

VALIDATING THE MICRO DETERMINANTS OF EXPORT PERFORMANCE
MODEL FOR HALAL FOOD AND BEVERAGES INDUSTRIES IN MALAYSIA

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DEDICATION

To my mother my first teacher,
To my wife and best friend for her endless patience and support,
To my daughter "Vanda" who makes it all worthwhile!

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ABSTRACT

The global *halal* market has grown rapidly over the past decade due to the worldwide demand for *halal* products and services. Eventually, export marketing of *halal* food begins to gain research attention. However, theoretical studies that are related to this topic are scarce, particularly those concerning marketing strategy from Islamic perspective and psychic distance. In addition, the influence of export standard alongside Malaysian Halal certificate (JAKIM) received little empirical attention. Therefore, the main objective of the study is to investigate the antecedents of export performance in Malaysian Halal food and beverage industry. The data collected from 102 firms in this industry are officially listed with MATRADE and HDC. A structural equation modeling, specifically partial least squares, has been adopted to evaluate constructs including firm characteristics, capability to meet export standard, management characteristics, export marketing orientation, marketing mix, marketing from Islamic perspective, psychic distance and export performance. Results show that the model has good fit with the marketing strategy from Islamic perspective, marketing mix strategy, capability to meet export standard, firm characteristics and psychic distance. In this vein, the effect of export marketing orientation, adaptation of marketing strategy and management characteristics on export performance is not significant. Moreover, mediation test analysis revealed that marketing strategy from Islamic perspective and marketing mix strategy mediate the effect of psychic distance-people on export performance. The study contributes to *halal* knowledge and suggest that implementing the marketing strategy with consideration of Islamic practices together with a firm's capability to meet export standard can be a key to business success in the international market. The study shed light on the areas of focus for the government in order to help exporters to be more competitive in international market. In this respect, more support is required by the government to assist exporters to be equipped with international safety standard systems since a majority of firms in this industry are SMEs that suffer from lack of resources to invest on the required structure such as export standards. On the other hand, an implication for managers responsible for export halal products is to formulate its marketing practice in a direction that employ Islamic values and contemporary marketing mix strategy together. From the theoretical perspective, the study has determined various dimensions marketing from Islamic perspective from scattered sources and offered operationalization that could be useful in future studies. Moreover, the study expanded the conceptual framework of PD scale for assessing psychic distance.

ABSTRAK

Pasaran halal telah berkembang pesat sejak sedekad yang lalu terutamanya disebabkan oleh permintaan tinggi terhadap produk dan perkhidmatan halal di seluruh dunia. Sehubungan itu, penyelidikan terhadap pemasaran eksport makanan halal juga telah mendapat perhatian yang semakin meningkat. Walau bagaimanapun, kajian berkaitan dengan topik ini amat terbatas, terutamanya tentang strategi pemasaran dari perspektif Islam. Selain itu, pengaruh *standard* sijil halal Malaysia (JAKIM) terhadap prestasi eksport halal juga tidak banyak dikaji secara empirik. Dengan demikian, tujuan utama kajian ini adalah mengkaji penentu kepada prestasi eksport industri makanan dan minuman halal di Malaysia. Data kajian telah dikumpul dari 102 firma yang terlibat dalam industri ini sepertimana tersenarai dalam pengkalan data MATRADE dan HDC. Model Persamaan Struktural, khususnya penganggaran kuasa dua terkecil separa telah digunakan untuk menilai kesan pembolehubah yang dikaji, iaitu ciri-ciri firma, keupayaan untuk memenuhi piawaian eksport, ciri-ciri pengurusan, orientasi pemasaran eksport, campuran pemasaran, pemasaran dari perspektif Islam, dan jurang psikik ke atas prestasi eksport. Keputusan penganggaran menunjukkan bahawa prestasi eksport makanan dan minuman halal boleh dikaitkan dengan strategi pemasaran dari perspektif Islam, strategi campuran pemasaran, keupayaan untuk memenuhi *standard* eksport, ciri-ciri firma dan jurang psikik. Manakala orientasi pemasaran eksport, penyesuaian strategi pemasaran dan ciri-ciri pengurusan didapati tidak signifikan dalam mempengaruhi prestasi eksport makanan dan minuman halal. Analisis ujian pengantaraan pula mendapati strategi pemasaran dari perspektif Islam dan strategi campuran pemasaran berupaya mengurangkan kesan jurang psikik terhadap prestasi eksport makanan dan minuman halal. Kajian ini menyumbang kepada pengetahuan dalam melaksanakan strategi pemasaran yang mana dengan mempertimbangkan amalan Islam bersama-sama dengan keupayaan firma untuk memenuhi *standard* eksport boleh menjadi kunci kepada kejayaan perniagaan di pasaran halal antarabangsa. Kajian ini juga menyarankan supaya lebih banyak sokongan diberikan oleh kerajaan untuk membantu pengeksport dalam industri makanan dan minuman halal. Ini kerana majoriti firma dalam industri ini adalah perusahaan kecil dan sederhana yang rata-rata kekurangan sumber untuk melabur dalam struktur yang diperlukan oleh pasaran eksport seperti *standard* eksport.

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LIST OF ABBREVIATIONS

APEC	-	Asia-Pacific Economic Cooperation
ASEAN	-	Association of Southeast Asian Nations
AVE	-	Average Variance Extracted
CAC	-	Codex Alimentarius Commission
CAGR	-	Compound Annual Growth Rate
CEO	-	Chief Executive Officer
CFA	-	Confirmatory Factor Analysis
CR	-	Composite Reliability
EFA	-	Exploratory Factor Analysis
EU	-	European Union
FA	-	Factor Analysis
FDI	-	Foreign Direct Investment
G8	-	Group of Eight
G15	-	Group Fifteen
GDP	-	Gross Domestic Product
GCC	-	Gulf Cooperation Council
GoF	-	Goodness of Fit
GMP	-	Good Manufacturing Practice
HACCP	-	Hazard Analysis and Critical Control Point
HDC	-	Halal Industry Development Corporation
IEC	-	International Electrotechnical Commission
IO	-	Industrial Organization
ISO	-	International Standard Organization
JAKIM	-	Jabatan Kemajuan Islam Malaysia
KPI	-	Key Performance Indicator
MATRADE	-	Malaysia External Trade Development Corporation
MD	-	Managing Director

MS	-	Malaysia Standard
NASA	-	National Aeronautics and Space Administration
NGO	-	Non-Governmental Organizations
OIC	-	Organization of Islamic Corporation
PLS-PM	-	Partial Least Square Path Model
PD	-	Psychic Distance
RBV	-	Resource Base View
SEM	-	Structural Equation Modelling
SMECorp	-	SME Corporation Malaysia
SMEs	-	Small and Medium-sized Enterprises
TQM	-	Total Quality Management
TPP	-	Trans-Pacific Strategic Economic Partnership
UAE	-	United Arab Emirates
WTO	-	World Trade Organization

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CHAPTER 1

INTRODUCTION

1.1 Research Background

In globalized and interconnected economy, organizations deal with constant changes in mega environment. In this kind of environment, a firm's success depends not only on how well it performs in domestic market but also the extent a firm is able to diversify their operation. Therefore, to be successful, a firm needs to consider a foreign market as an important option to expand their business and captured more revenue (Jepson and Edward, 2003). There are several ways in which a company can enter a foreign market, and this includes equity and non-equity market entry. Among the market entry modes, exporting is one of the most common ways of internationalization due to many factors, for instance, less capital intensity, lower risks, and fewer costs compared to other direct foreign entry modes (Bell *et al.*, 2004).

Besides foreign direct investment (FDI), exporting is one of the oldest and fastest growing economic activity that is vital for firms and nations to link with world economy (Sousa and Lengler, 2009). By engaging in export operations, firms can reap various benefits such better utilization of production capacity and lower production cost while increasing production efficiency. Successful exporters could gain extra sale revenue and profit that can enhance their financial position. On top of that, exporters could also learn from their competitors and gather more experience, which will then allow them to partake in other internationalization activities such as licensing, franchising, joint ventures and direct investment abroad as highlighted in Uppsala model of internationalization (Johanson and Vahlne, 2006). Furthermore,

exports could contribute to national economic growth through its contribution to the GDP, foreign exchange reserve, and employment (Leonidou *et al.*, 2002; Sousa and Lengler, 2009).

Exports generate more productivity and bring the economies of scale and boost up the quality of production. With this in mind, there are two ways to increase export volume at the national level: first, by encouraging domestic firms to expand their activities by entering to export markets, and secondly is to stimulate firms that are already involved in exports to increase export. To achieve these objectives, policy-makers have implemented different approaches and face various issues to enhance firm export growth. This is crucial in emerging market economies such as Malaysia, where the focus should be given to improving the international competitiveness of domestic firms. With this respect, this research is designed to evaluate Malaysian exporter's performance, particularly in the *halal* industry, as well as to determine the factors that significantly shape the performance of exporters in the industry.

Assessing the performance of *halal* exporters is rooted in several facts. Primarily, the increase in demand for *halal* products among Muslims and non-Muslims caused the industry to become more attractive. Apart from Malaysia, many countries in this regard such as Indonesia and Thailand consider the *halal* industry as a new source of economic growth. To support government efforts, big retail multinational players such as Carrefour, Lidle, Aldi, and TESCO are also starting to include *halal* products in their products assortments (Izberk-Bilgin and Nakata, 2016).

Growing Muslim population in the world along with significant increase in Muslims' purchasing power are two possible major reasons for the increase in demand for *halal* products worldwide. There are approximately 1.8 billion Muslims around the globe in 2015, which represents about 24.1% of the entire world population. This number is expected to accelerate by 2030 to about 27% of the world population with 60% of Muslims are younger than 18 years old (Lipka and Hackett, 2017). Additionally, from the distribution perspective, Muslims are largely populated

with the presence in all continents (Desilver, 2013). Moreover, Muslims' GDP also increased over the past decade. For example, between 1990 and 2010, the GDP per capita for Muslims worldwide has grown at a cumulative annual growth rate (CAGR) of 6.8%, while the global CAGR recorded 5.0% during the same period (Desilver, 2013). This obviously creates immense demand for *halal* products.

In brief, there is overwhelming evidence that the global *halal* market has grown rapidly over the past decades and there is a worldwide increase in demand for *halal* products and services, while the production rate does not show any significant changes (HDC, 2013b). The *halal* industry includes food and beverage, ingredients and additives, cosmetics, animal feed, drugs and vaccines, Islamic finance, pharmaceuticals, and logistics. Approximately 67% of *halal* products are categorized as fast-moving consumer goods. The global Muslim spending across *halal* sectors in 2015 is estimated to worth over USD1.9 trillion, and out of this, the value of *halal* certified food and beverage products is about USD415 billion, while total spending by Muslims in food and beverage was USD1.17 trillion in 2015 (Reuters, 2017).

Although there is big potential in *halal* food and beverage, Muslim countries generally have only minor shares in the market. Among Muslim countries, Malaysia is a leader in *halal* food benchmarking and has been cited as the world's best example of benchmarking of *halal* food by United Nation (Bohari *et al.*, 2013). Malaysian government has identified that *halal* industry has high potential to succeed as a new source of growth in Malaysian's manufacturing sector (Bahrudin *et al.*, 2011). The industry is unique because religious/Islamic values are upheld throughout the whole food production process, starting from raw materials sourcing, purchasing, financing, storage, manufacturing, further processing, distribution, logistics and retailing up to the consumption of products (Othman *et al.*, 2009).

