

RESEARCH REPORT

**BRAND MANAGEMENT IN MUSLIMS' SMALL AND MEDIUM
INDUSTRIES IN MALAYSIA: A STUDY ON FOOD SECTOR**

CODE: PPPP (I)/2005

**LEAD RESEARCHER:
MOHAMMAD NOORIZZUDDIN NOOH**

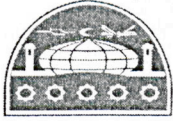
**RESEARCHER:
WAN RASYIDAH WAN NAWANG**

Perpustakaan KUIM



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**KOLEJ UNIVERSITI ISLAM MALAYSIA
JULY 2006**



KOLEJ UNIVERSITI ISLAM MALAYSIA
جامعة العلوم الإسلامية بماليزيا
ISLAMIC UNIVERSITY COLLEGE OF MALAYSIA



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Bandar Baru Nilai 71800 Nilai
Negeri Sembilan Darul Khusus**

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Lead Researcher:

**MOHAMMAD NOORIZZUDDIN NOOH (S406)
(Faculty of Economics and Muamalat)
Tel: 06-798 8751
Emel: noorizzuddin@admin.kuim.edu.my**

Researcher:

**WAN RASYIDAH WAN NAWANG (S378)
(Faculty of Economics and Muamalat)
Tel: 06-798 8724
Emel: wrasyidah@admin.kuim.edu.my**

**KOLEJ UNIVERSITI ISLAM MALAYSIA
Bandar Baru Nilai 71800 Nilai
Negeri Sembilan Darul Khusus
Web Site: www.kuim.edu.my**

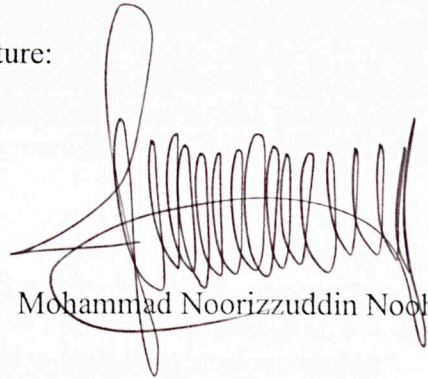
July 2006
DECLARATION

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

We hereby declare the work in this research project is our own except for quotations and summaries which have been duly acknowledged.

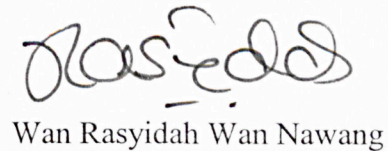
Date: 7th July 2006

Signature:



Mohammad Noorizzuddin Nooh

Researcher:



Wan Rasyidah Wan Nawang

ACKNOWLEDGMENT

Alhamdulillah,

The researchers would like to express our greatest gratitude to our loving families for their endless encouragement and faith in us and also the Islamic University College of Malaysia's management for supporting us in realizing our dreams. Without their support, this research will never be realized as it is now.

The researchers would also like to thank all the relevant parties and individuals who have helped us, especially:

Mr. Nuradli Ridwan Shah, Lecturer, Faculty of Economics and Muamalat
Pn. Hartini Mohammad, Tutor, Faculty of Economics and Muamalat

Our appreciation also goes out to the Center for Research and Conference Management, Islamic University College of Malaysia, and all the respondents who have participated in our sample study. The researchers really value their views, perceptions, and constructive comments.

The researchers would also like to thank our dean, Prof Dr. Muhammad Muda, for the continuous support, guidance, and expert inputs. He has given the researchers an opportunity to explore new ways and methods of approaching this research and most importantly, for seeing true potentials to succeed in each individual researcher.

Last but not least, the researchers would like to show our appreciation to the administrative staff of the Faculty of Economics and Muamalat for their never-ending assistance.

