7	7	7	100
Total	100	100	100	

Based on table 6.17, most of them by 36% were interested in food review which is being in trend nowadays. Besides, 30% of them wanted to know the recipe to be shared in social media. Besides, 22% of them have requested for the behind-the-scenes videos to be posted. It shows that some of them are interested in knowing how the food was made in the kitchen. Meanwhile, 5% of

respondents also want to know the food reviews on the food made by the Terathai restaurants. Only 7 out of 100 respondents were interested in the contestants and the least number of people have stated others by 6%.

Table 6.18: Section D (Question 1)

Section D: Customer's satisfaction				
Q1) How satisfied are you with our page? 1 - Very satisfied 2 - Somewhat Satisfied 3 - Not At All satisfied				
Mode	Median	Mean	Std.dev	Variance
1.000	1.000	1.900	0.610	0.372

Based on Table 6.18, it can be seen that most respondents are very satisfied with the service provided through the page. This can be proven by the mode which is at value 1.0 which means very satisfied. Besides, the median shows the value of 1.0 as well which means satisfied as well. The mean calculated shows the value of 1.90 which is somewhere between somewhat satisfied and very satisfied. Standard deviation shows the value of 0.610 which means that the spread out of the data lies close to the mean. It indicates a very good improvement as the previous survey resulted in somewhat satisfied and now it resulted in very satisfied. It shows that the great work has been carried out by the restaurant managers and team.

Table 6.19: Section D (Question 2)

Section D: Customer's satisfaction
Q2) will you recommend us to a friend or colleague?

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	96	96	96	96
No	0	0	0	96
Maybe	4	4	4	100
Total	100	100	100	

Based on table 6.19, 96 %, which is 96 out of 100 people, said that they would recommend the restaurant to their friend and colleague. It is a good sign that the restaurant is doing great. No one said that they wouldn't recommend it to others, which indicates that nobody feels bad about the restaurants. However, 4 people said maybe that is just 4%.

6.4   Discussion on the Research Findings

Based on the quantitative analysis done, the post-survey is in the format of an online survey which is conducted for the second time. It can be seen that the survey helped to study the reach of the restaurant towards the people upon the intervention carried out during cycle 2.0. The results show that there's more positive impact towards the Terathai restaurant compared to the previous intervention. Referring to post-survey, the visibility has improved across Kota Masai as well as to other states of people through the intervention. It also showed that more people are using facebook and the promotions have been noticed by them. Also, they prefer foodpanda and Grabfood as the primary food delivery application to order food. The customer's biggest priority is to get their food delivered faster and get discounts on their purchase. Overall, most of them are satisfied with the service provided.

Besides, based on the qualitative analysis in the form of a feedback session with the managers after the intervention, it clearly shows the improved situation and the consent is now more about following the SOP and developing online business. Hence, it can be seen the intervention has impacted positively and managed to increase the number of sales through the

foodpanda as well as Grabfood orders. They have digitally well developed their business compared to before the covid period. The restaurant is now well known among the kota Masai residents as well as from other places. Through the intervention conducted, the managers also now know what their customers' needs are and it gives an opportunity for them to understand their customers well.

6.5   Reflection on cycle two Data analysis

The data analysis shows the result after the intervention during cycle 1 and 2 and how it impacted Restaurant Terathai. It can be seen through the after intervention data analysis that it has impacted positively on the restaurant since more sales have been generated compared to previous intervention. Also, an increase in visibility has been noticed for Terathai restaurant through the online delivery application and social media. More people have now got to know about the restaurant and overall it has a good impression among the people.

6.6   Chapter Summary

It can be summarized that the Data analysis part is very critical in research which enables us to understand the process in depth. It is defined as a process of categorizing, transforming and interpreting data into useful information for decision-making in a professional pathway or project implementation (Vsointernational.org, 2021). As stated here, this chapter is also a part of the decision making process in which the results are analysed thoroughly.

CHAPTER 7

CYCLE TWO REFLECTION

7.0 Introduction

Sankar, Bailey and Williams (2005, p. 4) point out that "critical reflection is a form of analysis that not only explores how and why things happened but identifies the as‑ assumptions underpinning the analysis". Thus, in this case we have not only identified the impact of Movement control order to the small medium enterprises but also identify what we could do to make the situation better. Therefore, intervention has been carried out after analyzing the situation. Hence, in this chapter the discussions have been made on the basis of implication of the result, contribution of the present research, limitation and recommendation of the given research.

7.1 Overall Findings

The overall results of this research paper have been segregated and explained by correlating to the objectives of this research paper.

7.1.1 Objective 1

The first objective of this action research is to understand the concept of a movement control order. To be precise, this action research has enabled us to recognize what are the struggles that a restaurant undergoes during this pandemic outbreak. There will strictly be no dining-in at all restaurants and food outlets or eateries mentioned herein during this MCO period (E.,Zainal, 2020). Even Though it's a very new situation to the entire nation, it is very important to understand the circumstances in order to sustain in the business. There was no dining allowed at first which totally affected the business and made them a huge loss in 2020. However, the rules were loosened eventually by allowing dine-in with some restrictions. The restaurants were only allowed to operate till midnight and the customers needed to follow the SOPs and safety distance measures. However, not everyone is preferred to dine-in restaurants as they feel not secured.This has limited the customer visit and distorted the daily operation as it was before the pandemic. Therefore, the option

of online delivery has been introduced to avoid the fear of the customers at the same time could maintain the social distancing.

7.1.2 Objective 2

The second objective of this action research is to evaluate the negative impact of this movement control order over small medium enterprises. The interview session helps to achieve this objective. The second interview that was conducted between the two managers is to understand the current situation after implementing the second intervention. Previously, it was said to have no sales and business undergoing a big loss. However, during the second interview they have stated that the restaurant has now adapted to digital marketing and the restaurant has reached many targeted people. New profiles have been created in social media and regular posting about the restaurant and the services it provides has done. They have understood the power of social media and are promoting regularly to attract more customers. Pandemic shall not be a distraction as they are now more focused on online deliveries.

7.1.3 Objective 3

The third objective of the action research is to identify the possible recommendations that can be applied to overcome these challenges. At the first cycle, some recommendations such as subscribing to foodpanda, and marketing through facebook to reach many people were applied. These recommendations helped the restaurant to reach the target audience and adapt to online deliveries. However, based on the implication results that have been observed, more interventions were carried out during cycle two. They are posting valuable content on facebook regularly, subscribing to grabfood that is highly used in the Kota masai area and using business whatsapp to maintain a closer relationship with the customers. Promotions and discounts are offered to attract more new customers. Thus, it helps the restaurant to create a positive impression among the customers and is well known among many people.