Today the *halal* industry has expanded and brought together *halal* product manufacturers and service providers from many parts of regions around the world, from North America and Australia to China and The Middle East. Halal products are shipped between regions and consumed by Muslims who may live in different cultural and political contexts than those who produce them (Omar and Jaafar, 2011).

Demand for *halal* products is accelerating and expected to continue in tandem with the increasing Muslim population. Increasing awareness of Muslims all over the world on their obligation to consume products based on the Islamic requirements create a greater demand for halal foods in Muslim countries. However, the global supply is now only 20% of demand (Lee, 2016).

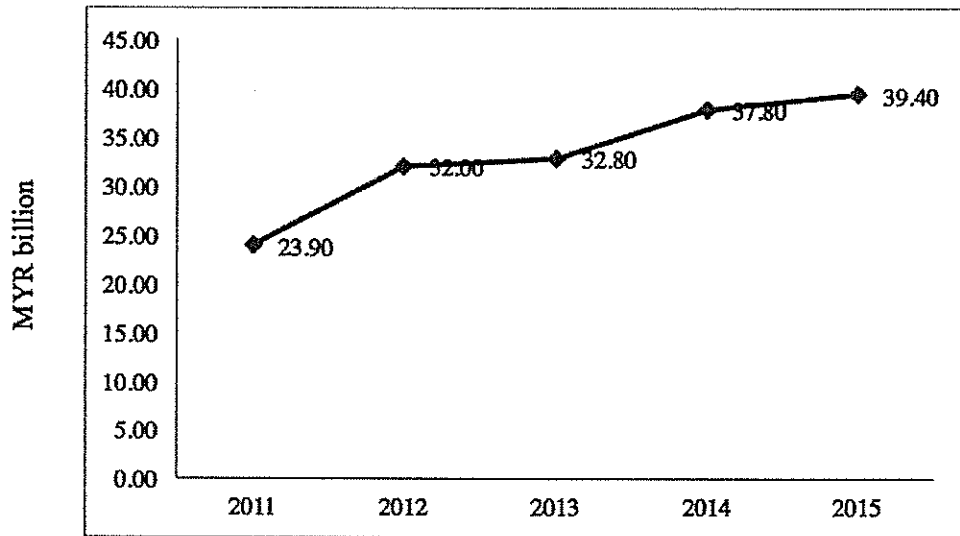
Obviously, *halal* is no longer a purely religious issue; it is becoming a global symbol for quality assurance and lifestyle choice. Halal food is highly sought after, not just by the 1.5 billion Muslims around the world but also by people of various racial and religious background whom are looking for clean and pure food (Muhammad *et al.*, 2009). In Europe, *halal* food is now an accepted item in many supermarkets and food stores, especially with the recent waves of immigrants and refugees (Laudenberg, 2017).

With this in mind, Malaysian *halal* industry primarily targets Asian Muslim population of approximately 1 billion people to export their *halal* products and services. In addition, there are three major factors contributed to the tremendous expansion of Islamic economy that is estimated to be worth US\$ 1.9 trillion in 2015 (Reuters, 2017). Firstly, the Muslim population is expected to increase roughly 35% in next two decades, rising from 1.6 billion in 2010 to 2.2 billion by 2030 thus, 27% of the global population (Grim and Karim, 2011; Lipka and Hackett, 2017). Secondly, Muslim countries' economy continues to grow. Over last decade, the GDP per capita for Muslims worldwide had grown at a Cumulative Annual Growth Rate (CAGR) of 6.8% (Fund, 2013). Thirdly, exporting *halal* products and services to emerging new *halal* market in non-Muslim countries like China and India could boost up the Malaysia economy. India population is 1.1 billion and about 13.4% of them are Muslim while China population is 1.3 billion with about 3.0% of them are Muslims (Hackett and Grim, 2012).

In 2014, the contribution of *halal* exports was 4.36% of the Malaysian total export (Mutalib *et al.*, 2016). Malaysia's total *halal* exports for 2014 and 2015 were RM37.8 and RM39.4 billion respectively. Malaysia's export of *halal* products in 2015 are composed of food and beverages (RM19.5 billion), palm oil derivatives

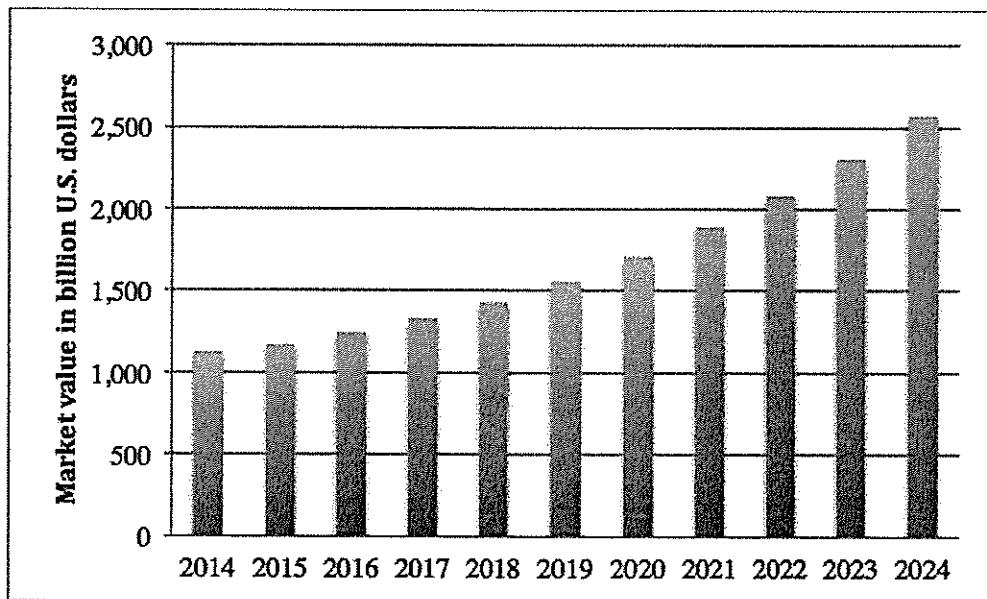
(RM11 billion), ingredients (RM5 billion), cosmetics and personal care (RM2.2 billion), industrial chemicals (RM1.5 billion), and pharmaceuticals (RM0.2 billion) (HDC, 2016). Malaysia's top 10 export destinations according to the latest report published by HDC (2016) were China (RM4.8 billion), Singapore (RM3.9 billion), United States (RM2.9 billion), Indonesia (RM2.5 billion), Japan (RM2.2 billion), Thailand (RM1.8 billion), Australia (RM1.6 billion), Philippines (RM1.4 billion), Netherlands (RM1.4 billion) and India (RM1.4 billion). HDC (2016) report also categorized top 10 *halal* target markets based on group countries by export value, were Asian Pacific Economic Cooperation (APEC) (RM27 billion), Trans-Pacific Strategic Economic Partnership (TPP) (RM13 billion), Association of Southeast Asian Nations (ASEAN) (RM11.7 billion), Commonwealth (RM10.5 billion), Organization of Islamic Corporation (OIC) (RM7.8 billion), Group of Eight (G8) (RM6.7 billion), Group Fifteen (G15) (RM5.9 billion), European Union (EU) (RM3.3 billion), Middle East (RM3.3 billion) and Gulf Cooperation Council (GCC) (RM1.5 billion).

Although, *halal* export's contribution (RM39.4 billion) to the total Malaysian exports (RM786 billion) slightly increased in 2015 and reached to the 5.1% of total Malaysian export but the industry is yet to realize its full potential (Figure 1.1). Malaysia's *halal* food export in 2015 was RM19.5 billion, representing about 1% of the world *halal* food and beverage market (HDC, 2016; Reuters, 2017) (Figure 1.2). In pursuit a vision to be a *halal* hub, Malaysia should improve domestic firms' competitiveness in export markets to gain more shares in the global *halal* market. However, lack of knowledge in foreign business and incomprehensive intelligence about destination markets are noted as the major reasons that hinder Malaysian exporter's success in the world market (Köksal, 2008). Furthermore, studies highlighted that a majority of small entrepreneurs in *halal* food businesses suffer from inappropriate marketing strategy and are unable to meet international quality standards requested by customer (Zulfakar *et al.*, 2012).



Source: HDC (2016)

Figure 1.1 : Malaysia's *halal* export value 2011-2015



Source: Business wire (2016)

Figure 1.2 : Forecasted *halal* food market revenue worldwide 2014-2024

Therefore, this research extends the literature on export marketing performance by identifying the antecedents that lead to rewarding internationalization. In addition, the focus of this study is *halal* food and beverage industry, where only fewer researches have been undertaken to analyse the export behaviour of Malaysian firms. It is pivotal to conduct a research in this industry to investigate the effect of export marketing strategy together with other internal and external factors on *halal* food manufacturer's performance. The findings of this quantitative marketing research are crucial for both public and private sector managers, entrepreneurs, investors, and policymakers to have a better understanding of consumer perception.

1.2 Malaysia *halal* Certificate

Halal is an Arabic word which means permitted or lawful under the Islamic law (including the al-Quran, al-Hadith, Ijma' (consensus) and Qiyas (deduction of analogy according to the Syafie or any one of the Hanafi, Maliki or Hambali School of Thought or Fatwa approved by the relevant Islamic Authority). Halal is the abbreviated term for Halalan Toyyiban. The term explains goods or actions that are permissible and wholesome according Shariah laws and Islamic principles (Omar, 2013).

Malaysia is among the few countries in the world where the government provides full support in promoting Halal certification for products and services. Malaysia government has established two agencies i.e. Halal Industry Development Corporation (HDC) and Department of Islamic Development Malaysia (JAKIM) to manage and issue Halal certification (Abdul *et al.*, 2013). Dissimilar to Malaysia, the Halal certification bodies in other countries are either established by the individual provinces/states or non-governmental organizations (NGOs) (Noordin *et al.*, 2014). JAKIM has been designated to be the sole certification body of *halal* products for export. The Halal logo issue by JAKIM helps to facilitate *halal* trade in the international market. Malaysian Halal logo is a registered trademark under the Trade Mark Act 1976. JAKIM has identified and accredited several local Islamic

organizations in overseas that are actively involved in certification of *halal* products (Talib *et al.*, 2010).

Malaysia's Halal certificate provides assurance to the entire Muslim consumers across the world because it fulfils the Shariah law, which is a must for Muslims. In this respect, Malaysia has launched MS: 1500 in 2000, the first *halal* food standard, which has been developed in accordance with guidelines adopted by several international organizations such as the ISO, International Electro technical Commission (IEC), and World Trade Organization-Technical Barriers to Trade (WTO-TBT) (Talib *et al.*, 2010).

Malaysia's leading role as standard-bearer for *halal* has been further reinforced by subsequent revisions to Malaysia Standard (MS): 1500 in 2004 and 2009. Malaysia has listed 13 standards on *halal* through the Department of Standard Malaysia until 2013. These standards cut across all industries including food and beverage, cosmetic and personal care, logistics and pharmaceutical industries.