From the desks of,

*Mohammad Noorizzuddin Nooh
Wan Rasyidah Wan Nawang*

July 06-07-2006

ABSTRACT

Branding is an important process that can determine the marketability of the products or services as well as the profitability of the organizations involved especially when becoming a global Halal hub has been the main agenda of our country. The objectives of the research are to identify the fallacies in the current branding concept adopted by Muslim's SMI based on the fallacies listed by Jack Trout, to measure the effectiveness of the current branding concept, and also to propose a suitable branding concept for Muslims' SMIs in the food sector. A survey was conducted on selected samples from the industries in Johor and Selangor. This was further enhanced through interviews with relevant trade organizations. Descriptive analysis was done through a frequency analysis that highlights level of awareness and perceptions among the respondents. Finally, cross tabulation analysis further investigates the relationship between selected variables such as sales turnover, paid-up capital, marketing expenditure, and capital orientation and level of awareness and perception. One of the significant findings is that it was identified that the fallacies among SMIs in the industry are minimal and it would be an added advantage if the SMIs acknowledge its significance and try to avoid falling into the category. This can be done through continuous improvement in learning and training. Another significant finding is that, based on amount of the paid-up capital and their ability to generate revenue, their current branding concept is sufficient for the time being. If they wanted to become global players and have the ability to generate substantial revenue, changes in branding concept have to be proportionate to changes in those factors. Through the analysis, it is advisable that for the time being due to their limited paid-up capital, the Muslim SMIs should focus on the Multiproduct branding strategy.

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LIST OF ABBREVIATION

- SMI Small Medium Industries
- Inv Branding requires minimum investment in training technical personnel
- Need Branding is now a need, no longer a trend
- ET Effective training is critical factor for a successful branding implementation
- GS Government support is a critical factor for a successful branding implementation
- FB A brand is a product that provides functional benefits plus added values that some consumers values enough to buy
- Pro The profitability of the product is determined by its name
- OB Our brand is the only brand in the market
- SDU Our brand is simple, describable, and understandable
- PL We have one brand for all our product line
- DiffB Our new product line uses a different brand
- MGI Manager's involvement in the branding process is important
- MP How well does your marketplace truly understand your brand?
- WP How well do you understand the weak points of your brand and face up to them?
- ASSO How well do you know and understand the associations that customers make with your brand?
- RAC How well have you researched and created accurate portraits of your target customers?
- EU How well do the employees of your company understand what the brand means to your customers?
- NT How well do you monitor new trends that can affect your brand?
- CLD How well do you truly understand what your customers like and dislike about your brand?
- CMS During sales or marketing slumps, to what extent have you resisted cutting back marketing support?

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Brand Management in Muslims' Small and Medium Industries in Malaysia: A Study on Food Sector.

Chapter 1

Introduction

1. Background of Research

In recent years, the issues of globalization and competitiveness played a major role towards shaping the Malaysian Small and Medium Industries (SMIs). A lot has been done by the government through its agencies in ensuring industry-wide competitiveness. The establishment of the Ministry of Entrepreneur and Cooperative Development has shown the magnitude of government involvement in developing the Bumiputera Small and Medium Industries.

Government's intention in making Malaysia as a global Halal hub has created a new playing field in which the participation of Muslims' SMIs is very much desired. With the creation of a global Halal hub, without a doubt more emphasis is being focused on the involvement of the food industries. Muslims SMI food producers play a major role in the local scene. The competitiveness of the food producers can be further strengthened through a proper brand management approach.

2. Problem Statement

Halal products are fast gaining worldwide recognition, and we know that this is not merely because the Muslim ummah is growing in number, but perhaps more significantly, because Halal is being recognized as a new benchmark for safety and quality assurance. Halal food is highly sought after, not just by the 1.5 billion Muslims around the world, but also by people from diverse races and religions who are looking for clean and pure food.

The goal of establishing Malaysia as a global Halal hub has been the aim of the government for several years. In Malaysia, the vast majority of our population consumes Halal food and other products and services on a daily basis. Most current estimates of the size of the Halal food market worldwide are based on Muslim populations in different places, but it is believed that the actual market size and potential for growth of Halal food products are considerably underestimated. It is hope that the strength Malaysia commands in the global Halal industry is something that all of us can benefit from, not just for Malaysians but anyone interested in the burgeoning global Halal market the world over.

