

**TO INCREASE THE SALES OF ORGANIC  
CHICKEN PRODUCT OF KEE SONG (M) SDN  
BHD BY USING STRATEGIC INNOVATIVE  
MARKETING APPROACH**

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**UNIVERSITI TEKNOLOGI MALAYSIA**

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**AZMAN HASHIM INTERNATIONAL BUSINESS SCHOOL  
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## **DEDICATION**

This thesis is dedicated to both of my parents who taught me to be passionate in everything I do. They have been my source of inspiration and strength when I thought of giving up, who continually provide their endless moral, spiritual, emotional, and financial support. Without them, it is almost impossible for me to excel and win the 2022 AHIBS Action Research Challenge.

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## ABSTRACT

Kee Song (M) Sdn Bhd is a company that was established back in 1987. Their main products consist of frozen and fresh chicken products. The whole pandemic situation has instigated the company's sales forecast on the organic chicken product. The sales are expected to follow the projected exponential forecast, but it is currently not. To add to that, most of the companies did a transition from doing conventional marketing into e-commerce, but Kee Song has been behind in following this trend. The whole paper is oriented toward exploring the suitable marketing strategies for Kee Song Sdn Bhd to adopt to gain competitiveness in Malaysia's digital market. The primary objective of this study is to identify the effective channel to increase brand awareness toward the lactobacillus chicken among the customers. The second specific objective is to identify the strategies that can be used to increase engagement and sales towards the company's offerings during the digital era. The exploration process was divided into two-phase, cycle one and cycle two. During cycle one of the interventions, the researcher has been conducting Facebook marketing and a live cooking show program. Meanwhile, during cycle two of interventions, the researcher has engaged in influencer marketing and house brand collaboration with Aeon Co. Both cycles of interventions were successfully conducted aligned with the AIDA model along with the push and pull theory. Previous and contemporary studies were also examined to work as guideline and reference for the researcher. All the data obtained are displayed along with the constructive and conclusive review

## ABSTRAK

Kee Song (M) Sdn Bhd merupakan sebuah syarikat yang ditubuhkan pada tahun 1987. Produk utama mereka terdiri daripada produk ayam sejuk beku dan segar. Keseluruhan situasi pandemik telah menjejaskan ramalan jualan syarikat ke atas produk ayam organik. Jualan dijangka mengikuti ramalan eksponen yang diunjurkan, tetapi ianya tidak berlaku. Seterusnya, kebanyakan syarikat telah melakukan peralihan daripada melakukan pemasaran konvensional kepada pemasaran digital, tetapi Kee Song berada di belakang dalam mengikuti trend ini. Keseluruhan kertas kerja ini berorientasikan kepada penerokaan strategi pemasaran yang sesuai untuk Kee Song Sdn Bhd untuk diterima pakai bagi mendapatkan daya saing dalam pasaran digital Malaysia. Objektif utama kajian ini adalah untuk mengenal pasti saluran yang berkesan untuk meningkatkan kesedaran jenama terhadap ayam lactobacillus dalam kalangan pelanggan. Objektif khusus kedua adalah untuk mengenal pasti strategi yang boleh digunakan untuk meningkatkan penglibatan dan jualan ke arah penawaran syarikat semasa era digital. Proses intervensi dibahagikan kepada dua fasa, kitaran satu dan kitaran dua. Semasa kitaran satu intervensi, pengkaji telah menjalankan pemasaran Facebook dan program rancangan memasak secara langsung. Sementara itu, semasa kitaran dua intervensi, penyelidik telah terlibat dalam pemasaran influencer dan kerjasama jenama bersama Aeon Co. Kedua-dua kitaran intervensi berjaya dijalankan sejajar dengan model AIDA bersama-sama dengan teori “Push and Pull”. Kajian terdahulu dan kontemporari turut diteliti untuk dijadikan garis panduan dan rujukan pengkaji. Semua data yang diperolehi dipaparkan bersama ulasan yang membina dan konklusif.

