

IMPROVEMENT OF MARKETING STRATEGIES TO INCREASE SALES OF
SME BUSINESS AT PASA SKUDAI TRADING

SHELFIAH BINTI MANAP

UNIVERSITI TEKNOLOGI MALAYSIA

IMPROVEMENT OF MARKETING STRATEGIES TO INCREASE SALES OF
SME BUSINESS AT PASA SKUDAI TRADING

SHELFIAH BINTI MANAP

A project report submitted in partial fulfillment of the requirements for the award of
the degree of Master of Business Administration

Azman Hashim International Business School

Universiti Teknologi Malaysia

JANUARY 2022

DEDICATION

This thesis is dedicated to my parents; Mr. Manap bin Hj. Ismail and Mrs. Asfiah binti Sawawi, who gave me an appreciation for learning and taught me the value of perseverance and resolve. Not to forget dedication towards my husband and my daughter for their support and understanding while I am completing this project.

ACKNOWLEDGEMENT

In preparing this thesis, I had the opportunity to meet a number of people. I would like to express my gratitude to Mr Muhammad Azrul, the business owner of the case company, Pasa Skudai Trading. Without her kindness and help, this thesis would not have been a success.

I am very thankful to my supervisor, AP Dr. Nor Aiza binti Mohd Zamil, for the guidance and support throughout the whole research journey.

ABSTRACT

The purpose of this thesis is to assist the SME business, Pasa Skudai Trading which solely sell frozen foods and fresh vegetables to venture into ecommerce channel to drive the business sales in pandemic of Covid-19 situation as another new profit stream due to reduce in walk in customer in physical store. The action research will involve the process of venturing into selection of e-commerce platforms and marketing strategy to increase the sales. By following a qualitative and quantitative research method, the study will investigate the root of internal and external factors that contribute towards decline in company sales before implementing the intervention for the business. Importance of this study will bring benefits towards other SMEs businesses that experienced the same situation and provide mobile solutions towards the community in Skudai and Johor Bahru to shop for groceries without hassle in this pandemic Covid-19 phase.

This study involved the phase of venturing the business into e-commerce through Grabmart after 30 years in doing physical business. Apart from that, this study also helped the business in improving the marketing strategies through venture collaboration with another supplier such as meat & poultry suppliers, baking ingredients supplier and another grocer suppliers to diversify the goods and products offered towards customers in their online and offline business and making Pasa Skudai Trading as one stop center to shop for grocery products.

For this study, the researchers structured the methodology based on the philosophy assumption of the action research, pragmatism approach. The timeline and target participants were clearly defined. We use both qualitative and quantitative methods to collect our data through interviews and survey to help researchers to gain the viewpoints from the organization and gather the inputs from their experiences on the intervention that could be carried out. Lastly, the conclusion chapter of this thesis concludes the findings and analysis, and it contains significant improvement from

analyzed data which reflects into the business sales through figures. The study also discusses theoretical implications, recommendations, limitations and suggestions for future research.

ABSTRAK

Tujuan kajian ini adalah untuk membantu perniagaan IKS, Pasa Skudai Trading yang menjual makanan sejuk beku dan sayur-sayuran segar untuk menceburi perniagaan secara e-dagang bagi memacu jualan perniagaan dalam situasi pandemic Covid-19 sebagai satu aliran keuntungan baharu akibat pengurangan pelanggan secara fizikal. Kajian ini akan menerokai pemilihan platform e-dagang dan membantu membentuk strategi pemasaran untuk meningkat jualan untuk perniagaan Pasa Skudai Trading.

Kajian ini akan menggunakan kaedah penyelidikan secara kualitatif dan kuantitatif untuk menyiasat punca dan factor dalaman dan luaran yang menyumbang ke arah penurunan jualan syarikat sebelum melaksanakan intervensi untuk perniagaan ini. Kepentingan kajian ini akan membawa manfaat kepada perniagaan IKS lain yang mengalami situasi yang sama dan menyediakan penyelesaian mudah alih kepada masyarakat setempat di kawasan Skudai dan Johor Bahru untuk membeli-belah barangan runcit tanpa perlu bersusah payah dalam fasa pandemic Covid-19 ini.