This paper will analyze the fallacies in branding strategies used by Muslims SMIs in the food industry. The perceptions of some Muslims SMIs that Halal food is only for Muslims should be wiped out. In other words, Halal products or in this case, Halal food should be enjoyed by everybody regardless of their religious beliefs. By only

focusing towards producing Halal food only for Muslims will further segmentized the whole market thus isolating the Muslims SMIs from the major player in the food industry.

3. Research Objective

This study is an attempt to fulfil these following objectives:

- ✓ • To identify the fallacies in the current branding concept adopted by Muslim's SMI.
- ✓ • To measure the effectiveness of the current branding concept.
- ✓ • To propose the suitable concept of branding for Muslims' SMI in the food sector.

4. Significance of Research

- Since Malaysia is heading towards being a global Halal hub, this research is very crucial to give ideas on how brand management play its role in positioning and marketing Halal food globally.
- At the moment there is no research on Brand Management in Muslims' Small and Medium Industries in Malaysia. It is hope that this research will benefit Muslim's SMI and Muslim community as a whole.

This research will also recommend the most possible concept of branding to improve the existing branding method used and at the same time to reduce any misconception in the future

CHAPTER 2

LITERATURE REVIEW

The explosion of economic activity associated with the industrial revolution in the nineteenth and twentieth centuries was accompanied by the rapid development of branded products (Stokes, 2002). Stokes (2002) added that even during the economic downturn, when the market growth slackens and high competition, differentiated and branded products of high quality survived and prospered in an increasingly competitive market. Many of the brands developed in the early years still predominate in their markets for instance Coca-Cola, Campbell's soup and Wrigley chewing gum. These brands became established in the late nineteenth or early twentieth century, and still market leaders today, testifying to the value of consistent branding.

Based on Table 1, Coca-Cola was ranked first in the global best brand 2005 as reported by the Wikipedia website. The term global brand has been used to refer to brands where at least 20 per cent of the product is sold outside home country or region (McDaniel, Lamb, and Hair, 2006). Coca-Cola was founded in 1886 in a chemistry lab and no one ever imagine that this caramel drink would someday be a multi-million dollar beverage. Today, Coca-Cola still capture the world largest market share with the brand value over USD 67 million, followed by Microsoft and IBM with USD 59 million and USD 53 million respectively. As far as this paper is concerned, in terms of product segment i.e food, Kellogg's was ranked first with the brand value of USD

8 million. Heinz, Wrigley's, Nestle, Danone, and Kraft were also included among the top 100 brand in 2005.

Table 1: The Global 100 Best Brand 2005

| World Rank | Brand | Brand value (USD million) | Annual change (%) | Country of origin | Product segment |
|------------|-----------------------|---------------------------|-------------------|-------------------|-------------------|
| 1 | Coca-Cola | 67525 | 0 | U.S. | Beverages |
| 2 | Microsoft | 59941 | -0.02 | U.S. | Computer Software |
| 3 | IBM | 53376 | -0.01 | U.S. | Computer Software |
| 39 | Kellogg's | 8306 | 0.03 | U.S. | Food |
| 47 | Heinz | 6932 | -0.01 | U.S. | Food |
| 57 | Wrigley's | 5543 | 0.02 | U.S. | Food |
| 66 | Nestle | 4744 | 0.05 | Switzerland | Food |
| 67 | Danone (Dannon in US) | 4513 | 0.01 | France | Food |
| 69 | Kraft | 4238 | 0.03 | U.S. | Food |

Source: The Wikipedia website

According to Keller (2003), the word brand is derived from the Old Norse word *brandr* which means, "to burn" a mark onto an animal to establish ownership. Brand as defined by the American Marketing Association (AMA) is a name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from the competitors (AMA website, 24 May 2006). The legal term for brand is trademark. A brand may identify one item, a family of items, or all items of that seller and if used for the firm as a whole, the preferred term is trade name.