Furthermore, Malaysian Standard MS 1500: 2009 provides the guideline for the *halal* food industry on production, preparation, handling, and storage of *halal* products (including nutrient supplements and beverages). Based on MS 1500: 2009, food is certified *halal* if it fulfils the following Shariah Law obligations. First, the food does not contain any non-*halal* parts of animal products, which are not slaughtered according to Muslim rites. Second, the food does not contain Najs ingredients (filthy or unclean). Third, the food is safe and not harmful. Fourth, the food is not prepared, processed or manufactured using equipment contaminated with Najs. Fifth the food does not contain ingredients from human parts or its derivatives. And the sixth, the food is physically separated from other food that does not fulfil the above requirements during preparation, processing, packaging, storage, and transportation (Janis, 2004).

1.3 Problem Statement

This study investigates the problems from two aspects; theoretical and empirical practical perspectives. In the first part, this section reviews the problem statement from the theoretical point of view. Many scholars such as Temporal (2011); Zannierah Syed Marzuki *et al.* (2012) noted that since *halal* is a newly emerging topic; very few academic literature are available to explain the variation in export trend. Ahmad Alserhan and Ahmad Alserhan (2012) justified this limitation by refereeing to recent discovery of Muslims as an emerging consumer group. Although, the topic is gaining momentum during last decade but scholars highlighted some areas for concern, in particular Islamic marketing (Abdullah *et al.*, 2015), certification issues (Noor and Noordin, 2016) and socio-economic (Jafari, 2012). Additionally, there is ample support to the claim that, among the available literature in Islamic economy, a lot of attentions have been devoted to Islamic finance, while very limited work has been done in other disciplines (Abdullah *et al.*, 2015).

Therefore, the concept needs to be understood on several levels to determine appropriate action plans for different stakeholders in this industry including exporters, government, consumers and researchers. In this section, the main focus would be to highlight the research gap and provide justification for the proposed conceptual model that links the antecedents of marketing, socio-culture and certification to a firm's export performance.

Islamic marketing principles remain to be obscure. Generally, scholars used two different terminology in this area; some call it "marketing from Islamic perspective" (Al-Buraey, 2004; Arham, 2010) and others name it "Islamic marketing" (Jafari, 2012; Sandikci, 2011). This research follows the first terminology as it more frequently cited in the literature. However, beyond the used terminology, researchers have called for further research in the area of Islamic marketing, in order to provide better understanding for both consumers and business, concerning the full adoption of Islamic principles in marketing.

Regardless of where a company wants to grow (internally or externally), religious features of *halal* products affects the implementation of marketing strategy (Hassan and Bojei, 2011). As a sub-area of marketing, marketing strategy from the Islamic perspective is focused on value-maximization to encourage societal welfare approach, while conventional marketing practice decisions are based on profit maximization (Alserhan *et al.*, 2016; Saeed *et al.*, 2001). The concept became more challenging where it came to international market, due to the different schools of thought among Muslims. Therefore, marketing halal product has its own challenges in international market and generalizing other industry/country export model does not confidently answer all questions in regards to *halal* industry characteristics (Abdul-Talib and Abd-Razak, 2013). Hashim and Hamzah (2014) that reviewed available Islamic marketing and contemporary marketing mix articles and concluded, future studies on this area should be focused on binding the various aspects of Islamic marketing and contemporary marketing, in a direction toward having a full-scale theoretical model with a measurable valid research instrument.

The matter is also highlighted in Omar (2013) research where the research concluded that marketing strategy has been a barrier for *halal* exporters to grow. Zainuddin (2005) also noted that due to lack of understanding and awareness about marketing strategy, *halal* manufacturers' marketing mix strategy including product, price, promotion, and place (4Ps) has to be re-engineered. In the same vein, Ahmad and Santhapparaj (2012) suggested for more studies to be focused on marketing from Islamic perspective on pricing strategy.

In conclusion, this research will study the effects of the marketing mix strategy (4Ps) from both Islamic perspective and conventional marketing mix on *halal* exporter's performance. As remarked in the above arguments, it is essential to investigate how well the marketing models and determinants were developed and introduced in other industries/countries operate in *halal* industries and to what extent do their uses contribute to the success of exporters in the halal industry.

Beside that some scholars such as Abdul-Talib and Abd-Razak (2013) go further to suggest applying of Islamic market oriented approach to refine strategies

for global customers. Marketing orientation is an information-based approach, enabling a firm to be more sensitive to its external environment. It could be complementary to a firm strategy and sustain competitive advantage in a long term. Growing attention of Islamic researchers in the area of marketing orientation might be due to two reasons. Firstly, marketing orientation received wide attention in western export studies, but otherwise has shown for marketing orientation concept in the *halal* industry. Secondly, Muslims community is generally young compared to other communities and are sensitive to their religious attributes, which drives *halal* exporters to design their marketing strategy based on Islamic values, beliefs, norms, and practices. Firms with excellent marketing orientation towards Muslim customers' preferences could enhance their export performance (Tahir and Abdul, 2013).

Addressing the importance of Islamic marketing orientation in a conceptual paper Zakaria and Abdul-Talib (2010) recommended that to empirically assess the impact of Islamic market oriented strategy on performance. Therefore, this study intends to fill the gap by exploring the impact of Islamic export market oriented on firm performance.

Apart from, questions concerning marketing capabilities, still numerous questions left unanswered; for instant, as suggested by Jafari (2012), how markets and marketing are likely to be affected by socio-economic factors. It also encouraged by Zakaria and Abdul-Talib (2010) to check the causal relationship between Islamic culture elements and firm's performance.

On the basis of the evidence available from cross-cultural researches such as Cornwell *et al.* (2005) that studied the role of religion on consumer's ethical positions, it seems fair to suggest that Islamic ethics are the moral principles that guide Muslims in obtaining, using and disposing of goods and services. This premise tightens Islamic culture to the limited boundaries of marketing (Jafari, 2012). Sandikci (2011) recommended that future research should be more focused and do away with "essentialist approaches that reify difference". But, scholars should sensitive on how consumers handle, the competing demands of religion and cultural

forces. The researcher advised the exporters not to assume that Muslims are homogeneous, otherwise focus on how they live, and how products can help them live proper Muslim lives.

In this vein, export literature has recently been applied a theoretical model, called psychic distance to assess existing differences between cultures. Psychic distance is a variable that was evaluated by most researchers as a potential factor that restricts the flow of information between the firm and market (Håkanson *et al.*, 2016). Theoretically, higher psychic distance between domestic and export market results in higher level of adaptation and cost (Sandikci and Rice, 2011). Nonetheless, religion is a significant part of a culture and in some communities such as Islam influences norms, values, and attitudes. Bohari *et al.* (2013) highlighted the lack of *halal* exporter's understanding about the social and cultural environment of destination markets seriously influence their performance. In fact, having different schools of thought among Muslims on one hand and other differences rooted in country's specific culture characteristics (such as language and tradition) on the other hand, have steadily increased the importance of customization. Therefore, this research aims to understand whether psychic distance influences *halal* manufacturers export performance. In other words, whether the common religion cause lower psychic distance and lower level of adaptation or the different schools of thought might force market players to adapt their services

Another important source of competitiveness in this industry relates to capability to meet export standard. Aziz *et al.* (2015) that reviewed academic *halal* literatures between year 2007-2014 to identify the trends in *halal* studies, noted *halal* certification, logo and *halal* brand as one of the new trends in the scholars. Certification is far more complex in developing countries than industrialized countries, where export standards such as the International Standard Organization (ISO) and Hazard Analysis and Critical Control Point (HACCP) are mandatory (Matrade, 2010). Halal standards have great concern about food security together with other export standards thus could secure food quality in export market (Altman and Phillips, 2001). Halal products that meet the export standard such as HACCP, Good Manufacturing Practice (GMP), ISO and Total Quality Management (TQM)

attain wider market (Omar, 2013). Alpay *et al.* (2001) concluded that the determinants of export performance have been analysed broadly, but the impacts of compliances with higher quality, safety environment standard have not been considered yet.

In Malaysia, the inability of *halal* manufacturers to face with increase in consumer demand for quality assurance and food safety was a challenging issue (Talib *et al.*, 2008). The cabinet of Malaysia has introduced the Halal master plan that addressing the issue of *halal* development such as certification, integrity, implementation, responsibilities and time frames by May 2008. This Master plan was developed to foresee three phases of the roll-out from 2008 to 2020 (Saifol, 2011).

Although, Malaysian *halal* standard recommended as a benchmark among producers, yet it is not clear to what extent JAKIM standard appreciate by importers and facilitates market entry for Malaysian *halal* exporters. From theoretical perspective, previous researches on export performance (Ahmed and Rock, 2012; Beleska-Spasova *et al.*, 2012; Chen *et al.*, 2016; Diamantopoulos and Kakkos, 2007; Katsikeas *et al.*, 2000; Kuppusamy and Anantharaman, 2012; Lages *et al.*, 2012; Morgan *et al.*, 2002) have studied a number of internal and external determinants of export performance in different industries, while less attention was devoted to study the effects of the capability to meet export standards as a potential determinant of export performance. In other words, previous studies such as Herath *et al.* (2007), Mavrogiannis *et al.* (2008) and (Nishitani, 2009) categorized this variable within firm characteristics, but due to its significant influence on the marketability of *halal* products, this study will evaluate this factor as an independent variable. Therefore, this study will investigate the effect of a firm's capability to meet export standards as a determinant of export performance of *halal* products.

This study also reviews the problem statement from a practical perspective. In this case, Malaysia as an emerging market will begin to correct its trade deficit by actively mulling ways to increase exports (Ahmed *et al.*, 2008). In 1991, Malaysia declared Vision 2020 with the objective to become a fully-developed nation by 2020 (Mohammad, 1991). However, this policy has been recently revised in the latest

development plan (11th Malaysian Plan) and redefine a vision for Malaysia to be high-income nation by 2020 (Bekhet and Othman, 2017). A high-income economy is described by World Bank (2016) as a country with a gross national income per capita above US\$12,476 in 2015. Currently, despite significant improvement in public services, education system, communication system and reducing the poverty rate, meeting the 2020 aspirations seems challenging. Malaysia will need to increase their current GDP to 8%, which is not an easy task.

Malaysia's economy may need to concentrate on diversification by focusing on the most competitive industries such as *halal*. The government, specifically, has to support manufacturers to improve their export performance. At the same time, Malaysian firm's fundamental aspects of export marketing need to be structurally upgraded in order to increase the growth rate. The latest road map of Malaysian Plan has been developed based on this strategy. According to this agenda in the economic sector, Malaysia remains a highly open economy, where exports are a key source of growth. Malaysia aims to focus on core sectors of export that already demonstrate satisfactory competitiveness (Razak, 2012).

The *halal* industry is one of the main sectors in the recent Road Map that contributes to social and national economic growth. Indeed, political stability and strategic location within the Asia Pacific are some of the advantages for Malaysia's *halal* industry to attract FDI and improve its competitiveness. Export data shows that in 2014, *halal* export contributed about 4.3% of Malaysia total export, which is equal to RM 37.6 billion (HDC, 2016). Comparing this amount with the total *halal* market value of USD1.9 trillion indicates that Malaysia needs to gain more share of the world *halal* market to become the *halal* hub (Reuters, 2017).