7.2 Contribution

7.2.1 Theoretical Contribution

Theoretical contribution is a process which is based on the theory development and advancement in existing theory with some logic and facts (Zhou, 2017). SMEs definitely have a different perspective of facing this economic crisis which has been triggered by the Covid-19 virus. Research has shown that, unlike large companies, SMEs are under-capacitated to create the preconditions for a quick recovery from a crisis (Peric & Vitezic, 2016). Not everyone managed to overcome this crisis where some see this as a threat for their business to develop. However, in the situation of Terathai restaurant, it has been an opportunity to develop the marketing strategy and enhance the business to reach many people. It has suggested that SME industries might be less affected by the uncertainties brought by the pandemic situation via exploring into digital marketing and trying new options in business.

7.2.2 Practical Contribution

When it comes to action research, practical outcome is the crucial part which reflects the whole objective of the project. This pandemic has been a very critical year for all the small medium enterprises. Especially for the food and beverages industry as there are many emerging new guidelines and policies. The food handlers have to follow tightened rules and regulations such as using disposable gloves, the chef should have taken a PCR test and does not have any symptoms of virus, wear a mask while cooking etc. Not only the food handlers but also the server and the customers must follow the restrictions such as sign into MySejahtera, take temperature, maintain social distance. Most SMEs are less able to prepare for such conditions as well as to recover from the business loss that happened during the lockdown period. Thus, digitalisation opens a new door to explore more ways of developing business.

7.3 Action Research Reflection

The action research project that has been conducted is to study the impact of the MCO to the small medium enterprises. Analysis has been done throughout the project based on the research findings that shape the reflection of research. It allows us to conclude the entire research study.

According to this project, the Restaurant has faced a difficult time in business and does not have the target sales in recent times. Thus, the action research has allowed to reach the goal which is to increase the sales and the reach of the restaurant to the people. Also, there are few unintended goals that have been achieved which are exploring digital marketing and introducing online deliveries. It is a new intervention that has been made to achieve the same goal of increasing the sales and reach of the restaurant. The outcome that has been achieved is not only applicable during the MCO period but will also be useful in future. The restaurant can use this as their new marketing strategy to increase their yearly turnover. Therefore, I would say that the planned action has successfully been carried out and the objective has been achieved.

7.4 Conclusion

It is an undeniable fact that digital marketing intervention is an apt intervention in this era of the digital world where the use of technology is very much preferred and helpful even in these difficult times due to pandemic COVID-19. This pandemic situation has really made so many changes in our lives, our daily activities, habits and even how the business market functions. Many people now prefer to stay at home and are more conscious about safety in public areas. This has a huge impact on business where people no longer step out of their house to make purchases. Those people who have learned to adapt to E-commerce have survived this battle compared to those who have not. The executed digital marketing intervention in the form of facebook posts, videos, discounts, through food Application has made a greater impact among the consumers.

The effort made has widened the visibility of the restaurant not only among the Kota Masai residents but all over the places from even other states. In conclusion, the business development through digital marketing was successfully achieved at the end of the project. The restaurant manager has now realized the use of food application and online deliveries which will benefit the restaurant even during a pandemic situation. Also, they learned to post useful contents that attract the attention of the targeted audience. The good impression that is made through social media can be always maintained via an active interaction with the customers, frequent content posting and

good customer service. Thus, a constant effort should be taken in order to sustain in the industry and further develop the business.

7.5 Limitations

The main limitation of this action research that I have noticed is the time constraint. This pandemic situation is a new change in the entire society and everyone needs some time to understand the situation and act accordingly. People have never faced such a situation and need to adapt to a new culture in order to sustain in the industry. Not only technology but even daily life circumstances have changed due to this pandemic. Hence the government restrictions and laws were changing from time to time which makes the process even more difficult. The restriction of people to dine-in and go out of their house changed depending on the rise of the case in the current place. Therefore, the intervention made in the restaurant should always depend on the new regulation and plans need to be changed if there are any new regulations enforced.

7.6 Future Recommendations

Technology plays a critical role in business especially during this crisis period where it totally has changed the way of doing our daily activities. Everywhere it is switching to remote working where some even use artificial intelligence in order to provide great customer service. In a F&B industry, there's more competition and exposure to technologies which allows the lives of our customers to be easier. Therefore, in future we have to think of a way of integrating the workforce into technologies to increase productivity. By adapting into technologies, it allows us to improve the working lives of our employees, deliver better customer service which drives a higher economic growth. In addition to that, the content marketing intervention can be furthered by fully utilizing the best of it in getting greater outreach. For Instance, influencer marketing is one of the tactics that enable a higher level of audience engagement. For a restaurant business, we can appoint an influencer to review our food and share through social media. It will trigger more people to try and visit the place. This way of marketing is highly efficient because of the trust factor. The audience will tend to believe the person who they follow and watch on a daily basis instead of a commercial or social media ad.

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APPENDICES

Appendix A: Similarity Index Report

Tharshini

Appendix B: Impact report

To: Terathai Restaurant Manager

Student Name : Tharshini R.Ramays

Matric Number: MBS191216

Azman Hashim International Business School UTM

Subject : Impact Report acknowledgement

This is to confirm that **Miss Tharshini R.Ramays, having** the matric number **MBS191216,** has completed her Action Research Project in our company. The Action Research project was successfully implemented, and the interventions had an impact in generating more sales. The suggestions made through this research helped the restaurant to explore more in digital marketing and try online deliveries. Stepping into social media has enabled the association to reach many people around and to maintain a closer relationship with the customers. The company not only has increased the sales but also achieved a high customer base through the intervention it has made.

We would like to appreciate Mr/Miss STUDENT NAME for implementing these interventions which has had a positive impact on our organization in the area of digital marketing under the department of marketing.

We wish her all the best for all her future endeavours.

Thanks & Regards

RESTORAN SRI TERA THAI
JM0809128-M
No.4, Jalan Eko Perniagaan 1,
Taman Kota Masai, 81700 Pasir Gudang, Johor
© 07 362 4331

Terathai Restaurant
No. 4, Jalan Ekoperniagaan 1,
Taman Kota Masai, 81700 Pasir Gudang,
Johor, Malaysia

Appendix C: Supervisor Consent Form

UTM AZMAN HASHIM INTERNATIONAL BUSINESS SCHOOL

CONSENT FORM (SUPERVISOR)

Date: 10/06/2021

- I Assoc. Prof. Dr Rohaida Basiruddin acknowledge that I agree to supervise the student named Tharshini R.Ramays (MBS191216) for her Action Research Project entitled Impact of movement control order on Small medium enterprise that will be carried-out at the Teratai Restaurant.