A brand is a symbolic embodiment of all the information connected to a company, product or service. It serves to create associations and expectations among products

made by a producer. A brand often includes an explicit logo, fonts, color schemes and symbols, which are developed to represent implicit values, ideas, and even personality. According to Baker and Heart (1999):

- Brand can take many forms and not just names.
- Brands are not restricted to physical products. A brand can just easily be a service and organization or even an aspiration.
- Most importantly successful brands confer a sustainable competitive advantage.

Branding is an important process that can determine the marketability of the products or services as well as the profitability of the organizations involved. A brand represents consumers' perception about a product and its performance (Kotler and Armstrong, 2006) and a collection of feelings toward an economic producer. Feelings are created by the accumulation of experiences with the brand, both directly relating to its use, and through the influence of advertising, design, and media commentary.

Marketers searched for brand names that can communicate product concept and help position the product in customers' minds (Belch and Belch, 1998). Professor John Philips Jones of Syracuse University defines brand as "A product that provides functional benefits plus added values that some consumers value enough to buy" (Marconi, 1994). In other words, brand will add value to the existing benefits derived from consuming the products or services.

A good brand name selection can add to a product success. Choosing and selecting a name to a product is not an easy task. According to Kotler and Armstrong (2006) it begins with a careful review of the products and its benefits, the target market, and proposed marketing strategies. A good brand name should:

- Be legally protectable,
- Be easy to pronounce,
- Be easy to remember,
- Be easy to recognize,
- Attract attention,
- Suggest product benefits or usage,
- Suggest the company or product image,
- Distinguish the product's positioning relative to the competition,
- Easily translated into a foreign language.

Branding is not merely labelling of products to distinguish one brand from another. Successful branding has other aspects that make it one of the most powerful tools of modern marketing. It represents the assurance of a level of quality and product performance.

Even though the company has built and developed a strong brand, the most important thing is the company must be able to manage their brands carefully. Brand management is the application of marketing techniques to a specific product, product line, or brand (Wikipedia website, 1 June 2006). It seeks to increase the product's

perceived value to the customer and thereby increase brand franchise and brand equity. Marketers see a brand as an implied promise that the level of quality people have come to expect from a brand will continue with present and future purchases of the same product. This may increase sales by making a comparison with competing products more favorable. It may also enable the manufacturer to charge more for the product. The value of the brand is determined by the amount of profit it generates for the manufacturer. This results from a combination of increased sales and increased price.

Branding in fact has three main purposes (McDaniel, Lamb, and Hair, 2006) which are product identification, repeat sales, and new-product sales. A good brand name actually will encourage brand equity and brand loyalty among the customers. Many people assume that a brand and a product is the same thing. However, a brand is more than just a product name. The best brands build an emotional connection with the consumers (Solomon, Marshall, and Stuart, 2006). Marketers invest huge amount of money on new-product development, advertising, and promotion to develop strong brand and to create brand equity and value to the organization.

According to Marconi (1994) one way to create, manage and market brand equity is through research. By conducting research the company will be able to know all about own products, the competitors, the customers as well as the market that the company is operating. Research also can minimize the potential for costly mistakes. Besides

conducting research, advertisement is another way to create, manage and market brand equity (Marconi, 1994).

Marketers use advertising messages to accomplish three primary objectives which are to inform, to persuade, and to remind (Boone and Kurtz, 2005). Major brand marketers often spend huge amount of advertising to create brand awareness and to build preference and loyalty (Kotler and Armstrong, 2006). McDonald's for instance spends more than USD 500 million annually to promote its brand.

Solomon, Marshall, and Stuart (2006) further added that another characteristic of the world's top brand is the brand manager's involvement in managing the company's brand. However, brand manager's participation alone does not contribute to the company's brand success. Everyone in the company should at the same time have a better understanding of what the brand means to the customers (Kotler and Armstrong, 2006). Therefore, the company needs to train its people to be customer-oriented and be enthusiastic about the brand promise.