Therefore, it is not only necessary for the policy makers to understand the current difficulties and limitations in this industry, but also investigate ways on how to establish their core competencies beyond Malaysian *halal* market. In this perspective, the aim of this study is to identify the factors that influence the performance of Malaysian *halal* exporters. Additionally, the study intends to formulate an efficient export marketing practice to improve the *halal* industry's

international competitiveness and provide a more realistic perspective from this industry for different stakeholders.

1.4 Research Questions

Based on the problem statement above, this study aims to answer the following research questions.

Q1. How does the marketing mix strategy (4Ps) influence the *halal* export's performance?

Q2. How does the marketing from the Islamic perspective influence the *halal* export's performance?

Q3. How does the adaptation of marketing strategy influence the *halal* exporter's performance?

Q4. How does export marketing orientation influence *halal* exporter's performance?

Q5. How does a firm's capability to meet export standards influence its *halal* export performance?

Q6. Does the marketing mix strategy have a mediating role between the relationship of psychic distance and *halal* export performance?

Q7. Does a marketing strategy from Islamic perspective have a mediating role between the relationship of psychic distance and *halal* export performance?

Q8. Does the adaptation of marketing strategy play a mediating role between the relationship of psychic distance and *halal* industry export performance?

1.5 Research Objectives

Generally, the purpose of this study is to examine the internal and the external factors that shape export performance of *halal* exporters. For this, export performance model for *halal* industry will be constructed with the marketing from Islamic perspective as one of the main determinants. The estimated model will be used to investigate the antecedents of export performance in *halal* food and beverage industry. Consequently, the specific research objectives of this study are as follow:

- a) To analyse the impact of marketing mix strategy on export performance of Malaysian *halal* exporters.
- b) To determine the effect of marketing strategy from the Islamic perspective on the export performance of *halal* food and beverage.
- c) To understand if Malaysian exporters follow adaptation or standardization strategy
- d) To examine the influence of exports marketing orientation on *halal* food and beverage export performance.
- e) To examine the influence of capability to meet export standard on *halal* exporter's performance.
- f) To determine the role of marketing mix strategy in mediating the relationship between psychic distance and export performance in *halal* industry.
- g) To analyse whether the marketing strategy from Islamic perspective mediates the relationship between psychic distance and export performance in *halal* industry.

- h) To investigate whether the adaptation marketing strategy mediates the relationship between psychic distance and export performance in *halal* industry.

1.6 Scope of Study

This study examines the performance of Malaysian exporters of *halal* food and beverage products, which represent about 49.5% of its total *halal* export value in 2015 (HDC, 2016). Moreover, this category of industry is crucial compared to others because food and beverage together with primary meat were accounted about 62% of the total *halal* market. This industry has been chosen because *halal* products seek to find their position not only as a religious approval but also as a new international health standard in the global market.

In this study, the Malaysian exporters of *halal* food and beverage are extracted from the latest version of Malaysia Exporters of Halal Products & Services Directory, which is jointly published by Malaysia External Trade Development Corporation (MATRADE), Halal Industry Development Corporation (HDC) and Department of Islamic Development Malaysia (JAKIM). According to the database, there were a total of 228 *halal* food and beverage exporters registered in Malaysia in 2014 (appendix A). Apart from the population, the unit sample is the individuals in the companies that are responsible for international marketing activities. The research aimed to develop a model for *halal* exporters in Malaysia with a focus of marketing strategy from Islamic perspective in line with firm's marketing mix. In addition, the scope also on the cultural aspects rooted in Islamic value, traditions and attitude. This is to investigate how industry specific characteristics influence firm strategy in the international market.

1.7 Significant and Contribution of Study

Compared to many other industries, *halal* industry is yet to mature, thus more researches need to be undertaken in this area to enhance our understanding about this industry (Azman and Masron, 2012). In other words, there are a few empirical researches that examined the export performance determinants in the *halal* industry, which are mostly influenced by religious ethnic attributes. Therefore, the primary aim of this study is to contribute to *halal* knowledge with a specific focus on food and beverage manufacturer firms and their related export marketing strategies for competitiveness in export markets.

This study is a bit different since it focuses on the determinants of export performance from Islamic business practices. This study will provide a more comprehensive explanation on *halal* exporter's performance compared to other many partial researches available. In addition, the suggested framework generates broad awareness about key factors. Therefore, managers in organisations or even entrepreneurs could have a better understanding of the main determinants of export performance. In line with the research problems, this study employs an integrated export marketing performance model that incorporates the entire dimension discussed within the problem statement.

Although this study builds from previous export-marketing literature, it provides a broad understanding of marketing practices currently used. The research findings could be used as a reference for *halal* exporters or firms planning to enter international *halal* market. The findings are useful not only in *halal* food and beverage but also in other related *halal* industry such as cosmetics and pharmaceutical industry. This study may help the government to review their current export programs and/or establish new regulations to enhance the overall *halal* industry export performance.

Moreover, export performance antecedents have been mainly investigated in the case of developed economies, thus there is a need to determine whether the current knowledge can be generalized for developing countries such as Malaysia.

This study evaluates export performance in Malaysia *halal* food and beverage industry, mainly because although Malaysia is an emerging economy, it is a pioneer in establishing the *halal* standard and aim to be the *halal* Hub of Asia Pacific region. Most of previous researches focus on multiple industry sectors with the emphasis on manufacturers of industrial. There are some doubts about the external validity of these studies due to limited capacity to generalize the results to other industry sectors. This current research is directed towards a single industry (consumer products) to clarify industry-specific characteristics.

Exporting *halal* products to the international market requires firms to implement an effective and efficient marketing strategy. This strategy is different as compared to export strategies for non-*halal* goods to non-Muslim countries. In this regard, the marketing strategy must be formulated in such a way to meet Islamic principles and ethics (Zakaria and Abdul-Talib, 2010), yet former researches merely attempt to study marketing strategy concept related to the *halal* industry. In fact, there are still gaps in literature in determining a strategy that is Islamically rooted (Zakaria and Abdul-Talib, 2010). Moreover, as suggested by Hashim and Hamzah (2014), this study bind the various dimensions of Marketing from Islamic perspectives with contemporary marketing strategy in an integrated model, which is going to contribute in development of theoretical grounds of export performance. On a similar note, the concept of export marketing orientation will be also evaluated empirically, where currently only a few conceptual studies such as Mokhtar (2009); Talib *et al.* (2010) are available.

Establishing international marketing strategy is strongly influenced by foreign market characteristics. Researchers such as Mavrogiannis *et al.* (2008) and Stoian *et al.* (2011) highlighted the relationship between foreign and domestic market characteristics. In other words, psychic distance is suggested as a determinant of export performance in previous studies. Additionally, researchers applied various scales to accurately measure the effect of this variable on export performance. For instance, Sousa and Lages (2011) developed a model called “PD scale” to measure this variable from various macro and micro perspective, but the model has not consider the differences rooted in Islamic norms, values and attitudes. In this vein,

this research aims to extend this theoretical framework to be also applicable in *halal* industry.

Additionally, in response to argument stated by Chen *et al.* (2016), this research avoids to merely check the direct relationship between the determinants, and evolves the indirect effect (via mediation relation) to contribute to theoretical knowledge of the field. Specifically, this research also aims to determine whether the conventional marketing strategy coupled with marketing strategy from Islamic perspective could mediate the psychic distance-export performance relationship.

Moreover, consumer expectation for quality assurance particularly in the food industry exponentially increased. At most of the time, lack of unique quality assurance standards negatively influence the export performance of food exporters (Alpay *et al.*, 2001; Ponte and Gibbon, 2005). In the *halal* food industry, products that meet export standards such as; HACCP, Good Manufacturing Practice (GMP), ISO and Total Quality Management (TQM), could attract the market's attention (Omar, 2013). Although most of export performance determinants are assessed extensively, the capability to meet export standards received less attention in related export performance models. While, the variable partially measured in the researches such as Alpay *et al.* (2001); Masakure *et al.* (2009), this study tries to assess the capability to meet export standards and export performance relationship in the *halal* industry. Nevertheless, with due consideration of limited academic research and specific components of *halal* industry, findings of this research provide a solid foundation for future researches in *halal* industry and export performance.

1.8 Definition of Terms

This section is concerned with clarifying and defining all terms used in this research. The definitions of terms used in this research are a key part since it assists the readers to understand the key terminology and concept, particularly those that are less widely known (Table 1.1).

Table 1.1 : Definitions of terms used in this research

Term	Definition
Export Performance	The extent of a firm's objectives, both economic and strategic, in respect to export (Cavusgil and Zou, 1994).
Marketing Mix	Export marketing mix determines the export marketing strategy, which is related to the 4Ps, Product, Price, Promotion and Place (Mavrogiannis <i>et al.</i> , 2008).
Adaptation of Marketing Strategy	It is the decision to standardize or adapt a product or service based on the needs in the local market (Cavusgil and Zou, 1994).
Marketing from Islamic perspective	Marketing from Islamic perspective is a set of actions to create value and fulfil the needs of customers with products and services. The strategy is based on amendment, transaction and relationship to maximize quality and customer satisfaction in a long term (Adnan, 2013)
Quality Standard	A document, established by consensus and approved by a recognized body, which provides for common and repeated use, rules, guidelines or characteristics, for activities or results aimed at the achievement of the optimum degree of order in a given context (Muhammad, 2009).
Firm Characteristics	Firm-specific variables such as size, age, international experience and other related firm's ability, which influence a firm's performance (Sousa <i>et al.</i> , 2008).
Management	Management internal environments which determine the ability to use appropriate technology, establish and nurture committed personnel, set export aims and establish management control systems (Mavrogiannis <i>et al.</i> , 2008).
Export Marketing Orientation	Company culture that effectively leads to necessary behaviours for the creation of superior products for customers (Narver and Slater, 1990).
Psychic Distance	An individual's perceived differences between the home and the foreign country (Sousa and Lages, 2011).

1.9 Summary

This chapter highlighted the research key components including research background, overview of Malaysia *halal* industry, problem statement, research questions, and the objectives of study, significant and contribution of the study. Additionally, it provides the scope of the study and the *halal* concept in general. The last section of the chapter offers key definitions to help the readers understand the terminologies better.