Kajian ini melibatkan fasa menceburi perniagaan e-dagang melalui aplikasi Grabmart selepas 30 tahun menjalankan perniagaan secara fizikal bersemuka. Selain itu, kajian ini juga membantu perniagaan dalam menambah baik strategi pemasaran melalui usaha sama dengan pembekal lain seperti pembekal daging dan ayam, pembekal bahan-bahan untuk pencuci mulut dan pembekal runcit lain untuk mempelbagaikan barangan dan produk yang ditawarkan kepada pelanggan di kedai dan pelanggan di aplikasi e-dagang Grabmart dan menjadikan Pasa Skudai Trading sebagai pusat sehenti untuk membeli belah barangan runcit.

Untuk kajian ini, pengkaji menstrukturkan metodologi berdasarkan andaian falsafah kajian tindakan, pendekatan pragmatisme. Garis masa dan peserta sasaran telah ditakrifkan dengan jelas. Kami menggunakan kedua-dua kaedah kualitatif dan kuantitatif untuk mengumpul data kami melalui temu bual dan tinjauan untuk membantu penyelidik mendapatkan pandangan daripada organisasi dan mengumpulkan input daripada pengalaman mereka tentang intervensi yang boleh dijalankan. Akhir sekali, bab kesimpulan kajian ini menyimpulkan penemuan dan analisis, dan ia mengandungi peningkatan ketara daripada data yang dianalisis yang mencerminkan jualan perniagaan melalui angka. Kajian ini juga membincangkan implikasi teori, cadangan, batasan dan cadangan untuk penyelidikan masa depan.

TABLE OF CONTENTS

TITLE	PAGE
DECLARATION	iv
DEDICATION	v
ACKNOWLEDGEMENT	vi
ABSTRACT	vii
ABSTRAK	ix
TABLE OF CONTENTS	xi
LIST OF TABLES	xvii
TABLE OF FIGURES	xix
LIST OF ABBREVIATIONS	xx
LIST OF APPENDICES	xxi
 CHAPTER 1: INTRODUCTION	
1.0 Introduction	1
1.1 Case company introduction	2
1.1.1 External environment analysis	3
1.1.2 Internal environment analysis	5
1.1.3 SWOT analysis	5
1.2 Problem statement	6
1.2.1 Problem diagnosis	6
1.2.2 Theoretical gaps	7
1.2.3 Practical gaps	7
1.3 Research questions	8
1.4 Research objectives	8
1.5 Researcher's role	9

1.6	Research ethics	9
1.7	Significance of the research	9

CHAPTER 2: LITERATURE REVIEW AND ACTION RESEARCH PLANNING

2.1	Introduction	11
2.2	Issue and context	12
2.3	Ansoff Matrix	13
2.4	Literature review	14
2.4.1	Small Medium Enterprise (SMEs)	14
2.4.2	Company challenges	16
2.4.3	Customers	16
2.5	Proposed intervention and implication	18
2.5.1	Input	18
2.5.2	Transformation	19
2.5.3	Output	19
2.6	Planning action research	19
2.6.1	Cycle 1	19
2.6.2	Cycle 2	20
2.7	Chapter summary	20

CHAPTER 3: METHODOLOGY

3.1	Introduction	21
3.2	Philosophical assumptions: Pragmatism	21
3.3	Research design	21
3.3.1	Time horizon	22
3.3.2	Unit of analysis	22

3.3.3	Degree of researcher's interference	22
3.4	Data collection	23
3.4.1	Quantitative	24
3.4.2	Qualitative	24
3.5	Content validity	24
3.5.1	Quality of journal	25
3.6	Reliability	25
3.6.1	Cronbach's Alpha	25
3.7	Data analysis method	25
3.7.1	Data analysis tools and techniques	25
3.7.2	Descriptive analysis	26
3.7.3	Comparative analysis	26
3.8	Chapter summary	27

CHAPTER 4: CYCLE ONE DATA ANALYSIS

4.1	Introduction	28
4.2	Fieldwork	28
4.2.1	Pilot study	29
4.2.2	Quantitative	30
4.3	Participant profiling	30
4.4	Supporting review documents	31
4.4.1	Descriptive analysis	31
4.4.1.1	Gender	31
4.4.1.2	Age group	31
4.4.1.3	Race	33
4.4.1.4	Level of education	33
4.4.1.5	Monthly income	33