Another characteristic of the brand management is the company needs to periodically audit their brand strengths and weaknesses (Kotler and Armstrong, 2006) to monitor the brand performance and to better manage the brand. The brand audit is important since the marketing environment is dynamic and there also changes in customers' preferences as well as competitors.

These are some of the notions that should be taken into account when SMIs are dealing with branding issues. The current approach of branding used by the SMIs is 'brand extension' in which the brand name that is meaningful to the customer is attached to the product. Brand extension is a new product sold with the same brand name as a strong existing brand (Solomon, Marshall, and Stuart, 2006). In his book, Riezebos (2003) suggested that adopting brand, as a concept is a new approach that could be shaped and translated into communication strategy.

According to Trout (2001) the common mistakes done by big companies that in the end lead to can be summed up as:

- Ignoring the importance and the emergence of the competitions. Some of the companies simply ignore the appearance of the competitors in the market. Many reasons contribute to this for instance the company perceived and strongly believed that their product is well accepted in the market. Thus, this existence of the new competitors does not deteriorate their position in the market.
- Having almost an identical product as the competitors. Most of the SMIs are selling somewhat similar products, which make it difficult for the customers to make a distinction. According to Kotler and Armstrong (2006) a better strategy when entering the market is differentiation since marketing is the battle of perception rather than products. Therefore, products that getting into the mind of the customers first is perceived as superior products by the

customers. Thus, similar products that enter the market later are considered as second hand products even though it is newly introduced in the market.

- Poor understanding of the products being sold. Some of the companies, especially a small to medium company, fail to understand what actually they are selling. What matter most is as long as the product can be sold in the market. Therefore, when presenting a product without setting an objective and in a confusing category, the chances of the products to get into the customers mind are low.
- Having the same ideas and concepts as the competitors. This is a common mistake done by the company. Most of the SMIs imitate the competitors' ideas in order to cut marketing costs. They perceived that by having similar products ideas and concept will help the company to market their product with little investment since they know exactly the market wants and needs. However, to succeed in the market, marketers must focus their efforts around an idea or attribute of their own. This is again one of the strategies to promote uniqueness and differentiation from the existing brand and competitors in the market.
- Relying heavily on researchers in branding process. It is true that research will help the company to become sensitive towards the market that they are operating. However, at the same time relying totally on research findings and

researchers can mislead the company in a way that the researchers may miss out the very little information but essential.

- Arrogance as a result of the success of previous products. Marketers often substitute their own judgment for what the market want. The achievement of the previous products does not guarantee the success of new products. Therefore by staying focus on the products benefits and quality will help the company prosper in the market (Marconi, 1994).
- “Everything for Everybody” approach towards branding which means that, line extension involve taking the brand name of a successful product and use it for the new product. It is common for SMIs to brand all their products with the similar name that already succeed in the market. However some of the products may not suitable and need a new brand name for the company to have diversity in their product and at the same time become sensitive to the market changes.

All in all, these mistakes are common in big and established companies and some of these mistakes might appear as we focus our research on the Malaysia Muslims SMIs that are in the food industry.

CHAPTER 3

RESEARCH METHODOLOGY

The choice of method to be used will be governed by costs considerations and the extent of rigor desired for the stated research goals. The researchers have chosen major cities in Malaysia to signify the industrial population. The choice of locations is made based on the fact that major cities in Malaysia have the infrastructure to support industrial activities. Thus samples from these selected locations are believed to be significant to best represent the Malaysian overall market. The locations are:

1. Johor
2. Selangor
3. The data is basically obtained from two main sources that include both primary and secondary sources. The researchers designed and conducted a survey through questionnaires, which was distributed personally. The researchers have conducted series of interviews with officials from trade associations from each city as stated above as well as from the related ministries to analyze the trend and pattern of brand management among Muslim SMIs.

