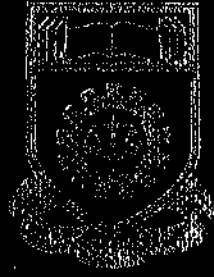


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MARA INSTITUTE OF TECHNOLOGY

THE STUDY OF RETAIL IMAGE ON LA MARDIA  
BAKERY, OCEAN SUPERMARKET (MELAKA CITY)  
AS PERCEIVED BY ITS CUSTOMER

ANDY SHAHRIL BIN MOHAMED ARIFF

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BBA (HONS) RETAIL MANAGEMENT  
FACULTY OF BUSINESS AND MANAGEMENT

OBER 1999

## LETTER OF TRANSMITTAL

Faculty of Business and Management  
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40450 Shah Alam  
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23<sup>rd</sup> September 1999

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Puan Anizah Zainuddin  
Practical Training Advisor  
Faculty Business and Management  
Mara University Of Technology  
40450 Shah Alam  
Selangor Darul Ehsan



Dear Puan Anizah,

RE: SUBMISSION OF THE PROJECT PAPER

With reference to the above matter, enclosed here is my thesis entitled "The study of retail image on La Mardia Bakery, Ocean Supermarket (Melaka City) as perceived by its customer".

This report is part and partial requirement for the fulfillment of B.B.A (HONS) Retail Management. The objective of the study is to know the attributes, to study the impact of store environment and to determine the services satisfied La Mardia Bakery customers.

Hopefully, this report meet your requirement and expectation ( Wallahuallam)

Thank you

Yours sincerely

(ANDY SHAHRIL MOHD ARIFF )

## ACKNOWLEDGEMENT

*"In the name of Allah the Beneficent and Merciful"*

First and foremost, I owe this work to Allah S.W.T who *"teacheth man that which he knew not"* (Al-Quran xcvi-5). We bear witness that there is no god except Allah, and that Muhammad is the messenger of Allah.

The development of this research project took several months and the contribution of many people. I would like to take this opportunity to express deepest gratitude to my practical advisor – Puan Anizah Zainuddin for lending me her golden time to assist me upon the completion of this research. Her guidance, advises, positive criticism, opinion and suggestion will always kept in my heart.

I would like to give special appreciation to Encik Roslan Awang Besar (General Manager) , Puan Laila @ Mardiana Ramli (Finance Manager) Encik Zain Mohammad (Assistance Manager), Encik Sabree Salleh (Supervisor) and all staff at La Mardia Bakery for their encouragement, cooperation and support during my practical training there.

My special loves and thanks to my family (Abah, Mama, Kak Yen, Ijat,In and Sara) for their instrumental support and encouragement in completing this thesis. I would like to extend my special thanks to Puan Rosidah Musa, Retail management course tutor for her support.

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Thank you.

## EXECUTIVE SUMMARY

Image is a picture formed in the mind of how a retailer perceive by its customer. The study of retail image overall is about perception held in shopper's mind determined by the functional attributes and psychological attribute of the store.

This study is concentrated on the retail image of La Mardia Bakery and how their customers evaluate mentally based on relevant store attributes, store environment and customer services provided by the store. La Mardia as the only Bumiputera bakery in Melaka city and only been three years in the market shares make it relevant for the researcher to know the perception of people toward La Mardia Bakery. Many references were made through next, journal, article and Internet, to know the previous finding of the study of retail image.

The objective of the study is to know the main attributes of La Marida Bakery based on the functional psychological characteristic of the store. The second objective will be concentrated of the store environment impact toward the customer. Lastly the study want to determine the service that satisfied the present customer in La Mardia Bakery.

The finding of the study was made based on the questionnaires result that have been distributed to 100 of La Marida bakery customers. The finding and analysis show that majorities of the respondent notice that staff appearance, merchandise, price, color, lightning and odor are the attributes of La Mardia Bakery. Majority of the respondent also agrees that store environment effect their emotional felling to spend at La Mardia bakery. Finally, the result show that customer service provided at La Mardia satisfy its customers.

Recommendation was made at the end of this project paper after taking consideration the feedback from the customers. Hopefully all the recommendation would look through its positive aspect and not just a criticism to the company. Finally, overall conclusion was made according to the finding and objective of the study

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# INTRODUCTION

## 1.0 INTRODUCTION

No one could deny the huge contribution of retailing industry to our economy growth. The retail industries play important role in providing a vast of the employment and the third biggest contribution to the gross domestic income of the nation. The term 'retailing' should be clear and understand to all people so that they have a clear picture about it Before I proceed to the research, firstly let me give various definitions towards retailing by some of the famous author in this field.

*"Retailing is the business activity of selling goods or services to the final consumer"*  
Dale M. Lewison (1997)

*"Retailing consist of those business activities in the sale of goods and services for the personal, family or household use. It is the final stage in the distribution process."*  
Barry Berman & Joel R Evans (1998)

*"Includes the activity in store settings, non store and services that sell goods and services to customers for their personal or household use."* Avijit Ghosh (1994)

*"Consists of all activities involve in the marketing of goods and services directly to consumer for their personal, family or household use."*

Georg.H.Lucas Jr, Robert P. Bush, Larry G. Greshan (1994)

After examine all the definition above there some common significant of understanding toward the term of retailing. The researcher acknowledge that retailing is the last channel in the production-consumer system which provided the right product, in the right price, at the right place suits with the need and wants of the final consumer.