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## LIST OF ABBREVIATIONS

MCO	–	Movement of Control Order
M	–	Malaysia
KS	–	Kee Song
AIDA	–	Attention, Interest, Desire, and Action
SMM	–	Social Media Marketing

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# **CHAPTER 1**

## **INTRODUCTION**

### **1.0 Introduction**

The first chapter of this research will discuss the information about the case company, which is Kee Song Sdn. Bhd. It will then proceed to the problem statement of the research, which was the declining sales of the company during the pandemic of COVID-19 and the implementation of the movement control order (MCO). Next in the chapter, the problem formulation will be discussed using SWOT analysis and fishbone diagram analysis. Subsequently, research questions will be elaborated along with the research objectives, respectively. In doing quality research, the researcher's role and research ethics will also be addressed. Lastly, the significance of the research that consists of four main points will be examined. One of them is to raise awareness in public regarding the importance and benefits of organic products.

### **1.1 Information about the Case Company**

Kee Song (M) Sdn Bhd was established back in 1987. Their main products consist of frozen and fresh chicken products. They have been supplying to F&B businesses all over Singapore. Kee Song (KS) began by selling chickens to wet market vendors. Deliberately, they eventually extended their circle of vendors, embracing top Singapore restaurants and hotels. They started to explore and expand into Malaysia's market in 1992, becoming the first Singapore company to start poultry farming in Malaysia. Subsequently, they have been implementing top-notch farming technology. Kee Song is a public listed company in Taiwan.

They dare to drive the boundaries of creativity with the incorporation of nutrients into their product such as lactobacillus that make the chicken have tenderer and lower fat meat. All this just to provide their customers with the best aliments from their goods. Their chickens are fed with customizable foods as per requested by the consumers. In 2005, KS initiated Japanese Lactobacillus farming technology. This approach won them the Singapore Institute of Food Science and Technology's Merit for Creativity Award (2009-2011). From then on, to refine their technology on the lactobacillus feed, they began collaborating with a scientist. This results in their chickens flourishing without the need to have artificial boosters and antibiotic injections. ISO9001, HACCP, and Halal certifications (Awarded by Jakim, Malaysia) endorse all of their food processing operations, making Kee Song a label that any household should rely on as a guardian of healthy living.

## **1.2 Problem Statement**

The company to be researched, Kee Song, is a highly reputed company with a successful market penetration into Singapore, Taiwan, Dubai, and Malaysia. Recently, due to the Covid-19 pandemic and the mandates for lockout and movement control order have affected the purchasing and shopping habits of the customers especially in Malaysia. This has caused the purchasing power of the society to decrease significantly.

Following the sales forecast is definitely mandatory in determining the success and performance of a company. However, the whole pandemic situation has instigated the company's sales forecast on the organic chicken product. The sales are expected to follow the projected exponential forecast, but it is currently not.

Moving along with the new norm, most of the company did a transition from doing conventional marketing into e-commerce. Over the last five years, annual e-commerce has risen from 13-17 percent year by year (Mark, 2017). This will in fact give the idea that the brick and mortar store might be thriving in your local place but

there is so much more to be conquered in the digital market that they are unable to attract. Despite that, Kee Song has been behind in following the trend. This can be seen when they are still not making any attempts in following the digital marketing trend, instead they are still using the sales person to promote their brands in supermarkets distributing brochure and pamphlets.

### 1.2.1 Problem Formulation

A crucial step to every research is the problem formulation. It is the first step in the analysis process to define the problem. There are numerous business frameworks that can be used for the study of particular business problems. To evaluate the problem, the problem formulation used are as follows:

#### A. SWOT Analysis

Traditionally, SWOT analysis, a widely used strategic planning instrument, is a method of brainstorming. Internal and external business environments could be recognised by SWOT analysis in making strategic plans and choices by assessing and positioning a company's environment and resources into four major parts which are strengths, weaknesses, opportunities, and threats. Below is the SWOT analysis done to analyse the factors that influenced the declining sales of organic chicken products for Kee Song (M) Sdn Bhd.