The questionnaires are divided into five sections. They are:

- i. Section I

- a. This section analyzes the demographics of the population. Items gathered in this section comprise of:
 - i. Startup capital
 - ii. Location
 - iii. Allocation of marketing expenditure
 - iv. Years in business
 - v. Products offered
 - vi. Sales turnover for the past 3 years

- ii. Section 2
 - a. This section measures the level of awareness of the general branding concepts. It is basically the first screening process to determine the general and specified awareness of the surveyed companies.

- iii. Section 3
 - a. This section measures the perception of Muslims SMI towards branding. The design of the questions directly focuses on the characteristics of brand management. Respondents are allowed to circle the number to express different level of perception. We are going to use the 5-point Likert scale to measure the perception.

iv. Section 4

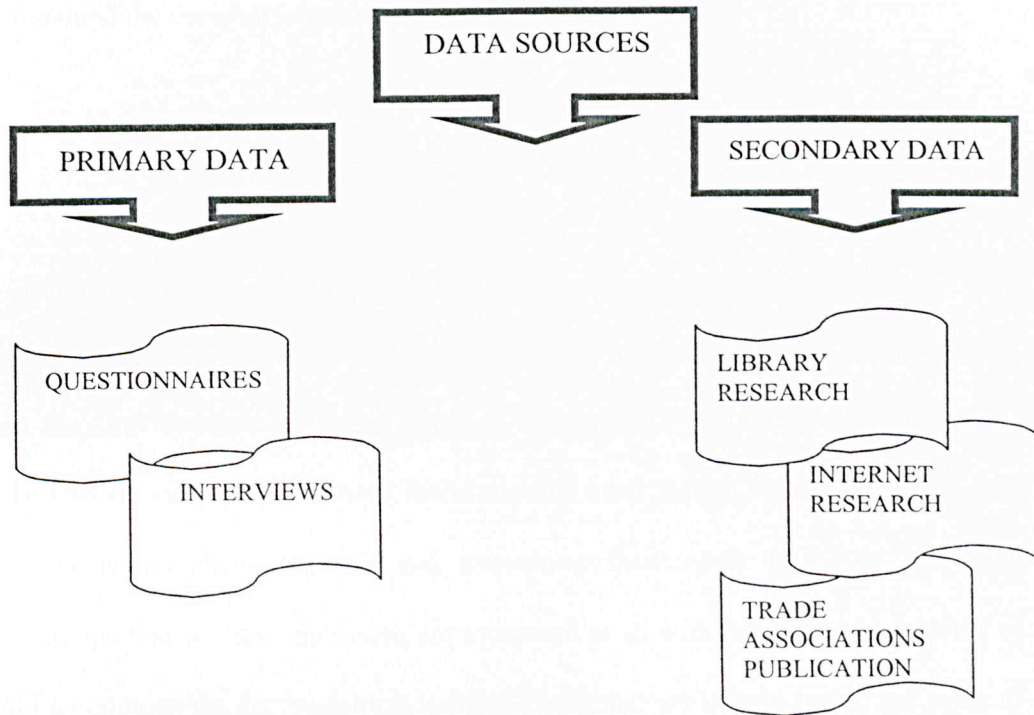
- a. This section identifies the fallacies in the current branding concept adopted by Muslims SMI. The method adopted in this section is the 2-point Likert scale.

v. Section 5

- a. This section measures the effectiveness of the current branding concept adopted by the Muslim SMI in the food industry. Questions are generated based on these branding strategies:
 - i. Manufacturer branding
 - ii. Co-branding
 - iii. Multi branding
 - iv. Private branding
 - v. Mixed branding
 - vi. Generic branding
- b. It will be done through cross tabulation and frequency distribution

On the other hand, the secondary data obtained through publications done by trade associations has helped the researcher to develop internal and external assessments of the sample companies involved and the branding method used as well. This was accompanied by library and Internet researches that further facilitate and strengthen the understanding on the subject matter.