- I understand that this assignment will be considered as part of your workload until the student completes her final Action Report.

- I will share my research expertise to provide valuable guidance to the student, so that the student can produce an excellent final report.

I, the undersigned, hereby confirm and provide my consent to supervise this student's project.

Supervisor's Name: Assoc. Prof. Dr Rohaida Basiruddin
Phone: 013-5131908
Email: rohaida@ibs.utm.my

....
Supervisor's Signature

CONSENT FORM (SUPERVISOR)

Date:10 JAN 2022

- I Assoc. Prof. Dr Rohaida Basiruddin acknowledge that I agree to supervise the student named Tharshini R.Ramays (MBS191216) for her Action Research Project entitled Impact of movement control order on Small medium enterprise that will be carried-out at Teratai Restaurant.

- I understand that this assignment will be considered as part of your workload until the student completes his/her final Action Report.

- I will share my research expertise to provide valuable guidance to the student, so that the student can produce an excellent final report.

- I, the undersigned, hereby confirm and provide my consent to supervise this student's project.

Supervisor's Name: Assoc. Prof. Dr Rohaida Basiruddin

Phone: 013-5131908

Email: rohaida@ibs.utm.my

13/01/2022

..........................DR. ROHAIDA BASIRUDDIN....................
Associate Professor
Azman Hashim International Business School
Level 9, Menara Razak
UTM Kuala Lumpur
Tel : 03-2180 5009
Fax : 03-2180 5608
Email : rohaidabasiruddin.kl@utm.my

Supervisor's Signature

Appendix D: Interview Consent Form

Date: 06 Jun 2021

- I **Izzu Fauzzai** acknowledge that I am briefed by **Tharshini R.Ramays** about the student project entitled Impact of Movement control order on small-medium enterprise that will be conducted at the Restaurant Terathai, Kota Masai

- I agree to contribute and I understand that my contribution is voluntary and I can postpone and/or withdraw at any time or refuse to answer any question.

- I understand the purpose and nature of the student project and I agree to be interviewed and audio-recorded for maintaining the accuracy of data.

- I have been assured that all the information provided to Tharshini R.Ramays will be treated confidentially and identity of all the participants/individuals will be anonymously reported.

- I understand that I am entitled to access the information I have provided at any time to review, change or improve it.

- I understand that I am free to contact any of the people involved in this student project to seek further information and clarification.

I, the undersigned, hereby confirm and provide my consent to participate in this student project.

Participant's Name: Izzu Fauzai

Position: Manager, Terathai Restaurant

Address: No. 4, Jalan Ekoperniagaan 1, Taman Kota Masai, 81700 Pasir Gudang, Johor

Phone: +60 7-362 4331

Participant's Signature

Thanks & Regards
RESTORAN SRI TERA THAI
JM0809128-M
No.4, Jalan Eko Perniagaan 1,
Taman Kota Masai, 81700 Pasir Gudang,
07 362 4331

Student's Name: Tharshini R.Ramays

Project Title: Impact of movement control order on small-medium enterprise

Phone: 0146179876

Email: Shiniitharshu6@gmail.com

shini

....
Student's Signature

Appendix E: Company Letter of Intent

05 March 2021

Tharshini R.Ramays

Sem 2 / 2021 / MBSA 2934

MBS191216

961024016078

Azman Hashim International Business School,

Universiti Teknologi Malaysia

54000 Kuala Lumpur, Malaysia

Subject: Permission to do an Action Research project in our organization

Dear Tharshini,

With reference to your request for doing an Action Research project in our organization. We are pleased to permit you to do an Action Research in our organization between the period **March 2021 to January 2022.**

You should note that any data collected from our organization should be kept confidential and can be shared only with the permission from the organization. For all your project related queries and coordination please coordinate with **Mr Izzu Fauzai** in the company

We wish you all the best for your project work.

Thanks & Regards

Izzu Fauzai

Manager

TeraThai Restaurant

No. 4, Jalan Ekoperniagaan 1,

Taman Kota Masai, 81700 Pasir Gudang,

Johor, Malaysia

Appendix F: Compulsory Meeting Form

BUSINESS RESEARCH PROJECT
Record of Supervision Meeting

DETAILS

Course Code	: MBSA 2933
Course Name	: Business Research Project (BRP) / Action Research Project (ARP)
Semester/Session	: Semester II / Session 2020/2021
Supervisor Name	: Assoc. Prof. Dr. Rohaida Binti Basiruddin
Student Name:	: Ms. Tharshini R.Ramsys
Student Matric No.	: MBS191216

RECORD OF MEETING BRP SUPERVISOR/MENTOR	
Date	**Discussion Agenda**
21/03/2020	Discussion on the topic and company background
01/07/2020	Clarifying the ways of doing the interview and survey
01/03/2021	Progression on the Intervention
25/05/2021	Overall report review
10/06/2021	Revised report review & slides review

SUPERVISOR

(SIGNATURE)
Date: 20/06/2021

STUDENT

(SIGNATURE)
Date:

Azman Hashim International Business School

96

Appendix G: Presentation Consent Form

AR2 PRESENTATION CONSENT FORM

Student's Name	Tharshini R.Ramays
Matric No.	MBS191216
Project Title	IMPACT OF MOVEMENT CONTROL ORDER ON SMALL-MEDIUM ENTERPRISE
Program /Course code	MBSA2934
Supervisor's consent Please tick one (√)	√ Approve ☐ Disapprove
Comment (if any)	
Supervisor's Signature	Date 10 JAN 2022
Supervisor's Name/s	Assoc. Prof. Dr Rohaida Basiruddin

DR. ROHAIDA BASIRUDDIN
Associate Professor
Azman Hashim International Business School
Level 9, Menara Razak
UTM Kuala Lumpur
Tel : 03-2180 5009
Fax : 03-2180 5608
Email : rohaidabasiruddin.kl@utm.my

Appendix H: Interview Protocol

INTERVIEW PROTOCOL FOR MANAGER OF TERATHAI RESTAURANT
INTRODUCTION
1) Good morning/ afternoon/ evening, thank you for taking the time to meet me today. 2) My name is Tharshini R.Ramays. I am an MBA student from UTM. 3) I would like to talk to you regarding the issues faced by Terathai Restaurant due to MCO. 4)　　The main objective of this interview is in collecting your view as the Manager of Terathai Restaurant is to study the impact of the MCO on Teratai restaurant and the strategy that they have planned to tackle the situation, so that it can be used for improvement purposes. 5) The interview should take less than 30 minutes. 6)　　All responses will be kept confidential. I will ensure that any information that I include in my report does not identify you as the respondent. 7) Are there any questions about what I have just explained? 8) Are you willing to participate in this interview?
INTERVIEW QUESTIONS
1. Do you think MCO proved significant during COVID-19 pandemic?