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Appendix A

Malaysian Halal food and beverage exporters listed with MATRADE and HDC

Name	Address	Website
AB MAURI MALAYSIA SDN BHD	Lot 4185, Jalan Kb 1/9, Kampung Baru Balakong, 43300 Seri Kembangan, Selangor, Malaysia	www.abmauri.com.my
ACE CANNING CORPORATION SDN BHD	Lot 33 - 37, Lengku Keluli 1, Kawasan Perindustrian Bukit Raja Selatan, Seksyen 7, 40000, Shah Alam, Selangor Darul Ehsan, 40000, Malaysia	www.lamsoon.com.my
ADABI CONSUMER INDUSTRIES SDN BHD	Lot 136, Rawang Intergrated Ind Park, Persiaran Rawang 1, Taman Industri Integrasi Rawang, 48000 Rawang, Selangor, Malaysia	www.adabi.com/
ADMIRAL INDUSTRIES SDN BHD	15, Jalan Mutiara Emas 5/16, Taman Mount Austin, 81100 Johor Bahru, Johor, Malaysia	admiral.com.my
AIC INGREDIENTS SDN BHD	Jalan Api Api 26/1, Hicom Industrial Estate, 40400 Shah Alam, Selangor, Malaysia	www.aicingredients.com.my
AJ FOOD INDUSTRIES (M) SDN BHD	No.13, Kompleks Industri Makanan Mara (KIMAR), Lot PT 6381, Kampung Batu Muda, Off Jalan Batu Caves, 68100 Batu Caves, Federal Territory of Kuala Lumpur, Malaysia	www.jasmafood.com.my
ALAMI VEGETABLE OIL PRODUCTS SDN BHD	Shah Alam, Malaysia, 60, Jalan Bunga Melati 2/2, Seksyen 2, 40000 Shah Alam, Selangor, Malaysia	www.alamigroup.com/
AL-MUQARRAM HOLDINGS SDN BHD	47400 Lot No 3A-21, 3A Floor, Lobby Damansara Intan Petaling Jaya Selangor, Malaysia	www.lemongrassworld.com
AL-QUDRAH SPICES SDN BHD	Bandar Sri Damansara, 52200 Petaling Jaya, Selangor, Malaysia	http://www.alqudrahspices.com/
AMBANG DORONGAN SDN BHD	Lot 1-8, Taman IKS Keda Batu 10, Jeniang, 08700, Kedah, Malaysia	http://www.nanis.com.my/
AMISAN PRODUCTS SDN BHD	41720 Batu 4, Jln Kapar P.O. Box 177, 41720 Klang Selangor. Klang Selangor, Malaysia	-
AMOY CANNING CORPORATION SDN BHD	58000 Kuala Lumpur, Federal Territory of Kuala Lumpur, Malaysia	http://www.amoycanning.com.my/
ANGSANA FOOD INDUSTRIES SDN BHD	No. 22, 31/46, Shah Alam, Persiaran Anggerik Mokara, Seksyen 31, 40460 Shah Alam, Selangor, Malaysia	www.angsana.com.my
BEHN MEYER INTERNATIONAL TRADING SDN BHD	No. 5, Jalan TP2 Taman Perindustrian Sime UEP, 47600 Subang Jaya Selangor Darul Ehsan, Malaysia	www.behnmeyer.com
BESTINO NATURAL OILS SDN BHD	PT114034 & PT114034-A, Persiaran Perindustrian Pengkalan 8, Kawasan Perindustrian Pengkala, 31500, Ipoh,	Bestino-oils.com

	Perak, Malaysia, 31500, Malaysia	
BIDOR KWONG HENG SDN BHD	Plot 1919, Kawasan Perusahaan Bidor, Perak, 35500 Bidor, Malaysia	www.bidorkwongheng.com/
BINO CONFECTIONERY SDN BHD	20, Lorong Perusahaan Maju 12, Taman Pelangi, 13600, Prai, Pulau Pinang, 13600, Malaysia	www.binococo.com
BIOALPHA INTERNATIONAL SDN BHD	Lot 10,,Seskyen 13, Jalan P/9a, Kawasan Perindustrian Bangi, 43650 Bandar Baru Bangi, Selangor, Malaysia	bioa.com.my/
BIOFACT LIFE SDN BHD	J27, Parit Jamil, 84150 Parit Jawa, Johor, Malaysia	biofactlife.com/
BISMARAYA SDN BHD	88856 P.O. Box 625 Likas Sabah, 88450, Malaysia	www.ikanmas.com.my
BORNEO NUSANTARA SDN BHD	Survey Lot 2372, Jalan Batu Kitang, Batu Kitang Light Industrial Park, 93250, Kuching, Sarawak, 93250, Malaysia	-
BUMI HIJAU FOOD INDUSTRIES SDN BHD	81200 Lot 103 Jln Tampoi Kawasan Perindustrian Tampoi Johor Bahru Johor, Jalan Tampoi, Kawasan Perindustrian Tampoi, 81200 Johor Bahru, Johor, Malaysia	www.bumihijau.com.my
CKC FOOD INDUSTRIES SDN BHD	Plot 63, Lintang Bayan Lepas 1, Bayan Lepas Industrial Park IV, 11900 Penang, Malaysia	www.ckc.com.my
CA FLAVOR SDN BHD	Jalan BP 4/5, Bandar Bukit Puchong, 47120 Puchong, Selangor, Malaysia	www.flavor.com.my
CARE FOOD INDUSTRIES SDN BHD	No. 6, Jalan Tembaga SD5/2, Bandar Sri Damansara, 52200 Kuala Lumpur, 52200, Malaysia	https://www.carefood.com/
CARJEN FOOD SDN BHD	Cheng Industrial Estate, 19, Jalan Ttc 1, Taman Teknologi Cheng, 75250 Melaka, Malaysia	https://www.carjenfood.com.my/
CAROTINO SDN BHD	Plo Pasir Gudang Malaysia, 519, Jalan Besi 1, Jsedc Industrial Estate, 81700 Pasir Gudang, Johor, Malaysia	www.carotino.com/
CCM CHEMICALS SDN BHD	Lot PT 200, Jalan Asam Jawa 16/15 Off Persiaran Kemajuan 40200 Shah Alam	www.ccemberhad.com/manufacturing
CENTRAL VISTA (M) SDN BHD	25, Jalan Bukit 1, Kawasan MIEL Bandar Seri Alam, Masai, 81750, Masai, Johor, 81750, Malaysia	www.central-vista.com/
CHC GOURMET SDN BHD	Lot 16, Jalan Bukit 8, Kawasan MIEL Sri Alam, 81750 Masai, Johor, Malaysia	https://www.chc-gourmet.com.my/
CHENSON HEALTH PRODUCTS SDN BHD	Ground Floor, Lot 9455-9458, Jalan Upper, Sungai Apong, 93450 Kuching, Sarawak, Malaysia.	http://kokokam.com.my/
CHOCOLATE GRAPHICS (M) SDN	27, Jln. USJ 1/1B, Regalia Business Centre, 47620 Subang Jaya, Selangor,	https://www.chocolategraphics.com.m

BHD	47620, Malaysia	y/
CHUAN HIAP FOOD INDUSTRY SDN BHD	82000 No.35, Plo 28, Jalan Perindustrian Satu, Kawasan Perindustrian Pontian, Pontian Johor, 82000, Malaysia	-
CHUEN CHEONG FOOD INDUSTRIES (M) SDN BHD	Lot 1906, Jalan Cyber 4, Kawasan Perindustrian Senai 3, 81400 Senai, Johor, Malaysia.	www.chuencheong.com/
COCON FOOD INDUSTRIES SDN BHD	33, Jln Ayam Didik 1, Kawasan Perindustrian Sungai Petani, 08000 Sungai Petani, Kedah, Malaysia	www.cocon.com.my/
COCOSONG FOOD INDUSTRIES SDN BHD	Jalan Wawasan 8, Kawasan Perindustrian Sri Gading, 83300 Batu Pahat, Johor, Malaysia	www.cocosong.com
CONTINENTAL RESOURCES SDN BHD	2239, Jalan Rajawali, Kampung Batu 9 Kebun Baru, 42500 Telok Panglima Garang, Selangor, Malaysia	www.crsb.com.my
CORPORA CORPORATION SDN BHD	No. 1-3-11, Jalan 1/50, Diamond Square, Off Jalan Gombak, 53000, Kuala Lumpur, WP Kuala Lumpur, 53000, Malaysia	https://www.facebook.com/corporacorporation/
COUNTRY FARMS SDN BHD	Lot 9, Natco Industrial Park, Lorong Keluli 1B, Kaw Perindustrian Bkt Raja Selatan, Seksyen 7, 40000 Shah Alam, Selangor, Malaysia	www.countryfarmorganics.com/
CREAM OF CREAMS (M) SDN BHD	01-A3, 3-9 Jalan 4/37A Kepong 52100 Kuala Lumpur Malaysia	http://www.creamofcreams.com/
DAILY FRESH FOODS SDN BHD	PLO 16, Jalan SR/3, Kawasan Perindustrian Simpang Renggam 1, 86200 Simpang Renggam, Johor	http://www.dailyfreshfoods.com/
DAPUR KAYU ENTERPRISE	8, LorongSanggul Bandar Puteri, Malaysia	-
DAZZLE FOOD SDN BHD	No 5A, Jalan Langat Ceria 4, Taman Langat Ceria, 43100 Selangor, Malaysia	http://dazzlechocolate.com/
DELIMA JINGGA ENTERPRISE	No.8, Jalan Seri Pinang, Taman Seri Pinang, Sungai Puyu, 13020, Butterworth, Pulau Pinang, 13020, Malaysia	https://www.gmdunet
DE-LUXE FOOD SERVICES SDN BHD	No. 9, Jalan Korporat KU 9, Taman Perindustrian Meru, Selangor, 42200 Klang, Malaysia	https://www.deluxefood.com
DEWINA FOOD INDUSTRIES SDN BHD	Lot 9 & 11, Jalan P/9B, Kawasan Perusahaan Bangi, 43650, Bandar Baru Bangi, Selangor, Jalan P/9b, Kawasan Perindustrian Bangi, 43650 Bandar Baru Bangi, Selangor, Malaysia	brahimsfoodisforsharing.com
DUTCH LADY MILK INDUSTRIS BHD	Level 5, Quill 9,112, Jalan Semangat, 46300 Petaling Jaya, Selangor Darul EhsanMALAYSIA	https://www.dutchlady.com.my/
DXN MARKETING SDN BHD	Block C, 8 Suria Boutique Offices, Jalan PJU 1/42, Dataran Prima, 47301 Petaling Jaya,	www.dxnmalaysia.com/