Figure 1: Sources of Information and Data Collection



Limitations of the Research

All in all we have gathered 74 samples from Johor and Selangor. The numbers of samples are limited due to:

- Poor responses from the intended participants

In short, we have mailed more than 500 sets of questionnaires to prospect samples. Out of those 500, we only received 23 responses and the others came from the help of our enumerators. We have printed our questionnaires in two version (Malay and

English) to facilitate our samples who are mainly Malays and came from rural areas. Apart from that we have included self-addressed envelopes in order to make sure that we obtained the necessary responses from the samples.

- Lack of cooperation from the trade associations

Most of the trade associations that we have met are reluctant to disclose their members' addresses. On the other side of the coin, we have received good responses from the Unit Perancang Ekonomi Negeri Johor who gave us the database of the Malays food enterprises. We have found out that even though the database is recent, the data is somehow obsolete and sometimes incomplete. Some of the trade associations that we have met were not interested at all with our research and tried to avoid us completely. In the future, it will be best that we should tackle the issue of awareness in which we can represent ourselves as an organization that can help them to ease some of their marketing problems.

- Limited number of samples from both states

Amazingly, based on the database that we have received from MATRADE and JAKIM, we found out that more than 80 percent of them are non-Muslim enterprises. This further hindered us from finding the right samples for our research. We are thankful to both agencies in their quest of ensuring that their entire databases are up-

to-date and current. This is one of their efforts to promote Malaysia as the global Halal hub.

Variable Explanations

Section 1 classifies the demographic criteria of the respondents.

1. **Question 1:** This question determines which sector does the organization falls into.
2. **Question 2:** This question identifies the types of products/services produced by the company
3. **Question 3:** This question identifies the range of paid-up capital of the company
4. **Question 4:** This question identifies the percentage of the capital orientation in the company
5. **Question 5:** This question identifies the percentage of the total expenditure assigned to marketing
6. **Question 6:** This question determine the number/s of year the company has been in the business
7. **Question 7:** This question identifies the sales turnover for the previous year
8. **Question 8:** This question identifies the medium mainly used for marketing

Section 2 measures the level of awareness of the general branding concept.

1. **Question 1:** This question determines whether the organization is aware of the existence of companies around the world adopting the branding strategies in their organizations.
2. **Question 2:** This question determines whether the organization is aware that adopting branding in their existing system can increase the overall performance of the organization.
3. **Question 3:** This question determines the awareness of the respondents in terms of profit maximization after acquiring branding strategies in the organization.
4. **Question 4:** This question quantifies types of branding strategies that the respondents are aware of.
5. **Question 5:** This question determines whether the organization is currently adopting the branding concept.

Section 3 measures the perception of Muslim SMIs towards branding. All in all, this section will analyze whether, the respondents have negative or positive perception towards the generic branding approach.

1. **Question 1:** In general, to introduce a branding concept in an organization, it will take time to familiarize with all the necessary elements. The question determines whether branding is timely efficient or not.

2. **Question 2:** Normally, branding is one of the components in ensuring the sustainability of the organization. In short, branding is suitable for strategic planning of the organization.
3. **Question 3:** Introducing a new method or approach in an organization usually will not only take time, but also money. This question determines the perception of the respondents on the expensiveness in implementing the branding concept.
4. **Question 4:** Whenever a new system installed in an organization, the determination of the number of labor should be at its optimum level. This question determines the appropriate number of technical personnel involved.
5. **Question 5:** The initiative of attempting to do branding could be derived either from upper level management or lower level staff. This question will determine who will be significantly influencing the implementation in the organization.
6. **Question 6:** Adequate training is required for the staff in order for them to execute their task well. The issue is how much training budget should be invested by the organization. The question indicates whether it requires minimum training investment or not.
7. **Question 7:** Time is very significant in any industry. Therefore, branding should require less time in implementing the processes. The question aims to determine the perception of respondents on time taken to implement the branding strategy.