4.4.2	Comparative analysis	34
4.4.3	Thematic analysis	36
4.5	Findings and discussion	42
4.5.1	Quantitative	42
4.5.2	Qualitative	43
4.6	Chapter summary	43

CHAPTER 5: CYCLE ONE REFLECTION

5.1	Introduction	44
5.2	Overall findings	44
5.2.1	Objective 1	45
5.2.2	Objective 2	45
5.2.3	Objective 3	45
5.3	Contribution	45
5.3.1	Theoretical contribution	46
5.3.2	Practical contribution	46
5.4	Action research reflection	46
5.4.1	Research process reflection	46
5.4.2	Research reporting effectiveness	47
5.4.3	Research future implication	47
5.5	Conclusion	47

CHAPTER 6: CYCLE TWO DATA ANALYSIS

6.1	Introduction	48
6.2	Fieldwork	48
6.2.1	Quantitative	48
6.2.2	Qualitative	50

6.3	Participant profiling	50
6.4	Supporting review documents	51
6.4.1	Descriptive analysis	51
6.4.1.1	Gender of person incharged	51
6.4.1.2	Organization years in business	52
6.4.1.3	Type of business	52
6.4.1.4	Size of business	53
6.4.2	Comparative analysis	53
6.4.3	Thematic analysis	55
6.5	Findings and discussion	60
6.5.1	Quantitative	60
6.5.2	Qualitative	61
6.6	Chapter summary	62

CHAPTER 7: CYCLE TWO REFLECTION

7.1	Introduction	63
7.2	Overall findings	63
7.2.1	Objective 2	64
7.2.3	Objective 3	64
7.3	Contribution	64
7.3.1	Theoretical contribution	64
7.3.2	Practical contribution	65
7.4	Action research reflection	65
7.4.1	Research process reflection	65
7.4.2	Research reporting effectiveness	65
7.5	Conclusion	66
7.6	Action research overall reflection	66

7.7	Limitation	67
7.8	Future recommendation	67
	REFERENCES	68

LIST OF TABLES

TABLE NO.	TITLE	PAGE
Table 1	PESTEL analysis of Pasa Skudai Trading	3
Table 2	SWOT analysis of Pasa Skudai Trading	5
Table 3	Ansoff matrix	13
Table 4	Definition of SMEs in term of no of employee	14
Table 5	Definition of SMEs in Malaysia	15
Table 6	Internal and external environment	16
Table 7	Cronbach's alpha Value in pilot study Cycle 1	29
Table 8	Cronbach's alpha of questionnaire Cycle 1	30
Table 9	Profile of participants in the interview Cycle 1	31
Table 10	Gender of participants in Cycle 1	32
Table 11	Age group of participant Cycle 1	32
Table 12	Race of participant Cycle 1	33
Table 13	Level of education of participant Cycle 1	33
Table 14	Monthly income of participant Cycle 1	34
Table 15	Pair sample statistic Cycle 1	34
Table 16	Pair sample t-test Cycle 1	35
Table 17	Summary table of thematic analysis Cycle 1	43
Table 18	Research objectives and method Cycle 1	44
Table 19	Cronbach's alpha Value in pilot study Cycle 2	49

LIST OF TABLES

TABLE NO.	TITLE	PAGE
Table 20	Cronbach's alpha of questionnaire Cycle 2	49
Table 21	Profile of participants in the interview Cycle 2	51
Table 22	Gender of participants in Cycle 2	51
Table 23	Establishment year of business	52
Table 24	Type of business of participant Cycle 2	52
Table 25	Size of business	53
Table 26	Pair sample statistic Cycle 2	54
Table 27	Pair sample t-test Cycle 2	54
Table 28	Comparison of sales	60
Table 29	Summary table of thematic analysis Cycle 2	61
Table 30	Research objectives and method Cycle 2	63

LIST OF FIGURES

FIGURE NO.	TITLE	PAGE
Figure 1	Significance of the research	9
Figure 2	Relevant framework model	18
Figure 3	Mind map of thematic analysis Cycle 1	36
Figure 4	Weekly sales statements from Grabmart	42
Figure 5	Mind map of thematic analysis Cycle 2	55