2. How has the coronavirus (COVID-19) impacted your business?
3. What are the main concerns that restaurant entrepreneurs have for the post-pandemic period?
4. What strategies do restaurant entrepreneurs want to adopt?
5. What are the main lessons for restaurant entrepreneurs?

CLOSING

1) Is there anything more you would like to add?

2) Thank you for your time allowing me to interview you. Your responses are really useful for the intervention for Restaurant Terathai.

Appendix I: Survey (Post Intervention)

Do you know Terathai Restaurant?
The purpose of this survey is to gather the response from Kota Masai/ Johor Bahru residents on the reach of the Terathai restaurant through social media and online food delivery platforms. This survey will be important for us to analyse the result of the intervention made through digital marketing strategy. All information submitted in this survey will be kept confidential. The survey will take you less than 5 minutes to complete. Thank you for taking part in this survey. Tujuan tinjauan ini adalah untuk mengumpulkan respons dari penduduk Kota Masai / Johor Bahru mengenai jangkauan restoran Terathai melalui media sosial dan platform penghantaran makanan dalam talian. Tinjauan ini akan menjadi penting bagi kami untuk menganalisis hasil

intervensi yang dilakukan melalui strategi pemasaran digital.

Semua maklumat yang dihantar dalam tinjauan ini akan dirahsiakan. Tinjauan akan memakan masa kurang dari 5 minit untuk diselesaikan. Terima kasih kerana mengambil bahagian dalam tinjauan ini.

Yours sincerely,

Tharshini R.Ramays

MBA Student

Azman Hashim International Business School (AHIBS)

87 Universiti Teknologi Malaysia (UTM)

Survey Questions		
Section A: General/ Umum		
1	Gender / Jantina	● Male / Lelaki ● Female / Perempuan ● Others / Lain-Lain
2	Origin Place / Tempat Asal	● Kota Masai ● Other districts from Johor Bahru / Daerah lain dari Johor Bahru
3	Age / Umur	● Below 18 years / Di bawah 18 tahun ● Between 18-30 years / Antara 18-30 tahun ● Between 30-50 years / Antara 30-50 tahun

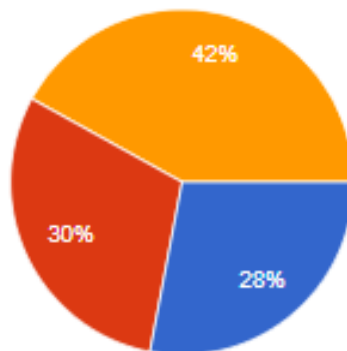| 4	Work Experience / Pengalaman Kerja	- Freshers / Baru bekerja - Less than 2 year / kurang daripada 2 tahun 2 years / 2 tahun - Greater than 2 years / Lebih daripada 2 tahun - Others / Lain-Lain
Section B: Reach of the Terathai restaurant / Jangkauan restoran Terathai		
1	How did you hear about us? / Bagaimana anda mendengar tentang kami?	- Facebook - Friends and Family / Keluarga dan kawan-kawan - Food Panda - Others / Lain-lain
2	Are the adverts on social media relevant to you? / Adakah iklan di media sosial relevan dengan anda?	- Yes / Ya - No / Tidak
3	Which online food ordering provider did you use? / Penyedia pesanan makanan dalam talian mana yang anda gunakan?	- Foodpanda - Grabfood - Lalamove - Others / Lain-lain
4	Did you use any of our discounts or special offers? / Adakah anda menggunakan diskaun atau tawaran istimewa kami?	- Yes / Ya - No / Tidak

Section C: Improvement on the intervention / Penambahbaikan pada intervensi		
1	Which factor will motivate you to order food online? / Faktor mana yang akan mendorong anda untuk memesan makanan dalam talian?	- Discount / Diskaun - Fast delivery / Penghantaran cepat - Product Evaluation / Penilaian produk
2	Do you find our menu has something for everyone? / Adakah anda mendapati menu kami mempunyai sesuatu untuk semua orang?	- Yes / Ya - No / Tidak
3	If you ordered online, how quickly did your food arrive? / Sekiranya anda membuat pesanan dalam talian, seberapa cepat makanan anda tiba?	- Within 15 min / Dalam 15 min - Within 45 min / Dalam 45 min - Within 1 hr / dalam 1 jam - More than an hour / lebih daripada 1 jam
4	What other information would you like to see on this page? / Apakah maklumat lain yang ingin anda lihat di halaman ini?	- Share some recipe / Kongsi resepi - Behind-the-scene videos / Di belakang tabir video - Contest / Bertanding - Food review / Tinjauan makanan - Others / Lain-lain

Section D: Customer's satisfaction / Kepuasan pelanggan

1	How satisfied are you with our page? / Sejauh mana anda berpuas hati dengan halaman kami?	1 - Very satisfied / sangat berpuas hati 2 - Somewhat Satisfied / Agak berpuas hati 3 - Not At All satisfied / Tidak berpuas hati
2	Will you recommend us to a friend or colleague? / Adakah anda akan mengesyorkan kami kepada rakan atau rakan sekerja	- Yes / Ya - No / Tidak

Appendix J: Google Form (Pre-Survey: Do You Know Teratai Restaurant?)

SECTION A: GENERAL

Gender / Jantina

50 responses

- Male / Lelaki
- Female / Perempuan
- Others / Lain-Lain

42%

6%

52%
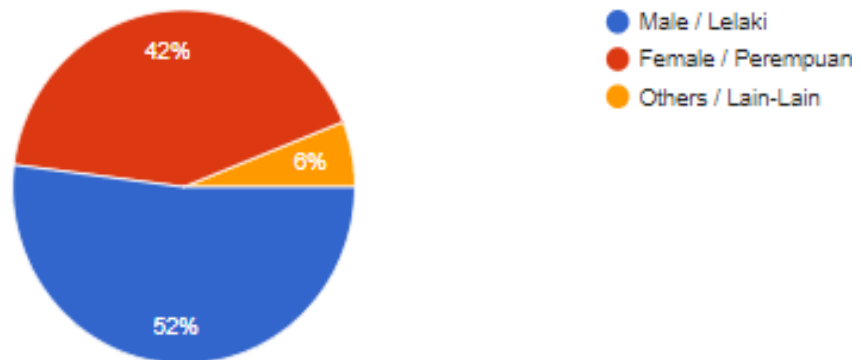
Origin Place / Tempat Asal

50 responses
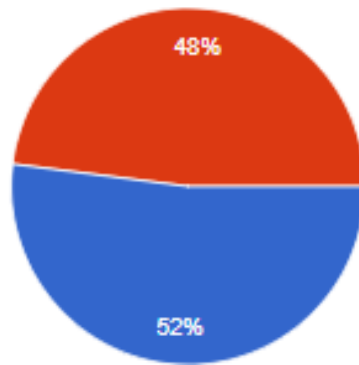
- Kota Masai
- Other districts from Johor Bahru / Daerah lain dari Johor Bahru