8. **Question 8:** Since the acquirement of branding in the organization is widely accepted, the question indicates whether branding is now becoming a need instead a want.
9. **Question 9:** Branding requires extra costs to the organization. The determination of what type of organization that should implement branding might depend on its size. The question will analyze the respondents' perception whether it is suitable for big or small companies.
10. **Question 10:** In implementing new approaches in an organization effective trainings will play a major role in ensuring its success.
11. **Question 11:** In Malaysia, government plays major roles in assisting SMIs in various fields and industries. This question will determine whether in fact the respondents perceived that the government has a significant role in branding implementations
12. **Question 12:** There are many definitions used in describing branding. This question will analyze whether in fact, a brand can be defined as per stated in the question.
13. **Question 13:** Nowadays, consumers are more concerned about the product image when purchasing a product. This question will analyze the perception of the respondents whether they view image as a critical factor in determining a confirm purchase.
14. **Question 14:** Advertising plays a major role in our daily life as consumers. Sometimes our purchasing habits are directly influenced by advertisements.

This question will analyze the perception of the respondents whether advertising will create awareness.

15. **Question 15:** Nowadays, consumers are more concerned about the product name when purchasing a product. This question will analyze the perception of the respondents whether they view product name as a critical factor in determining a confirm purchase.

16. **Question 16:** Sometimes when we see or hear advertisements, we would realize that the product name tells very little about the product itself and this often leave the consumers with a lot of unanswered questions. This question will analyze whether the product name should describe something about the products.

Section 4 will identify the current branding concept adopted by Muslim SMIs. These questions are derived entirely from Jack Trout's theory of branding fallacies in big organization. The researchers would like to analyze whether the same mistakes can be found in the Muslim SMIs in Malaysia.

1. **Question 1:** This question will identify whether the respondent is aware of the existence of other products in the market that fall under the same category as its products.
2. **Question 2:** This question will analyze whether the respondent is aware of the existence of competitors in the industry

3. **Question 3:** Sometimes the company believes that their products are unique so that they ignore the competitors' threat. This question will analyze whether the respondent has that particular feelings.
4. **Question 4:** It is very important to keep the brand simple to avoid any misconception or misinterpretation among consumers. This question will analyze whether the respondent feels that their product is so simple and can be understood by the consumers.
5. **Question 5:** This question will analyze whether the respondent believe that their employees have a clear understanding of the brand concept. Even though branding is a good idea, sometimes the employees fail to grasp the importance of it.
6. **Question 6:** Research is very important before embarking into a new area. This question will analyze whether the company has undergone extensive research on their brand.
7. **Question 7:** In embarking into a new idea, a company has to do an extensive research. This question will analyze whether the brand that they currently has/have is as the result of the research done.
8. **Question 8:** This question will determine whether the company has only one brand for all its products.
9. **Question 9:** This question will analyze whether the respondent perceived that their brand is universal so that it can be applied to all product line extension
10. **Question 10:** The question will identify whether the company has adopted a new brand for its new product.

11. **Question 11:** This question will analyze whether the manager's involvement in the branding process is important.

Section 5 will measure the effectiveness of the current branding concept adopted by the Muslim SMIs in the food industry. Some of the companies have started using branding into their marketing strategy and this section will analyze its effectiveness.

1. **Question 1:** Sometimes consumers did not truly understand the message underlying the brand. This question will analyze whether the company believe that their consumer fully understand their brand.
2. **Question 2:** understanding one's strength and weaknesses is very important in the world of business. In that case, the question will analyze the depth of understanding of their own weaknesses.
3. **Question 3:** This question will analyze the understanding of the respondent on the associations that the customers make with their brand.
4. **Question 4:** Again, research is very important in any businesses. This question will analyze the preparedness in term of identifying their target market.
5. **Question 5:** This question will analyze the company's understanding of the meaning of their brands to the customers.
6. **Question 6:** In order to capture the market, companies will have to invest in product improvement. This question will analyze how far they have invested in ensuring that they deliver better value to the customers.

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