LIST OF ABBREVIATIONS

AHIBS	-	Azman Hashim International Business School
SMEs	-	Small Medium Enterprises
COVID-19	-	Coronavirus Disease 2019
PESTEL	-	Political, Economic, Social, Technological, Environmental, and Legal factors
RO	-	Research Objective
SOP	-	Standard Operating Procedure
SPSS	-	Statistical Package for the Social Sciences
SWOT	-	Strength, Weakness, Opportunity, and Threat
UTM	-	Universiti Teknologi Malaysia

LIST OF APPENDICES

APPENDIX	TITLE	PAGE
Appendix A	Similarity index report	70
Appendix B	Impact report	71
Appendix C	Supervisor consent form	72
Appendix D	Interview consent form	73
Appendix E	Company letter of intent	74
Appendix F	Compulsory meeting form	75
Appendix G	Presentation consent form	76
Appendix H	Interview protocol	77
Appendix I	Survey instrument	79

CHAPTER 1

INTRODUCTION

In early March 2020, the spread Covid-19 pandemic transmission has curtailed the daily activities of Malaysian citizen with the implementation of Movement Control Order (MCO) from the government due to the rising cases around the world in regard to this disease. Movement Control Order (MCO) is implemented as the preventive measure in response to the Covid-19 pandemic in Malaysia by the federal government. According to this implementation, all residents as well the visitors are not encourage to step out from their home for non essential matters and non resident were not allowed to enter the country without approval from the ministry. Also businesses without the MITI approval were shut down after the MCO was implementation. However, the essential sectors like telecommunication, banking, electricity and food supply were open as per the regulations. The most affected one were the SMEs as work from home culture in this situation is difficult for them.

The implementation of MCO has drastically changed the economic infrastructure and lowered down the economic backbone of the country also. Small enterprises like grocery shops, shopping malls have experienced an adverse effect of MCO and downstream of their cash flow as sudden breakdown occurred due to pandemic disease.

As per the research title, this chapter will give the readers an overview of the improvement of marketing strategies of SME business and what are the current issues facing by Pasa Skudai Trading in conducting the marketing strategy. The

issues highlighted will include internal and external issue faced by Pasa Skudai Trading and customers and why it worth to perform this action research and the anticipated benefits that it will bring to the company in the long run.

1.1. Case Company Introduction

Pasa Skudai Trading is a dynamic small enterprise providing the customers in retailing fresh vegetables, frozen food and retail products towards the local community since 30 year ago. The business of the company was started when the founder started selling vegetables to their local community in Skudai and Johor Bahru region through night markets.

The founder's passion and patience that has allowed the business continued operation for more than three decades, helping and reaching out the neighborhood consumers and other SME businesses such as catering servers and budget hotels to purchase the essential grocery cooking items in daily life. Through years, the business expanded and grew together with less than 20 employee personnel. Most of the company employees were involved in the company production and logistic field.

In early 2013, the company started in orients the business through static premise location and was conducted in selling the products through conversational selling channels. The business is located at one of the daily markets in Skudai, Pasar Peladang Skudai. At the current moment, the business was taken over by the second generation of the family, Mr Azrul, a graduate from Teknologi Mara (UiTM) in Bachelor Business Administration. Through knowledge, skills and experiences gained in business school and experience in business since young, Mr. Azrul would like to see the company's business growth in the near future years.

The main focus of this action research is to assist the Pasar Skudai Trading to improve the marketing strategies of the business to increase the sales via venturing

into e-commerce sales channels. By using e-commerce, Pasa Skudai Trading can reach a more diverse range of potential end customers. E-commerce platforms allow the vendors business and customers to experience omnichannel benefits where the vendors business can collect data in terms of current market demand, real time customer's feedbacks about the service and products offered. A successful e-commerce campaign will help the company to gain new revenue channels to beat the pandemic Covid-19 and strengthen the business streamline.

1.1.1. External Environment Analysis

A PESTEL analysis has been done to examine the external environment of the retail business. This is to have a better idea on the external factors and could be used to draft a marketing plan strategically if required.