Figure 1: SWOT Analysis on Kee Song Sdn Bhd

## B. Fishbone Analysis

Often called Ishikawa diagrams or cause-and-effect diagrams, the fishbone diagram is a schematic method to illustrate the different causes of a given occurrence or phenomenon. Realistically, a fishbone diagram (a shape similar to a fish skeleton) is a common method used to examine the correlations of a certain problem or occurrence in order to define a functional relationship between the causes. The diagram below is the fishbone analysis done to analyse the factors that influenced the declining sales of organic chicken products for Kee Song (M) Sdn Bhd.

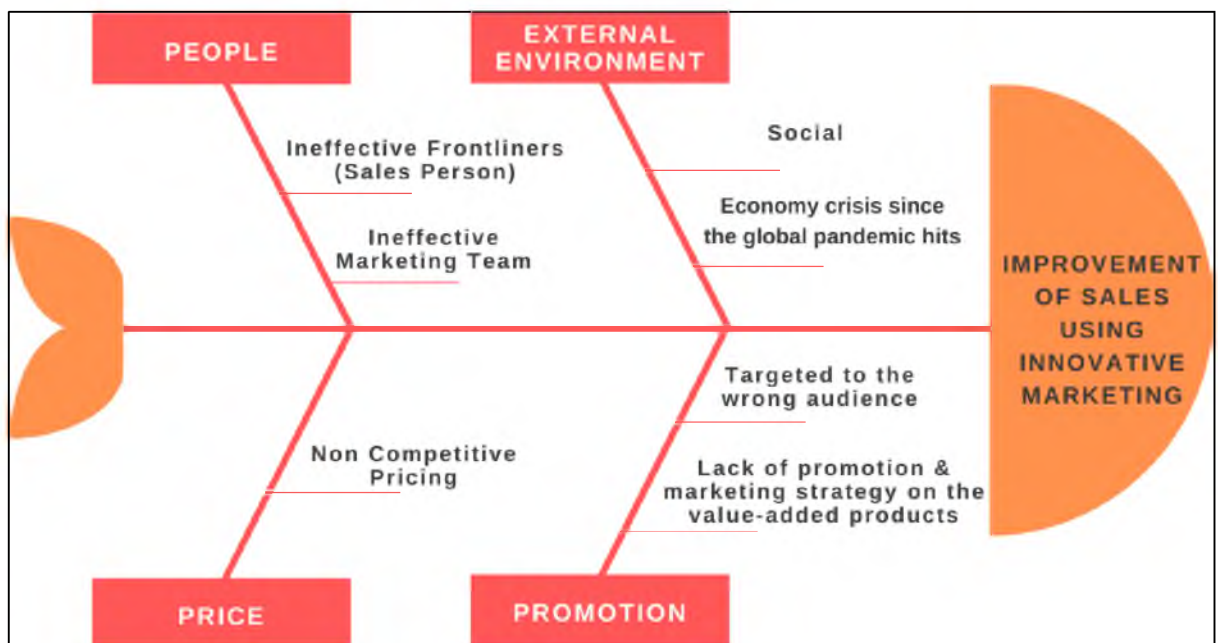


Figure 2: Fish Bone Analysis of Kee Song Sdn. Bhd.

### 1.3 Research Questions

In the research procedure, research questions are necessary. Any of the remaining actions taken to perform the analysis are influenced by these questions. Below are the research questions developed:

- i. How to increase the brand awareness toward the lactobacillus among the customers?
- ii. What is the strategies that can be used to increase the engagement and sales towards the company's offerings during the digital era?

### **1.3.1 Research Objectives**

This research aims to explore the suitable strategies for Kee Song Sdn Bhd products to adopt to gain competitiveness in Malaysia's market. The exploration process will cover the type of product, different marketing approaches, and customer's feedback on Kee Song's product.