	Selangor Darul Ehsan	
ELPAR HERBS SDN BHD	C35, Jalan 2A-4, Kawasan Prush Sungai Lalang (Kaw Prush Yuland), 08000, Sungai Petani, Kedah, Malaysia	https://www.gmdu.net
EONLIPIDS SDN BHD	525, 81700, Jalan Keluli 9, Kawasan Perindustrian Pasir Gudang, 81700 Pasir Gudang, Johor, Malaysia	https://www.eonlipids.com
ETIKA DAIRIES SDN BHD	13, Jalan Korporat, Taman Perindustrian Meru, 42200 Kapar, Selangor, Malaysia	www.etikaholdings.com
FAIZA MARKETING SDN BHD	LOT 34672, LENGKOK TEKNOLOGI, TECHPARK, 71760, BANDAR BARU ENSTEK, NEGERI SEMBILAN.	www.faizaspices.com.my
FAMA CORPORATION SDN BHD	No. 5, Jalan 2/8, Dataran Templer, Bandar Baru Selayang, 68100, Batu Caves, Selangor, 68100, Malaysia	www.famaco.com.my/
FAMILY CEREAL SDN BHD	Plot 8, Lorong Jelawat 1, Kawasan Perindustrian Seberang Jaya, 13700, Seberang Perai, Pulau Pinang, 13700, Malaysia	www.familycereal.com/
FFS FOOD (M) SDN BHD	8 & 10, Jalan Budi 17, Taman Perindustrian Wawasan, 83000, Batu Pahat, Johor, 83200, Malaysia	www.ffi.com.my
FFS MARKETING (M) SDN BHD	8 & 10, Jalan Budi 17, Taman Perindustrian Wawasan, 83000, Batu Pahat, Johor, 83200, Malaysia	www.magiccorn.com
FIDANI CHOCOLATIER SDN BHD	No. 41 & 43, Jalan Pengeluaran, Seksyen U1/78, Taman Perindustrian Batu Tiga, 40150 Shah Alam, Selangor, Malaysia	fidani.cc
FLAVOR INN CORPORATION	6, Jalan Anggerik Mokara 31/54, Kawasan Industri Kota Kemuning, 40460 Shah Alam, Selangor, Malaysia	www.flavorinn.com/
FMC GREENLAND SDN BHD	Puchong, Malaysia, 18, Jalan BP 5/11, Bandar Bukit Puchong, 47100 Puchong, Selangor, Malaysia	www.organicmalaysia.com.my
FUSIPIM SDN BHD	LOT 9224, BATU 4 1/2 45300, Panchang Bedena, Sungai Besar, Selangor, Malaysia	https://www.fusipim.com/
GABAN SPICE MANUFACTURING (M) SDN BHD	NO.742, LORONG PERINDUSTRIAN BUKIT, MINYAK 11, MK.13, TAMAN PERINDUSTRIAN, BUKIT MINYAK, 14000 BUKIT MERTAJAM, MALAYSIA.	www.gabanspice.com.my
GCB FOODS SDN BHD	725, Jalan Keluli 9, Pasir Gudang Industrial Estate, 81700, Pasir Gudang, Johor, 81700, Malaysia	http://www.gcbfoods.com
GM FOOD INDUSTRIES SDN BHD	29-33, Jalan Nagasari 18, Taman Segamat Baru, Segamat, 85000, Segamat, Johor, 85000, Malaysia	-
GOLDEN HOPE FOOD & BEVERAGES SDN	Sg Wangi Estate, Sitiawan, Perak, Malaysia	http://plantation.simedarby.com

BHD		
GREAT TASTE INDUSTRIES SDN BHD	KOMPLEKS SME BANK Johor Bahru	-
GREEN HOUSE INGREDIENT SDN BHD	Lot 5066, Jalan 18/64, Taman Sri Serdang, 43300 Seri Kembangan, Selangor, Malaysia	https://www.greenhouse.net.my/
GREEN MASTER GLOBAL FINE FOOD SDN BHD	Lot 5, Jalan 10, Off Jalan Kuari, Kampung Cheras Baru, 56100 Kuala Lumpur, Malaysia.	www.greenmaster.cc/aboutus.htm
GROPOINT FISHERIES SDN BHD	B2, Jalan Patau Patau Manmohan Warehouse, Wilayah Persekutuan, 87000 Labuan, Malaysia	https://gropoint.en.ecplaza.net/
G THERB INDUSTRIES SDN BHD	Lot D5 Indust Comp SME Bank Kota Putera Besut 22200 Terengganu Malaysia	http://www.incosolution.net/
GUNUNG RAPAT HIONG PIAH SDN BHD	KawasanPerindustrianRingan Sri RapatNo. 10, 12, 14, PersiaranIndustriRapat 1, Perak, 31350 Ipoh, Malaysia	www.anuga.com
HACO ASIA PACIFIC SDN BHD	Lot 5, Jalan Sungai KayuAra 32/37,, Taman Berjaya, Seksyen 32,, 40460 Shah Alam, Selangor, Malaysia	hacoasiapacific.com
HALAGEL (M) SDN BHD	Lot 137, Jalan 2b, Kawasan Perusahaan MIEL, Sungai Lalang, Sungai Petani, 08000 Sungai Petani, Kedah, Malaysia	halagel.com.my
HAMAC FOOD INDUSTRIES SDN BHD	43300 Block a, Lot 6212, KG. BaruBalakong Seri Kembangan Selangor, Balakong, 43300 Seri Kembangan, Malaysia	www.hamac.com.my
HARVEST BAKERY INGREDIENTS SDN BHD	Lot Section U5, 23, JalanUtariid U5/15, MutiaraSubang, 40150 Shah Alam, Selangor, Malaysia	www.harvestbi.com.my/
HEXA FOOD SDN BHD	JalanKebun, Amj Industrial Park, 40600 Shah Alam, Selangor, Malaysia	https://www.hexafood.com
HONG SAN FROZEN FOODS SDN BHD	6, Tingkat LimbunganTiga, Taman Hong Chain Ferry, 12100, Butterworth, Pulau Pinang, 12100, Malaysia	-
HOTSB MARKETING SDN BHD	18 JalanTengku Ahmad 85000 Segamat, Johor DarulTakzim Malaysia	www.maknyonya.com
HS NADA SDN BHD	2, Wisma Nada, Jalan 11, Selayang, 68100, Baru Caves, Selangor, Jalan 11b, SelayangBaru, 68100 Batu Caves, Selangor, Malaysia	www.hsnada.com.my
HUA CHAN SAUCE FACTORY (MIRI) SDN BHD	Lot 1948, 1949, Block 5, Jalan Marigold, Senadin Industrial Area, Kuala Baram, Sarawak, 98100 Miri, Malaysia	https://www.huachan.com.my/
HWA TAI INDUSTRIES BERHAD	No. L9, Jalan ML16, ML16 Industrial Park, 43300 Seri Kembangan,	www.hwatai.com/

	Selangor Darul Ehsan, Malaysia.	
I-CHEM SOLUTION SDN BHD	2, Jalan TPP 5/16, Taman Perindustrian Puchong, 47100 Puchong, Selangor, Malaysia	www.i-chemsolution.com
IDS MANUFACTURING SDN BHD	Lot 6, Persiaran Perusahaan, Seksyen 23, 40300 Shah Alam, Selangor, Malaysia	www.idsgroup.com
INTERCONTINENTAL SPECIALTY FATS SDN BHD	No. 4, Silc Sultan Hishamuddin 9 Kaw 20 Kaw IndustBdr Sultan Suleiman, Selangor, 42000 Port Klang, Malaysia	isfsb.com/
IZUMIA OIL INDUSTRIES SDN BHD	17, Jalan Keris Naga, Taman Pasifik Selatan, 83000 Batu Pahat, Johor Malaysia.	
JAMAREE ENTERPRISE SDN BHD	81440 Lot PTB 1250, Jalan Tun Mutahi Kawasan Perindustrian Bandar Tenggara Fasa (II) Bandar Tenggara Johor, Malaysia	www.jamareedecor.com/
JB COCOA SDN BHD	Lot CP1, Jalan Tanjung A/6, Pelabuhan Tanjung Pelepas, 81560, Gelang Patah, 81550, Malaysia	https://www.jbcocoa.com
JEENHUAT FOODSTUFFS INDUSTRIES SDN BHD	1760, Permatang Tinggi,, Simpang Ampat, 14100 Simpang Ampat, Pulau Pinang, Malaysia	www.jefi.com.my
KAMI FOOD SERVICES SDN BHD	LOT, 33-34, Jalan Sri Ehsan 1, Taman Sri Ehsan, 52100 KEPONG, Selangor, Malaysia	http://asiaep.com/my_com/kami/cp.htm
KAMPONG KOH SAUCE (M) SDN BHD	138, Jalan Kip 8, Taman Perindustrian Kip, 52200 Kuala Lumpur, Selangor, Malaysia	www.kampongekoh.com.my/
KAWAN FOOD MANUFACTURING SDN BHD	40000 Lot 20, Jalan Pengapit 15/19, Seksyen 15, 40200 Shah Alam, Selangor, Malaysia	www.kawanfood.com/
KEMPAS EDIBLE OIL SDN BHD	PLO 79, Pasir Gudang (Bandar), 81700, Pasir Gudang, Johor, Malaysia	https://www.gmdu.net/corp-837024.html
KHH DOUBLE LION FRUIT JUICE MANUFACTURING SDN BHD	LOT 50, JALAN E 1/2, INDUSTRIAL AREA, Taman Ehsan, 52100 KEPONG, Wilayah Persekutuan Kuala Lumpur, Malaysia	khhdoublelion.com /
KHIAZH MARKETING SDN BHD	12A, 1st & Floor, 1S & T2 Nd Floor, Jalan Usj, 47620, Subang Jaya, Selangor, 47620 Subang Jaya, Malaysia	www.sariroyale.com
KIAN HENG LEE SDN BHD	86200 No. 16, Jalan Rengland 2 Taman Perindustrian Rengland Simpang Renggan Johor, 86200, Malaysia	www.khlfoods.com /main.php
KILANG MAKANAN MAMEE SDN BHD	Lot 793, PERSIARAN SUBANG INDAH, OFF PERSIARAN SUBANG, SUBANG JAYA, 47500, Selangor, Malaysia	www.mamee.com
KOKO BUDI SDN BHD	Plo 207, Jalan Tembaga Satu, 81700, Pasir Gudang, Johor, 81700, Malaysia	https://www.kokobudi.com.my/
KRAFT MALAYSIA SDN BHD	No.1 First Avenue Level 9 2a Dataran Bandar Utama	www.mondelezinternational.com

	Petaling Jaya, 47800Malaysia	
KRISANYA SDN BHD	No. 8&12, JalanTelukBatu 9, Batu 4 1/2, JalanKebun, Seksyen 36., Shah Alam, Selangor, Malaysia	-
KYROS FOOD INDUSTRIES SDN BHD	Plot 21, LorongJelawat 4,Seberang Jaya Industrial Park,Seberang Jaya, 13700 Perai, Penang, Malaysia	www.cab.com.my
LEE GAIK KHUAN COFFEE POWDER & FLOUR MILL SDN BHD	JalanPermatangPauh, PermatangPauh, 13500 PermatangPauh, Pulau Pinang, Malaysia	http://www.motokar.com.my/
LEE SHUN HING SAUCE INDUSTRIES SDN BHD	Lot 38, Jalan E1/4 Taman Ehsan Industrial Park 52100 Selangor, Malaysia	www.leeshunhing.com
LIASARA FINE FOOD SDN BHD	503 Level 5 Block A, Kelana Centre Point 3 Jalan SS7/19 Kelana Jaya, 47301 Petaling Jaya, Selangor DarulEhsan, Malaysia	-
LIFESUN FOOD INDUSTRIES SDN BHD	Lot 389(1),TBP 6838, Lorong Koko JalanTokElong, 14000, Bukit Mertajam, Pulau Pinang, 14000, Malaysia	
LINGHAM'S & SON (M) SDN BHD	Lot 1956, JalanBangi Lama Batu 1 1/2 Selangor Darul Ehsan Semenyih, 43500 Malaysia	www.lingham.com/
LONGSON FOOD PRODUCTS SDN BHD	B-6-3, PJ8, Block B West, No. 23 Jalan Barat,46050 Petaling Jaya,Selangor Darul Ehsan, Malaysia	https://www.longson.com.my
LOONG CHAI TRADING SDN BHD	No. 1, 3 & 4, JalanRakan 13, Taman RakanCheras, Selangor, 43000 Kajang, Malaysia	www.chaitradings.com.my
LUXOR NETWORK SDN BHD	Level 15, Menara Luxor, 6B, Persiaran Tropicana, Tropicana Golf & Country Resort, Petaling Jaya, 47410, Petaling Jaya, Selangor, 47410, Malaysia	http://www.luxornetwork.com.my/
MAESTRO SWISS CHOCOLATE SDN BHD	5893,,LorongMakMandin 6, KawasanPerindustrianMakMandin, 13400 Butterworth, Pulau Pinang, Malaysia	https://www.maestroswiss.com/
MAGIC FOODS SDN BHD	No. 459-460, Jalan 7/17, KawasanIndustriNilai 7, Negeri Sembilan, 71800 Nilai, Malaysia	-
MAI LIM FOOD INDUSTRIES SDN BHD	Lot 19.5, 20-5 1, JalanBidara, Taman Bidara, 68100 Selayang, Selangor, Malaysia	www.seafooddemand.com/
MALAYSIA COCOA MANUFACTURING SDN BHD	Bandar Seremban, 70000 Seremban, Negeri Sembilan, Malaysi	-
MALAYSIA VERMICELLI MANUFACTURING (MELAKA) SDN BHD	8794, Batu 4, BatuBerendam, 75350, Melaka, Melaka, 75350, Malaysia	http://www.asiaep.com
MATRIX FLAVOURS & FRAGRANCES SDN	No; 1, Jalan SS18/6, Subang Jaya, 47500, Selangor DarulEhsan,	http://www.matrix.net.my/