Political	Change of cabinet will affect the previous cabinet budget and subsidy for SME businesses
	The law enactment and immediate policies
Economic	The international trade regulation
	Unemployment rate
Social	Trend of lifestyle and purchasing power of consumer
Technological	High usage of smart device
Legislative	Need to adhere to the Standard Operating Procedure
Environmental	Air and water pollution

Table 1: PESTEL analysis of Pasa Skudai Trading

From the table above, we can clearly illustrate how current business is surviving in the market. Firstly under the political area, political factors can influence drastic change in business texture. The change of cabinet in politics will affect the

previous cabinet budget and subsidy for SME businesses in terms of business grants and business support.

The law enactment and immediate policies by the government can create panic on SMEs business operations. The situation can be seen from the announcement made by the Ministry of Defense Malaysia, Dato Ismail Sabri Yaakob every time the MCO had been implemented which effected the business operation hours and business regulations. Previously, the business hours of Pasa Skudai Trading are from 6.00 am in the morning until 4.00 pm. Under MCO rules, businesses only can be open from 7.00 am until 2.00 pm for retail. The regulation during MCO really limits the company to cater more customers in daily transactions.

Secondly under economic areas, the international trade and restrictions might affect the price of raw materials since some of the vegetables were directly imported from supplier in China. Unemployment rate in Malaysia will affect the purchasing power. According to the data from the Official Portal of Department of Statistics Malaysia in 2020, the unemployment rate increased to 3.9%. It reflects the negative impact of MCO on the labour market. Since people tends to save money more than buying, the local demand from the customers will be reduce and ended up in cost raise for SME businesses.

Technological areas have a vital role in determining the business place nowadays with high usage of smart devices in daily life. We came to know that the world can actually operate their business from home. The Internet became an important element in engaging and linking people and business together. Companies worked out apps and webs to reach the customers. Advancement in technology literally helped achieve new business operation techniques.

The current business operation needs to adhere to the Standard Operating Procedure (SOP) in order to minimize the risk of Covid-19 and it impacting the social distancing, maximum hour for shopping and maximum no of shopper can shop in certain time and area. The last factors of environmental such are air and water pollution might affecting the price of raw material from the suppliers as the products will be limited correspond to high demand.

1.1.2. Internal Environment Analysis

The internal environment analysis will cater within the organization areas such as resources of the organization and culture of the organization. In terms of resources of the organization, the company needs to examine the available resources in term of physical resources and financial resources in venturing e-commerce. The application in venturing e-commerce might require some fee cost and reschedule the business process.

Culture of the organization also plays a vital role in determining the success of a venture. The company culture promotes team spirit and every employee is helpful and cooperative with each other which will help the company to success.

1.1.3. SWOT Analysis

To gain better overview of the company, SWOT analysis has been conducted to examine internal and external factors contributing to business activities.

Strengths	Weaknesses
<ul style="list-style-type: none">● Strong portfolio - well known shop● Cater big brand of local products● One stop centre for all cooking necessary	<ul style="list-style-type: none">● Weak marketing strategies● Sell common products● Business conducted in single selling channel
Opportunities	Threats
<ul style="list-style-type: none">● The e-commerce business● SME grants govern by the government	<ul style="list-style-type: none">● Competitors that sell similar products● Law and regulations● Pandemic Covid-19

Table 2: SWOT analysis of Pasa Skudai Trading

Source: Author

1.2. Problem Statement

Profit is an essential key for business in undertaking challenges in changing business environments. Business profit has been used for business expansion and diversification in terms of business and products. In keeping other variables as constant variable, the profitability of an organization is heavily relying solely on its sales performance. In battling the current situation of pandemic Covid-19, businesses are facing great environmental competitiveness and struggling to meet the business ends.

Area of concern in this problematic situation was the sales of the company where the condition can be improved if the company has extensive study on diversifying the business streamline through improvement of marketing strategies via venturing into e-commerce to increase the business sales.

1.2.1. Problem Diagnosis

Since pandemic Covid-19 and MCO implementation in March 2020, the business is facing decrease in walk in customers which reflects reduction in revenue sales. This is due to the majority of customers; Singaporeans were restricted by the radius of travel distance.

With the decline in sales, the business is considering finding a solution in order to sustain besides doing traditional selling channels by broadening the customer's network. By implementing an e-commerce channel, the business might reach a wider customer audience with the engagement of a logistic service provider and reduce the risk of relying on single selling channels. One of the benefits that the company can enjoy by improving the marketing strategy through e-commerce is the business is conducted in cash terms rather than credit terms which will improve the cash flow of the business.