48%

52%

Age / Umur

50 responses

- Below 18 years / Di bawah 18 tahun
- Between 18-30 years / Antara 18-30 tahun
- Between 30-50 years / Antara 30-50 tahun

42%

30%

28%

Work Experience / Pengalaman Kerja

50 responses
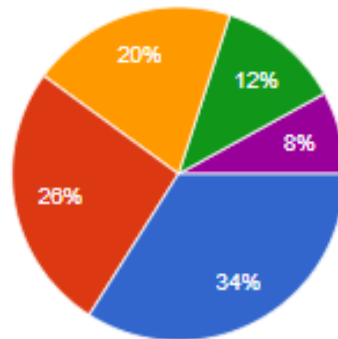
- ● Freshers / Baru bekerja
- ● Less than 2 year / kurang daripada 2 tahun
- ● 2 years / 2 tahun
- ● Greater than 2 years / Lebih daripada 2 tahun
- ● Others / Lain-Lain

(Pie chart values: 34%, 26%, 20%, 12%, 8%)

Section B: Reach of the Terathai restaurant / Jangkauan restoran Terathai

How did you hear about us? / Bagaimana anda mendengar tentang kami?

50 responses
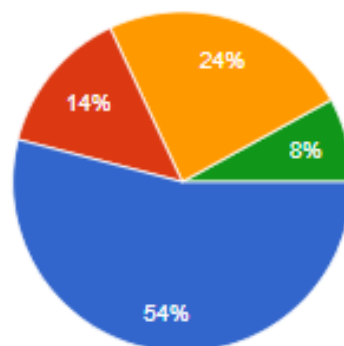
- ● Facebook
- ● Friends and Family / Keluarga dan kawan-kawan
- ● Food Panda
- ● Others / Lain-lain

(Pie chart values: 54%, 24%, 14%, 8%)

106

Are the adverts on social media relevant to you? / Adakah iklan di media sosial relevan dengan anda?

50 responses
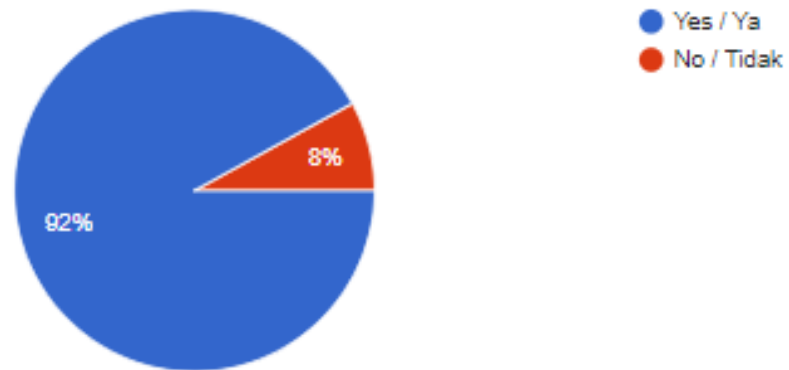
- Yes / Ya
- No / Tidak

92%   8%

Which online food ordering provider did you use? / Penyedia pesanan makanan dalam talian mana yang anda gunakan?

50 responses
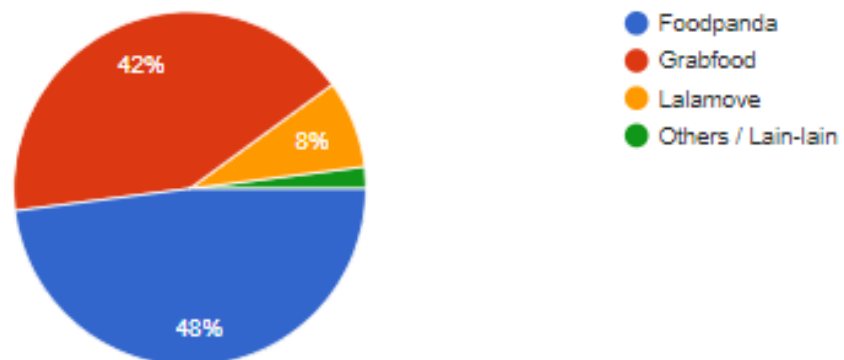
- Foodpanda
- Grabfood
- Lalamove
- Others / Lain-lain

42%   8%   48%

Did you use any of our discounts or special offers? / Adakah anda menggunakan diskaun atau tawaran istimewa kami?

50 responses
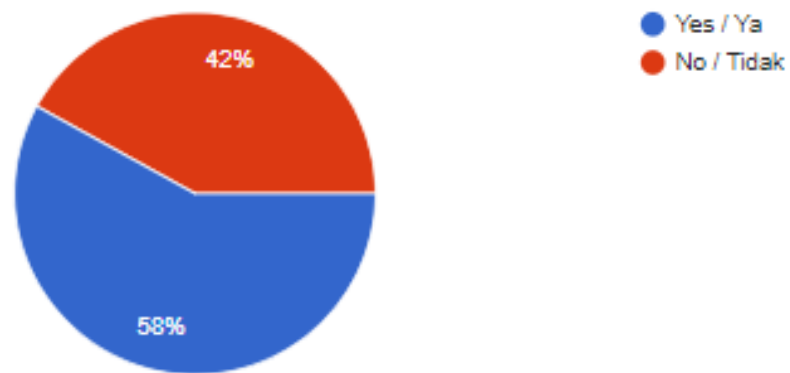
- Yes / Ya
- No / Tidak

42%

58%

Section C: Improvement on the intervention / Penambahbaikan pada intervensi

Which factor will motivate you to order food online? / Faktor mana yang akan mendorong anda untuk memesan makanan dalam talian?