BHD	Malaysia.	
MEIKA FOOD INDUSTRIES SDN BHD	1781, Jalan KPB 1, Kawasan Perindustrian Balakong, 43300 Balakong, Selangor, Malaysia	www.meikafoods.com/
MERANTI CEMERLANG SDN BHD	25-1, Menara IMK, No1, Jalan Kiara, Mont Kiara 50480	http://www.meranti-cemerlang.com/
MIAMI FOODS PRODUCTS SDN BHD	26, Jalan Pantai Miami, 11100, Batu Ferringhi, Pulau Pinang, 11200, Malaysia	www.miamibutcher.com/miamifoodproducts.html
MICHIGAN PASTRIES SDN BHD	37 - 41, Jalan Bertam 5, Taman Daya, 81100 Johor Bahru, Johor, Malaysia	www.michiganpastries.com/
MIRAXIS SDN BHD	255, Ampang, Malaysia. Zip/Postal. 50450	-
MISSION BIOTECHNOLOGIES SDN BHD	C-26-05, 3 Two Square, 2 Jalan 19 / 1, Petaling Jaya, Selangor,	http://www.mission-newenergy.com
MM VITAOILS SDN BHD	Lot 3, Persiaran Perusahaan, Section 23 Shah Alam, 40300 Malaysia	www.mmvitaoils.com.my
MMK SPICES SDN BHD	Lorong Perindustrian Bukit Minyak 11, Kawasan Perindustrian Bukit Minyak, 14100 Simpang Ampat, Pulau Pinang, Malaysia	mmkspices.com/
MOI FOODS MALAYSIA SDN BHD	Lot 40, Section 4 Fasa 2A Pulau Indah Industrial Park, Port Klang, 42920 Malaysia	www.moigroup.com
MUNCHY FOOD INDUSTRIES SDN BHD	Lot 9366, Batu 7, Simpang 3 Tongkang Pecah, Batu Pahat, 83010 Malaysia	www.munchys.com
NASUHA ENTERPRISE SDN BHD	12, Jalan Muar Pagoh, Muar 84500, Johor.	-
NETWORK FOODS INDUSTRIES SDN BHD	Lot 3, Persiaran Raja Muda, Seksyen 16, 40000 Shah Alam, Selangor, Malaysia	https://www.networkfoods.com
NICKO JEEP MANUFACTURE SDN BHD	Lot 6382 & 6384, Kawasan Industri Kecil, Taman Gunung Mas, 73000 Tampin, Negeri Sembilan, Malaysia.	http://www.candy.com.my/
NILAM HERBAL PACKAGING SDN BHD	26100 B16&18, Pusat Perkhidmatan BalKuantan Pahang, 26100, Malaysia	-
NUTRIVITE BEVERAGE SDN BHD	Klang, Malaysia, 14, Jalan Sungai Keramat 4, Taman Klang Utama, 42100 Klang, Selangor, Malaysia	www.nutrivitebeverage.com
ONLYONE ZUZA FOOD INDUSTRIES SDN BHD	Lot Industri KedaNapoh, Kubang Pasu, 73, Jitra, 06000, Kedah, Malaysia	https://zuzafood.com
ORANGE CRUSH (M) SDN BHD	462-A, Jalan Permatang Damar Laut 11960 Penang, Malaysia	www.orangecrush.com.my
P.A. FOOD SDN BHD	2A, Jalan P4/7, Bandar Teknologi Kajang, 43500 Semenyih, Selangor,	www.pa-food.com/

	Malaysia	
PACIFIC PRODUCTS SDN BHD	Lot 1, Air Keroh Industrial Estate 75450, Ayer Keroh Melaka, Malaysia	http://www.mamee.com/
PERUSAHAAN AZAN SDN BHD	Lot 1 & 2, Kawasan Perusahaan Dioh, 72000 Kuala Pilah, Negeri Sembilan, Malaysia	www.perusahaanazan.com.my
PERUSAHAAN JAMU ARJUNA SDN BHD	Lot 4485, PekanParitYaani, 83710 Yong Peng, Johor, Malaysia	http://www.jamupa ktani.com.my/
P GEO EDIBLE OILS SDN BHD	PLO338, PasirGudang, PasirGudang, Malaysia, JalanTembaga 2, KawasanPerindustrianPasirGudang, 81700 PasirGudang, Johor, Malaysia	www.pgeogroup.com.my
PIAU KEE LIVE FROZEN SEAFOODS SDN BHD	Lot 6, Jalan 10 Off JalanKuari, KampungCherasBaru, Cheras, 56100, Kuala Lumpur, Wilayah Persekutuan, 56100, Malaysia	piaukee.com.my/main
PITABERRY SDN BHD	No. 7, JalanDesaSerdang 3, KawasanPerindustrianDesaSerdang, 43300, Seri Kembangan, Selangor, Malaysia	vitaminplus.com.my/
QL FOODS SDN BHD	Lot 9120 & 9121, JalanTepi Sungai,, 36400, HutanMelintang, Perak, Malaysia	www.qlfoods.com/
RASAMEWA ICE CREAM MANUFACTURER SDN BHD	27, JalanAsa 8, Taman Asa Jaya, 43000 Kajang, Selangor, Malaysia	www.fons.com.my
RAVIRAJ SDN BHD	15, JalanSeladang, Kampung Alma, 14000 Bukit Mertajam, Pulau Pinang, Malaysia	https://enrico.com.my/v1/
REKA NUTRITION SDN BHD	Lot 3, Jalan DBP 2, Dolomite Business Park, 68100 Batu Caves, Selangor, Malaysia	http://reka-n.com/
RINDA FOOD INDUSTRIES SDN BHD	688, JalanPerindustrian Bukit Minyak 2, KawasanPerindustrian Bukit Minyak, 14100 Bukit Mertajam, Pulau Pinang, Malaysia	http://www.rinda.com.my/
SAFE FOOD CORPORATION (M) SDN BHD	Lot Phase 8, 40000, Shah Alam, Malaysia, 3, Jalan Modal 23/2, KawasanMiel, 40000 Shah Alam, Selangor, Malaysia	http://www.safefood.com.my/
SANDAKAN EDIBLE OILS SDN BHD	JalanSawitSapi Plantations, KampungKaramuntingBaru, Sabah, 90000 Sandakan, Malaysia	-
SANTHA STORE FLOUR MILL SDN BHD	Lot 1564, Batu 6, JalanJelebu, P. O. Box 229,. 70720 Seremban, Negeri Sembilan, Malaysia	santha-store.com.my
SEASONINGS SPECIALITIES SDN BHD	102, Jalan Metro Perdana Barat 13, Sri Edaran Park, Off Jalan Kepong, 52100 Kuala Lumpur, Malaysia.	www.seasonings.com.my/
SEIKO MARINE PRODUCTS SDN BHD	30, JalanMeru Indah 20, Taman PerindustrianMeru Indah, 42200 Klang, Selangor, Malaysia	www.seikofoods.com

SERBA WANGI SDN BHD	No. 450, 1st Floor, Jalan Raja, 05000 AlorSetar, Kedah DarulAman, Malaysia	www.malaysiarice.com/
SGK FOOD INDUSTRY SDN BHD	71800 PT 28100, KawasanPerindustria 71800 Nilai, Negeri Sembilan NilaiNegeri Sembilan, 71800, Malaysia	http://sgkfood.com.my/
SIME DARBY BIOGANIC SDN BHD	9th Mile JalanBanting-Klang, TelokPanglimaGarang Industrial Estate, Kuala Langat, SELANGOR	www.simedarby.com/
SIME DARBY FOODS MARKETING SDN BHD	2, JALAN SS16/4 4TH FLOOR, WISMA CONSPLANT 1 SUBANG JAYA 47500 SELANGOR	www.simedarby.com/
SIME DARBY KEMPAS SDN BHD	Plo 79, JalanBesi 2, PasirGudang Industrial Estate, Johor, 81700 PasirGudang, Malaysia	http://www.simedarbykempas.com/
SKS FOOD INDUSTRIES (M) SDN BHD	Batu 9, Jorak Estate, Bukit Pasir, Muar, 84300, Bukit Pasir, Johor, Malaysia	http://sksfood.com/
SOON HUP EDIBLE OIL SDN BHD	11, Jalan Sungai Batu 8/KU6, Kampung Sungai Puloh, 42100 Klang, Selangor, Malaysia	http://soonhup.com.my/
SOUTHERN EDIBLE OIL INDUSTRIES (M) SDN BHD	26-34, JalanDatoHamzah, Kawasan 1, 41000 Klang, Selangor, Malaysia	http://www.southernacids.com/
SRI NONA FOOD INDUSTRIES SDN BHD	Lot 38, Jalan E1/4, Taman Ehsan Industrial Park, Kepong,, 52100, Kuala Lumpur, WP Kuala Lumpur, 52100, Malaysia	http://www.nona.com.my/
STANCODEX SDN BHD STARKISS FOOD CORPORATION SDN BHD	LOT, 33-34, Jalan Sri Ehsan 1, Taman Sri Ehsan, 52100 KEPONG, Selangor, Malaysia	http://www.kamifood.com/
SUMMER PACIFIC SDN BHD	JalanLanang, Sarawak, 96007 Sibul, Malaysia	www.borneoforesthoney.com
SUNDROP FRUIT JUICES SDN BHD	151, BatuKitang Road, Kuching, 93250, Kuching, Sarawak, 93250, Malaysia	https://www.sundrop.com.my
SUPER FOOD MARKETING SDN BHD	Lot 7648, MukimMasai, Masai, Malaysia, JalanPermas Barat, 81750 Masai, Johor, Malaysia	https://www.superfood.com/
SUPERVITAMINS SDN BHD	81700 Masai, Johor, Malaysia	http://www.supervitamins.com.my
SWEETKISS FOOD INDUSTRY SDN BHD	36, 38 & 40, Jalan Mega B, Taman Industry Mega, Semenyih, 43500, Semenyih, Selangor, 43500, Malaysia	http://www.sweetkissfood.com/
SWUISHUN FOOD TRADING (M) SDN BHD	Lot 9659, Block C, KampungDesaAman, Batu 11, Jalan Kepong, Sungai Buloh, 47000, Sungai Buloh, Selangor, 47000, Malaysia	http://asiaep.com/my_com/yoki/profile.htm
SYARIKAT HANG TUAH SDN BHD	2799, Taman IKS Perda, KubangMenderong, 13300, TasekGelugor, Pulau Pinang, Malaysia	www.kopihangtuah.com
SYARIKAT MATTERHORN LIN	Lot 2421, Jalan Sri Kemuning, KampungBatuTiga, 28000 Temerloh,	http://www.matterhornlf.com/default.h