The specific objective of the research are:

- i. To identify the effective channel to increase the brand awareness toward the lactobacillus chicken among the customers
- ii. To identify the strategies that can be used to increase the engagement and sales towards the company's offerings during the digital era

### **1.4 Researchers Role**

The relentless pattern of transformation in the demands of the community in the recent millennium, as well as the transition of the trend of knowledge development, has emphasized the need for a more systematic approach for researchers. (Lapadat et al., 2005) stated that researcher's role are shown to be multifaceted, dynamic, and engaged in almost any selection and function on a juncture basis in the curriculum and study processes. They also find that any of the role dynamic themes that emerged was personal imperatives of role choices and power differentials, along with how power changed just by what they wanted to prioritize and who could affect the classroom entanglement.

In this study, I aim to accomplish the purposes and objectives and come up with the problems intervention accordingly. This is to enhance myself in having a critical thinking and problem solving skills. It is anticipated that this research paper could act as medium of learning tools. I am also committed to do the research in full ethics and to disregard all the personal interest. Besides, my main goal is to develop and raise awareness among Malaysian to start living a healthy life. Lastly, I aim to explore innovative marketing strategy that can be induced or used by the industry for the next generation.

## 1.5 Research Ethics

Research Ethics is addressed both on readers and writers that are invested in ethical concerns pertaining to the ethical evaluation mechanisms, research policy, operation of experiment and practices, as well as wider research-related ethical issues, such as scientific legitimacy and the finding of the research. The main purpose of having a research ethics is to respect the confidentiality, the decency, wellbeing and rights of the participants (Sandesh, 2020). Next, the research ethics is aimed to ensure that the study is oriented in a way that benefits the welfare of the societies, communities, and individual in general. Meanwhile, (Tybout & Zaltman, 1974) state that numerous new trends are stimulating the importance of ethical problems in marketing. This include the emergence of an extended marketing concept, it has widened the scope of marketing analysis to cover fields such as family planning, education and local authority. Furthermore, the growing importance of researchers in both explanation and prediction has contributed to a greater use of experimentation as a research method. There are numerous principles of research ethics stated by (Sandesh, 2020), this include the followings:

<b>Research Ethic Principles</b>	<b>Description</b>
Confidentiality	Preserving the confidentiality of the participants or personnel information
Honesty	Being truthful to all layers of the research, be it the respondents or the readers. Being transparent regarding the research methodology and outcomes.
Respect for individual/participants	Empowerment demands that those who are capable of meticulously decide on their own goals should be viewed with integrity for their self-determination ability. Security to the people with diminished or reduced empowerment, which allows protection from damage or harassment to be offered to those who are dependent or vulnerable.

Integrity	Maintaining integrity and authenticity. Satisfying all the arrangements and commitments. Must and shall not establish misleading perceptions or spreading false information
Justice	The responsibility to evenly distribute burdens and benefits, to treat peers equally, and to provide explanations for disparate consideration on the basis of generally agreed requirements for the reasonable distribution of benefits and burdens.
Responsible publication	Publishing the study wisely in order to encourage and absorb analysis or information. No publication with duplicates.

### 1.6 Significance/Importance Of The Proposed Research

Every research hold significant purposes to enlighten theories, actions, and to lead to contribution of knowledge in the field of study preferred. Consequently, it is should be always in mind that the study should then aim to interpret its results within the wider research body. In order to generate datas and knowledge that is useful and relevant to the real world, the research must therefore be a high quality. This section will explain the importance of conducting this research paper.

- i. Raising awareness in public regarding the importance and benefits of organic product
- ii. Preparing the company for competitive digital era
- iii. Enhancing the marketing sales strategy for Kee Song Sdn Bhd
- iv. Enhancing customer's experience with Kee Song Sdn Bhd

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