50 responses

- Discount / Diskaun
- Fast delivery / Penghantaran cepat
- Product Evaluation / Penilaian produk

30%

18%

52%
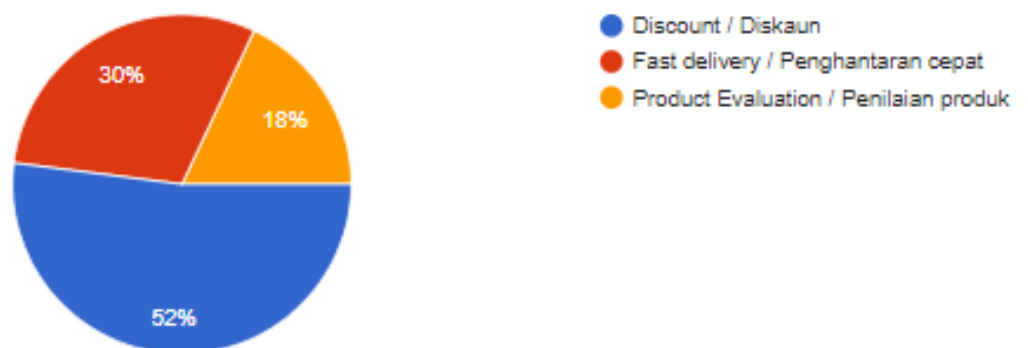
if you ordered online, how quickly did your food arrive?

49 responses
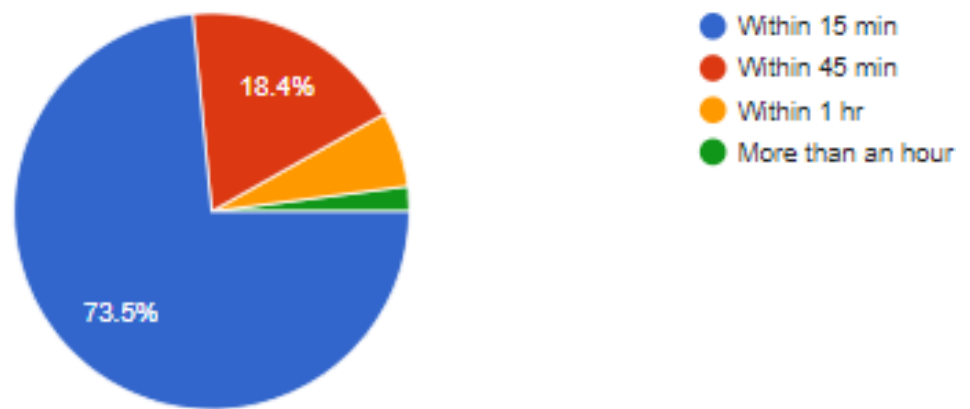
- Within 15 min
- Within 45 min
- Within 1 hr
- More than an hour

18.4%

73.5%

Do you find our menu has something for everyone? / Adakah anda mendapati menu kami mempunyai sesuatu untuk semua orang?

50 responses
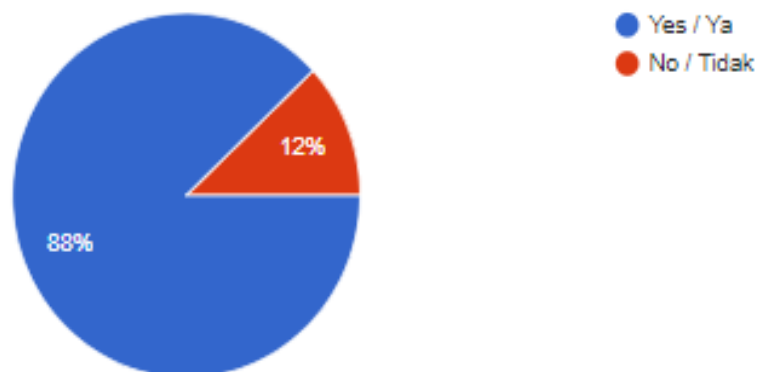
- Yes / Ya
- No / Tidak

12%

88%

What other information would you like to see on this page? / Apakah maklumat lain yang ingin anda lihat di halaman ini?
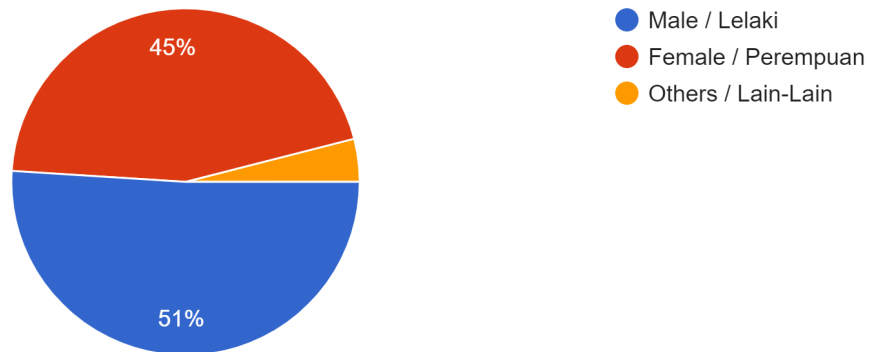
50 responses

- Share some recipe / Kongsi resepi
- Behind-the-scene videos / Di belakang tabir video
- Contest / Bertanding
- Food review / Tinjauan makanan
- Others / Lain-lain
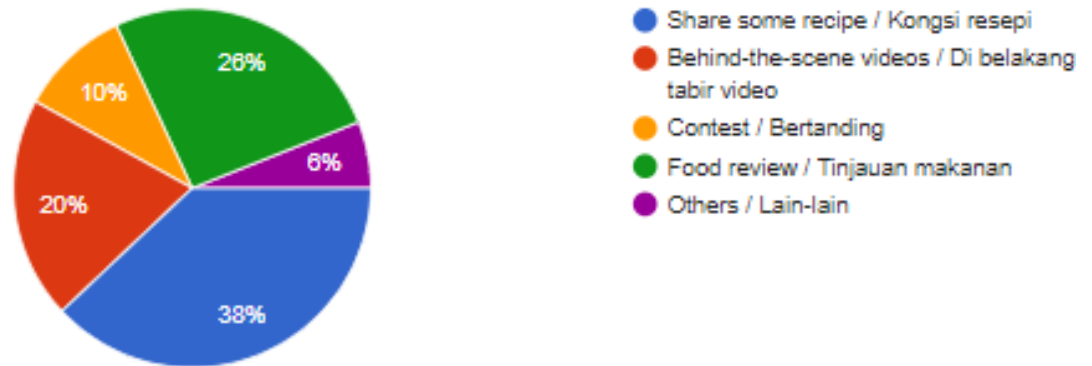
Appendix K: Google Form (Post-Survey: Do You Know Teratai Restaurant 2.0?)