FOONG (TEMERLOH) SDN BHD	Pahang, Malaysia	tm
SYDNEY CAKE HOUSE SDN BHD	13, Jalan Warden U1/76, Hicom-glenmarie Industrial Park, 40150 Shah Alam, Selangor, Malaysia	http://www.makcik.com/
TANJUNG OMEGA SDN BHD	No. 3, JalanFimas, Taman PerindustrianFimas, 43000, Kajang, Selangor, 43000 Kajang, Malaysia	-
TATAWA INDUSTRIES (M) SDN BHD	84600, Jln Rami 1, 84300 Muar, Johor, Malaysia	tatawa.com
TEMANSE AQUACULTURE SDN BHD	PusatPemrosesan Incubator Perikanan, SebarangTakir, Terengganu, 21300 Kuala Terengganu, Malaysia	-
TEMPORA FOOD INDUSTRY SDN BHD	9, JalanBawangPutih 24/34, Seksyen 24, 40300 Shah Alam, Selangor Malaysia.	tempora.com.my
TH GLOBAL SERVICES SDN BHD	17TH FLOOR TABUNG HAJI BUILDING 201, JALAN TUN RAZAK	Taha.com.my
THIEN CHEONG SDN BHD	11 - 11 A & 15, Jalan Perusahaan Ringan 1, KawasanPerindustrianMakMandin, 13400 Butterworth, Pulau Pinang, Malaysia	http://www.thiencheong.com.my/
THONG THYE GROUNDNUT FACTORY SDN BHD	Lot 445 Mukim Sungai Siput Sungai Siput (North), Perak Malaysia 31100	http://www.pagoda.com.my/
TIONALE INDUSTRIES SDN BHD	PLO 449, JalanSuasaPasirGudang Industrial Estate, 81700, PasirGudang, Johor, 81700, Malaysia	www.tionale.com.sg
TRANS WORLD CONFECTIONERY SDN BHD	81400 Lot 8153 JalanHai Nan Kang Off LorongSatuSenai Johor, Malaysia	www.transworldconfectionery.com.my
TUAN SANAWI TUANGAH SDN BHD	BangunanD'mara, Lot PTD 16053, Jalan Teknologi 6, KawasanPerindustrianTangkak, Johor, 84900, Malaysia	-
UNILEVER FOODS (MALAYSIA) SDN BHD	Level 34, Menara Telekom, JalanPantaiBaru, 59200 Kuala Lumpur, Malaysia	https://www.unilever.com.my
UNIVERSAL NUTRIBEVERAGE SDN BHD	4, Jln. Dawai 16/2, Sect. 16, 40200 Shah Alam, Selangor, 40200, Malaysia	www.nutribev.com
VEGETA MANUFACTURING SDN BHD	Lot 3813, Lorong 9D Off Jalan 4D,, Kg. BaruSubang, Seksyen U6, 40150 Shah Alam, Selangor, Malaysia	www.vegetacollagen.com/
VIT MAKANAN (KL) SDN BHD	Jalan 1/2, KawasanIndustriRawangIntergrated, 48000 Rawang, Selangor, Malaysia	http://www.vit.com.my/html/
WELLSON FOOD PRODUCT INDUSTRIES	SimpangEmpatJeram, JalanBakri, 84000, Muar, Johor, 84000, Malaysia	-

WETRA FOOD INDUSTRIES SDN BHD	228, Lorong Perak 8, Kawasan Perusahaan Mergong Ii, 05150 AlorSetar, Kedah, Malaysia	https://www.wetra.com.my
WONDERFUL CREAMERY (M) SDN BHD	30100 35, JalanKilang 1 Jelapang Industrial Estate Ipoh Perak, Malaysia	https://www.wonderfulicecream.com/
YAKIN SEDAP SDN BHD	No.5 & 7, JalanKemunting 3,,Seksyen BB6,, Bukit Beruntung 1,, 48300 Rawang, Selangor, Malaysia	http://yakinsedap.com.my/
YEE LEE EDIBLE OILS SDN BHD	Lot Tasek Industrial Estate, 31400, 85, Jalan Portland, KawasanPerindustrianTasek, 31400 Ipoh, Perak, Malaysia	http://yeelee.com.my/
YEO HIAP SENG (M) BHD	7,Jalan Tandang,46050PetalingJaya, Selangor Darul Ehsan, Malaysia	www.yeos.com.my
YLF MANUFACTURING SDN BHD	No.8, Jalan 3/152, Taman Perindustrian O.U.G., Batu 6, JalanPuchong, 58200 Kuala Lumpur, Malaysia.	www.ylfgroup.com
YOKE FOOD INDUSTRIES SDN BHD	PLO 183, Jalan Cyber 9, Taman PerindustrianSenai IV, 81400 Senai, Johor.	https://www.yokefood.com
YU AL FOOD INDUSTRIES SDN BHD	Lot 6596, KawasanPerindustrianKampungBalakong, Jalan KPB 12 B, Balakong, 43300 Seri Kembangan, Selangor, Malaysia	http://yu-ai.com.my/
YUGATRADE SDN BHD	16, Jln Perindustrian Balakong Jaya 2/2, Tmn Perindustrian Balakong Jaya 2,Balakong Jaya, 43300 Selangor.	www.yugatrade.com/
ZENITH IMPEX (M) SDN BHD	No.7, Jalan Cengkeh, Taman Cheras, 56100 Kuala Lumpur,	zenithimpexbiz.com/
ZERICO SDN BHD	23, JalanSuria Wu 5/W, 40150, Shah Alam, Selangor, 40150, Malaysia	-
ZHENG FOOD (MALAYSIA) SDN BHD	8, Jalan P4/3, Bandar Teknologi Kajang, 43500, Kajang, Selangor, 43500, Malaysia	zhengfooddimsum.com
ZHULIAN INDUSTRIES SDN BHD	Plot 41 Bayan Lepas Industrial Estate, Phase IV, 11900, Penang, Malaysia.	www.zhulian.com.my
ZINON FOOD INDUSTRY SDN BHD	10, Batu 5 1/4 JalanHutanKampung, 05350, AlorSetar, Kedah, 05350, Malaysia	https://www.facebook.com/zinonfood/

Appendix B
Questionnaire Used In This Study

* Required

Section A. General Questions

1. Company start from *

Example: December 15, 2012

2. What is your position in the company ? *

Mark only one oval.

- CEO, Management Director or Top Management level
- Sale Manager, Marketing Manager, Export manager
- Executive in Marketing or export department

3. You started working with this company since *

Example: December 15, 2012

4. What are your company's main products? *

Mark only one oval.

- Food (including processed food, snack, ingredients, Confectionery, chocolate ..)
- Beverage
- Food and beverage

5. Number of the years since the export activities became important in terms of sale revenue? *

Mark only one oval.

- 1-5 years
- 6-10 years
- More than 10 years

6. Number of employees work at your company? *

Mark only one oval.

- Full-time employees from 5 to less than 75
- Full-time employees from 75 to not exceeding 200
- Full-time employees more than 200

7. How many employees are involved in export activity directly? *

8. Number of foreign markets in which your company has regularly operated (export) *

Mark only one oval.

- 1-5 countries
- 6-10 countries
- More than 10 countries

9. How much is the amount of resource your company has for export development? *

Mark only one oval.

- Less than 1% of total revenue
- 1-5% total revenue
- More than 5% of total revenue

10. Number of the years company has been involved in export activities*

Mark only one oval.

- 1-5 years
- 6-10 years
- More than 10 years

Section B. Internal environment

11. To what extent is your company's top management willing to *

Mark only one oval per row

	Not at all	Slightly	Moderately	Very	Extremel y
Provide resources for export activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Plan for company's Export activities carefully	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Commit to the procedures for monitoring export activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Be flexible in their export strategies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. To what extent do you believe the following factors are important in your company? *

Mark only one oval per row

	Not important at all	Slightly	Moderately	Very	Extremely important
Develop new product based on marketing research	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use costumer feedback to evaluate the new product	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Evaluate customer satisfaction over past five years	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. To what extent do you believe the following factors are important in you company's marketing strategy *

Mark only one oval per row

	Not important at all	Slightly	Moderately	Very	Extremel y important
Using effective and efficient strategies that clearly reflect the Islamic way of doing business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Products uniqueness in terms of design and packaging	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supplying the product according to market demand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Setting price without deceiving customers or excessively hiking up the price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supporting costumers with credit facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attention to Islamic principles and ethics in advertising	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participating in trade conventions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meeting delivery on deadline	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. To what extent do you believe the adaptation strategy comparing with standardization are important in your company's marketing strategy for entering to new market in terms of:

	Not importat at all	Slightly	Moderately	Very	Extremey important
Product	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Distribution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Please specify if your company has any of following quality control certificate (ISO, HACCP, GMP) *

Check all that apply.

- ISO
- HACCP
- GMP

16. Please describe to what extend: **Mark only one oval per row*

	Not at all	Slightly	Moderately	Very	Extremel y
Compliance with JAKIM certificate is rewarded in export market comparing with other halal standard	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Operating within JAKIM Halal guideline could reduce export cost comparing with other halal standard	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your company implemented quality control system in the value chain	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having such certification is important to run your export activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adopting such certificate has influence on your market share growth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Section C. External Environment

17. How similar is your major export market(s) to the domestic market

in terms of: *

Mark only one oval per row

	Not similar at all	Slightly similar	Moderately similar	Very similar	Extremel y similar
Economic level and industrial development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Market competitiveness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communications infrastructure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marketing infrastructure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Legal framework	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consumer purchasing power	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lifestyles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consumer preferences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level of literacy and education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Islamic cultural values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understanding about Halal and Islamic belief	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Islamic attitudes and traditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Section D. Export Performance

18. To what degree are you satisfied with your company's export sales volume in the past 5 years *

Mark only one oval per row

Not at all satisfied	Slightly satisfied	Moderately satisfied	Very satisfied	Extremely satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. The trend of company's profit in the past 5 years *

Check all that apply.

- Sharp decline
- Gradual decline
- Unchanged
- Gradual increase
- Sharp increase

20. The trend of company's market share in the past 5 years *

Mark only one oval.

- Sharp decline
- Gradual decline
- Unchanged
- Gradual increase
- Sharp increase