1.2.2. Theoretical Gaps

After searching through the databases of online journals and theses, it is found out that there is a lack of research focuses on improvement of marketing strategies in SME businesses. Existing studies commonly focused on financial performance of new ventures and established company while only few studies emphasize non-financial performance such as marketing strategy even though it may well contribute to the success of companies especially small retailer businesses. The non financial performance measurements are also recognized as important as financial performance as indicators for long term success. This study therefore will add new knowledge with regards to the practices of small grocery retail business by linking it to the marketing strategy theory as suggested by past scholars.

1.2.3. Practical Gaps

Many small medium enterprises (SMEs) including grocery retail businesses in Malaysia are facing tough competitive environment that is demanding them to strategize effectively for business survival and ensure sustainability especially during the pandemic of Covid-19. Malaysian grocery retail SMEs are struggling to keep their business alive as the growth of new stores and modern retails formats have affected them with more and more customers turning bigger and more established retailers. For many years, small retail businesses in Malaysia are too dependent on government initiatives that they neglect the independent ways and strategies of surviving in business. In Malaysia, small businesses including grocery retailing is one of the largest sectors that contribute to the country. These small businesses unfortunately, still overlook the benefits of marketing strategies in assisting their business to succeed. Hence, his study believed to be able to give a new understanding on importance of improvement of marketing strategies through e-commerce venture and social network in formal businesses in term of venture collaboration within the suppliers to gear up the motives to strengthen the business sales performance.

1.3. Research Questions

Following research question linked back to research objectives. Specific research questions addressed in the study included:

- *What are the problems and factors that influence the decline in company sales in Pasa Skudai Trading?*
- *What is the intervention proposed for marketing strategy in order to increase the company sales in Pasa Skudai Trading?*
- *What is the impact of intervention proposed in order to increase the company sales in Pasa Skudai Trading?*

The research will focus on how to enable Pasa Skudai Trading to increase their revenue through e-commerce and the study will study the context of the advance marketing strategy to enhance the company sales and measure the level of improvement in sales.

1.4. Research Objectives

Bases on the research questions mentioned above, we have establish several research objectives;

- *To investigate and understand the problems and factors that influence the decline in company sales in Pasa Skudai Trading*
- *To propose suitable e-commerce platform and marketing strategy as intervention to increase the company sales in Pasa Skudai Trading*
- *To evaluate the outcome of venturing into e-commerce as intervention proposed in order to increase the company sales in Pasa Skudai Trading*

1.5. Researcher's Role

This study would like to act as both researcher and implementer in this research. A thorough study will be conducted to understand the underlying courses behind the problem, which to improve the area of marketing strategy in SME business. We would want to discover and implement solution to improve the marketing strategy. An analysis will be conducted to observe the difference before and after the implementation of intervention.

1.6. Research Ethic

This research was accepted by both AHIBS, UTM and Pasa Skudai Trading. The research poses minimal risk towards the participants. No sensitive topic was discussed in the research. Furthermore, the data of participants in this research is kept private and confidential at all time. The information received throughout the research is solely used for education purpose.

1.7. Significance of The Research

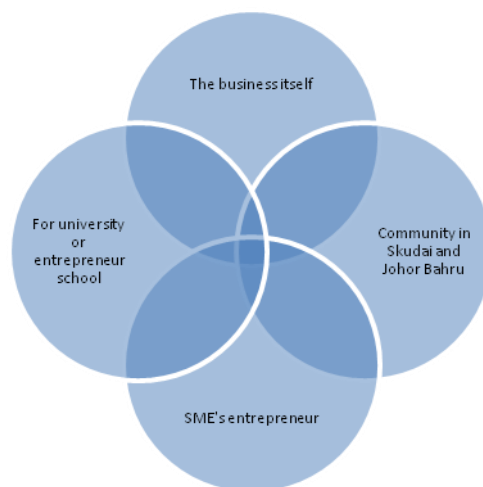


Figure 1: Significance of the research

The importance of study will benefit several parties in directly such; the business itself, Pasa Skudai Trading. This study will autopsy the current situation of the company before the company can act further in business decisions. From the implementation did, the company can examine their current level of marketing strategies engagement in their business and forecast the marketing strategy to be implemented in the near future years if the company needs to achieve certain goal of sales in their business.