Gender / Jantina
100 responses

- Male / Lelaki
- Female / Perempuan
- Others / Lain-Lain

45%
51%

Origin Place / Tempat Asal
100 responses
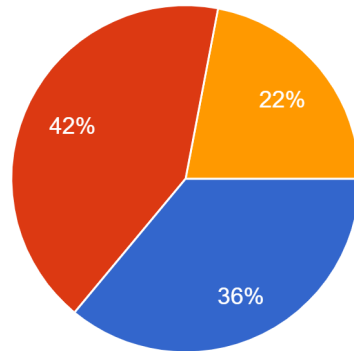
- Kota Masai
- Other districts from Johor Bahru / Daerah lain dari Johor Bahru

39%
61%

Age / Umur

100 responses

- Below 18 years / Di bawah 18 tahun
- Between 18-30 years / Antara 18-30 tahun
- Between 30-50 years / Antara 30-50 tahun

Work Experience / Pengalaman Kerja

100 responses
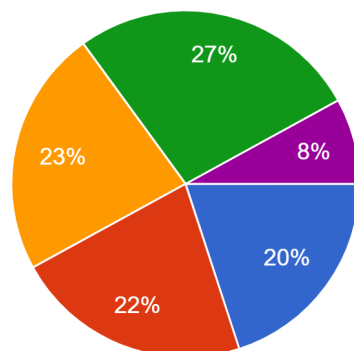
- Freshers / Baru bekerja
- Less than 2 year / kurang daripada 2 tahun
- 2 years / 2 tahun
- Greater than 2 years / Lebih daripada 2 tahun
- Others / Lain-Lain

Section B: Reach of the Terathai restaurant / Jangkauan restoran Terathai

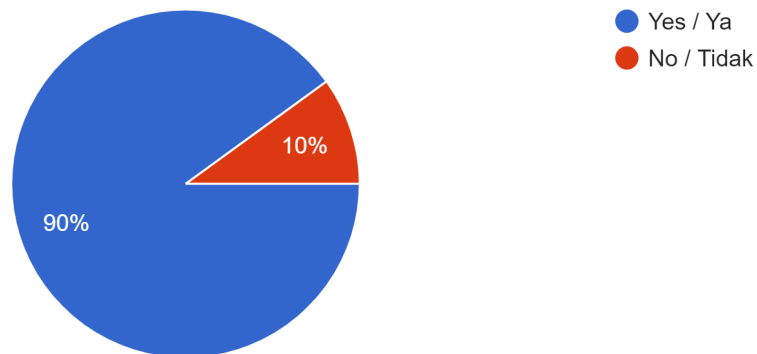### How did you hear about us? / Bagaimana anda mendengar tentang kami?
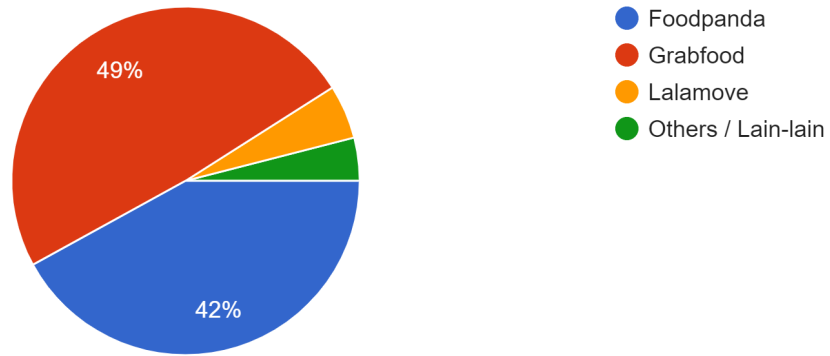100 responses
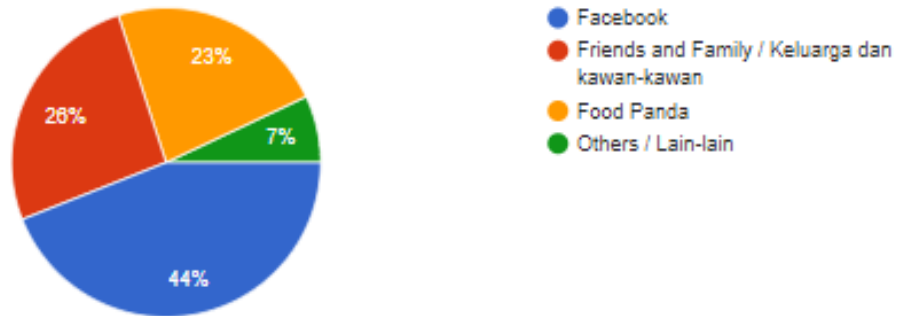
- Facebook
- Friends and Family / Keluarga dan kawan-kawan
- Food Panda
- Others / Lain-lain

44% — 26% — 23% — 7%

Are the adverts on social media relevant to you? / Adakah iklan di media sosial relevan dengan anda?
100 responses

- Yes / Ya
- No / Tidak

90% — 10%

113
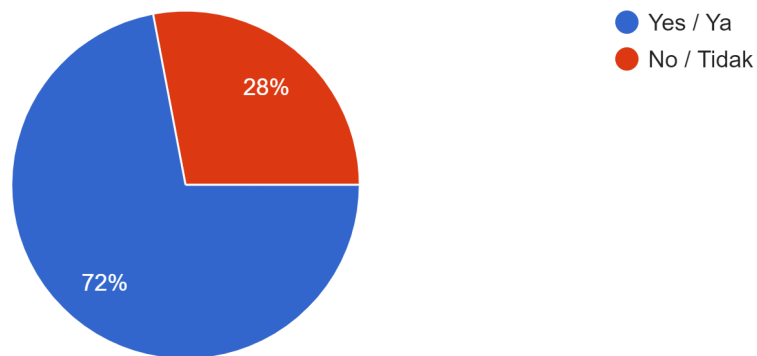
Which online food ordering provider did you use? / Penyedia pesanan makanan dalam talian mana yang anda gunakan?

100 responses

- Foodpanda
- Grabfood
- Lalamove
- Others / Lain-lain

Did you use any of our discounts or special offers? / Adakah anda menggunakan diskaun atau tawaran istimewa kami?

100 responses

- Yes / Ya
- No / Tidak

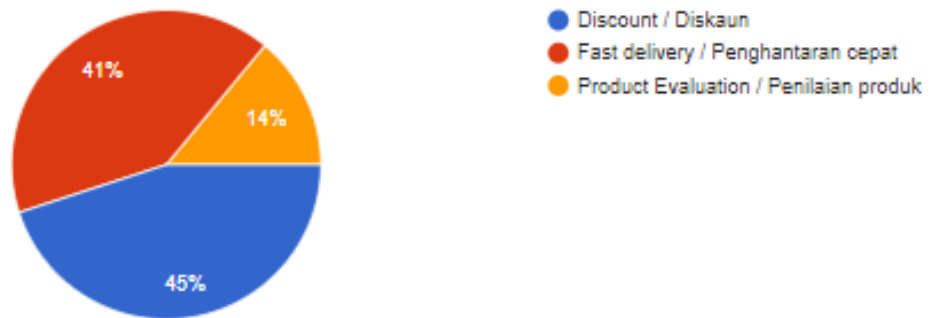## Section C: Improvement on the intervention / Penambahbaikan pada intervensi

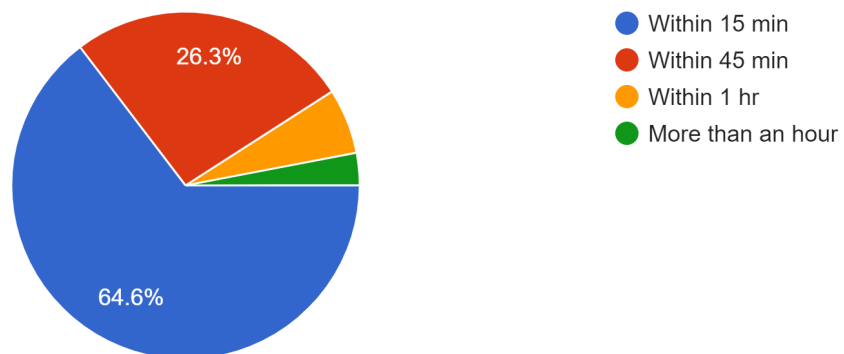Which factor will motivate you to order food online? / Faktor mana yang akan mendorong anda untuk memesan makanan dalam talian?
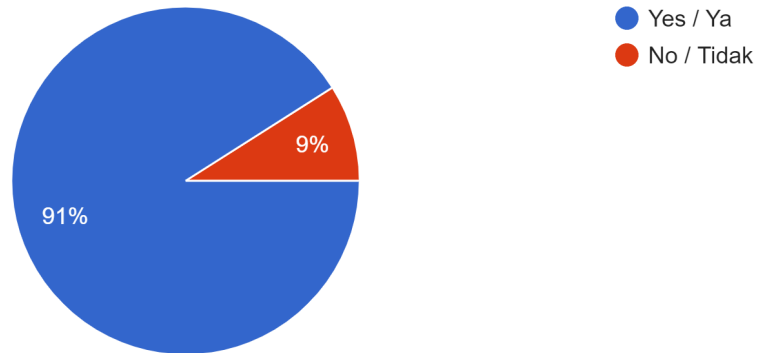
100 responses

- Discount / Diskaun
- Fast delivery / Penghantaran cepat
- Product Evaluation / Penilaian produk

41%
14%
45%

if you ordered online, how quickly did your food arrive?

99 responses

- Within 15 min
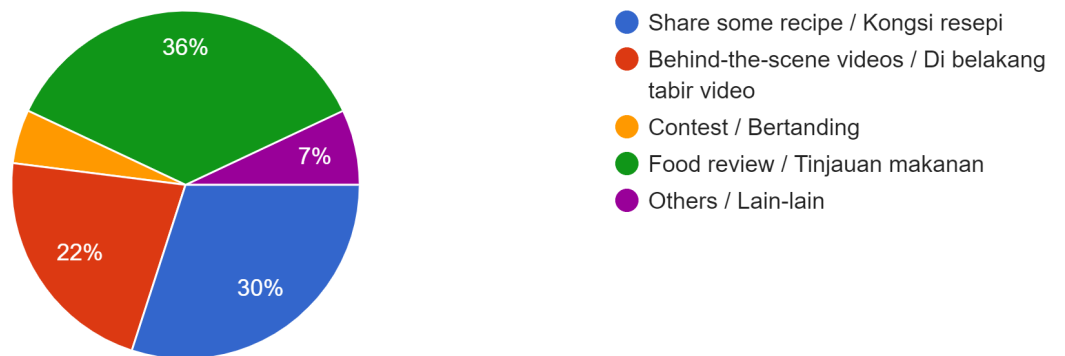- Within 45 min
- Within 1 hr
- More than an hour

26.3%
64.6%

115

Do you find our menu has something for everyone? / Adakah anda mendapati menu kami mempunyai sesuatu untuk semua orang?

100 responses

Legend:
- Yes / Ya
- No / Tidak

91%
9%

What other information would you like to see on this page? / Apakah maklumat lain yang ingin anda lihat di halaman ini?

100 responses

Legend:
- Share some recipe / Kongsi resepi
- Behind-the-scene videos / Di belakang tabir video
- Contest / Bertanding
- Food review / Tinjauan makanan
- Others / Lain-lain

36%
7%
30%
22%

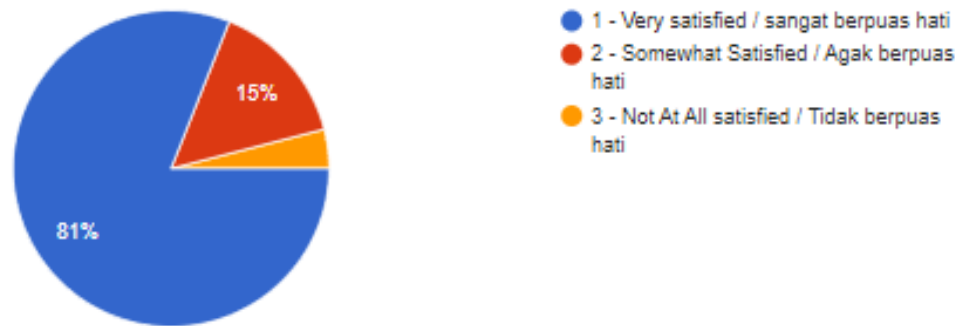## Section D: Customer's satisfaction / Kepuasan pelanggan

How satisfied are you with our page? / Sejauh mana anda berpuas hati dengan halaman kami?

100 responses

- 1 - Very satisfied / sangat berpuas hati
- 2 - Somewhat Satisfied / Agak berpuas hati
- 3 - Not At All satisfied / Tidak berpuas hati

Will you recommend us to a friend or colleague? / Adakah anda akan mengesyorkan kami kepada rakan atau rakan sekerja

100 responses

- Yes / Ya
- No / Tidak