- i. Besides that, this study will benefit the community in Skudai and Johor Bahru. The community in Skudai and Johor Bahru can have additional option of market selection in which providing good pricing of the product and services offered. Since the study will implement another channel of delivery of product offered, the community within the region can enjoy the shopping without hassle.

Other than that, this study can benefit other SMEs entrepreneur. This study will act as a reference to understand marketing strategies that enhance the business sales during economic downturn. Others SMEs can refer this study as a reference to understand how to become a startup in online business, what are the obstacles, challenges and opportunity and whether it is profitable.

This study also can benefit university or entrepreneur school or lectures. This study can be as a reference to develop their entrepreneur curriculum to enrich their current material.

REFERENCES

- Ahuja, G. (2000). The duality of collaboration: Inducement and opportunities in the formation of interfirm linkages. *Strategic Management Journal*, 21(3), 317-343.
- BNM. (2019). *Annual Report 2019*. Kuala Lumpur: Bank Negara Malaysia.
- Chan, J. (2019, Jan 17). How much do minimum wage earners spend on groceries? Kuala Lumpur, Malaysia.
- Chong, V. (2020, January 16). *Star Property*. Retrieved from Vacant Possession And Its Significance: <https://www.starproperty.my/news/vacant-possession-and-its-significance/116416#:~:text=What%20is%20a%20vacant%20possession,the%20Sales%20and%20Purchase%20Agreement>.
- Corp, S. (2010). *SME Annual Report 2009/10*. Kuala Lumpur: SME Corporation.
- G. Covin, J., & P. Slevin, D. (1989). Strategic Management of Small Firms in Hostile and Benign Environments. *Strategic Journal Management*.
- Gunasekaran, A., Forker, L. B., & Kobu, B. (2000). Improving Operations Performance in a Small Company. *International Journal of Operations & Production Management*, 617-627.
- Jamsheer. (2019). *Impact Of E-Commerce On Society: Advantages And Disadvantages*. Retrieved from <https://acowebs.com/impact-ecommerce-society/>
- Kayadibi, S., Polat, R., & Fidan, Y. (2013). Small and Medium-Sized Business in Malaysian Economy: Case of Turkish Entrepreneurs in Kuala Lumpur. *7th Global Business and Social Science Research Conference*. Beijing.
- Kim, J. W., Kim, T., & Choi, H. G. (2014). Critical External Factors Affecting Sales: A Case of Korean Electronics Companies. *International conference on Intelligent Systems, Data Mining and Information Technology*. Bangkok.
- Li, Y., & Yang, Y. (2012). The study on the Impaction of Customer Service Needs on Customer Behaviors in E-commerce Circumstances. *International Joint Conference on Service Sciences*. Shenyang, China.
- Lowy, A. H. (2011). The Power of the 2x2 Matrix: Using 2x2 Thinking to Solve Business Problems and Make Better Decisions. *John Wiley & Sons*, 134-138.
- Negara, B. *Bank Negara Annual Report 2005*. Kuala Lumpur: Central Bank of Malaysia.
- Peterson, R. A., Kozmetsky, G., & Ridgway, M. N. (n.d.). The Publis's Definition of Small Businesses. *Journal of Small Business Management*, 1986.
- Pinsent Masons. (2011, August 16). *Pinsent Masons*. Retrieved from Out-Law Guide - Defects liability periods: <https://www.pinsentmasons.com/out-law/guides/defects-liability-periods>

- Shi, W., Wu, P., Zhou, W., & Chen, J. (2009). Gender Differences in Purchase Intention on Mobile Data Services. *International Joint Conference on Computational Sciences and Optimization*. Beijing, China.
- Staropoli, C. (1998). Cooperation in R&D Through network, an 'organizational gamble'? an empirical analysis of rhone poulenc rorer-gencell. *Technology Analysis & Strategic Management*, 10(4), 511-527.
- Zhang, Y., & Ma, Q. (2008). Impact of Scenario-based Customer Process Flow on Customer Emotion and Loyalty.