## 1.1 ABOUT RETAILING IN MALAYSIA

Many retail institutions in Malaysia were formed at the late of eighteen century. That was before the independence of Malaysia, when the Englishman colonial rules our country (Tanah Melayu). Many people /Orang Melayu on that time live at rural area and majority live as a farmer. The retail institution expand through the Straits States which was Melacca, Penang and Singapore and it followed by the Melayu Associates State which comprise of Perak, Selangor, Negeri Sembilan, Pahang and Johor. The main trade at that time emphasis on tin mining and rubber( Zainal, 1989)

Many small retail stores was established in the big city and mostly dominated by the Chinese people. By the late 1950's more big retail institution was formed in Malaya, which have the element of European retailing in big city like Kuala Lumpur, Pulau Pinang, Johor Bahru and Ipoh. There are store department established to cater the demand from the European people and local elite people. After the 'Merdeka'/independence then in 1963, the first supermarket was formed in Malaysia (Zainal ,1989).

### 1.1.1 The Two Factors That Contributed To The Development Of Retailing Institution

#### 1.1.1.1 Evolution of City

At first, the evolution of city in Tanah Melayu was developing for the benefit of Englishman. City being develop because of the raw material or mineral material that exist there like tin mining, charcoal, bauxite and many more. Many people will gather/come to this place seeking jobs especially foreign labor brought (Chinese and Indian) in by the English colony. This rising of city population increase rapidly in ten year from 1947 to 1957. It because of the replanning of the living places for people which known at that time as "New Village". This is the English government tactics to fight against Parti Komunis Malaya in the guerilla war. Almost this entire new village, was formed along the main road for easy control by the English soldiers. The effect of this plan has formed new city and the development of retail activities

because of the increase demand from the increase population (Zainal, 1989) Then after the independence, the Malaysian government expand the city and retail industry growth in Malaysia through its 'Rancangan Malaysia' (5 year Malaysia Plan), 'Dasar Ekonomi Baru'(DEB), Plan Induk Perindustrian (PIP), Dasar Pandang Ke Timur and etc. The increase of the population in the city can be described in table as below:-

The chart of population in Metropolitan City in Peninsular Malaysia (1957-1998)

	1957	1970	1980	1998(estimated population)
City	Population (000)	Population (000)	Population (000)	Population (000)
Kuala Lumpur	327	452	977	1390.8
George Town	235	269	330	504
Ipoh	181	248	280	564
Klang	76	114	230	332
Johor Bahru	74	136	218	325
Melaka	70	87	210	587
Seremban	57	81	202	402
Petaling Jaya	17	80	198	302
Taiping	48	55	90	140
Kota Bharu	38	55	85	128
Kuala Terengganu	29	53	78	102

(Statistic Department of Malaysia, 1992)

### 1.1.1.2 Development of Transportation and Communication

As a brief history the development of transportation and communication was introduced 1885 where the first railroad was formed from Taiping to Port Weld (Kuala Sepetang). The reason for the establishment of the railroad because of the transportation of raw resources like tin, charcoal logs for export. Then there are roads in the big city area for the convenience of the English colony used. Then, after Merdeka (Independence Day) the Malaysian government starts to develop road for the usage of the people and in the midst 1970's highway was built in Malaysia like 'Lebuhraya Utara Selatan' and Lebuhraya Timur Barat. In the year of 1980 to 1985 the development of transportation and communication expand bigger with the development of roads, highways, airport, sea port bridges, paralleled to the government mission 'Dasar Pandang Ke Timur', by Dato Seri Dr. Mahathir Mohammad the Prime Minister of Malaysia in 1982 until now (Osman, 1997). The emerge of international trade and with the support from the government through the development of transportation and communication expand the retail industry to become one of the major sector that contributed millions of income and jobs opportunities to the country( Zainal Abidin, 1990)

### 1.1.2 The Structure of Retailing in Malaysia

The retail industry in Malaysia is combined with wholesale trade, which under the distribution of trade subsector. The realization of Dasar Ekonomi Baru (DEB) in 1971 to 1990 is the path for the bumiputera to enter the retailing industry/ trade which have long being dominated by the Chinese people in Malaysia, with the help from government agency like Majlis Amanah Rakyat (MARA). In the year 1971 to 1981 MARA have give the facilities/ support like loans, advise, business location, training to the 98,946 bumiputera's business. (Ishak Shari and Jomo K.S, 1990).the federal government have classified eleven activities which contribute and formed



retailing activities in Malaysia (Chamhuri Siwar and Surtahman Kastin , 1990). The retail activities will be enlist as below:-

**1.1.2.1 The list of Retail Activities in Malaysia**

1. Hypermarket
2. Supermarket And Mini Market
3. Convenience Store
4. Specialty Store
5. Grocery Store
6. Pharmacy
7. Traditional Medicine Shop
8. Direct Selling
9. Wet Market
10. Small Store
11. Petrol Station

*(Malaysia , Rancangan Malaysia ,1996)*

After enlisting all the retail activities, we will examine the retail activities and its contribution to the nation economy. Below is the table shows the average development rate of retail activities in Malaysia from 1990 to 1995 from the Rancangan Malaysia (1996)

Rate	1990		1995		Year
	Number	(%)	Number	(%)	
Hypermarket	218	0.2	289	0.2	5.8
Supermarket & Mini Market	840	0.8	1430	1.1	8.8
Specialty Store	53401	47.2	54200	41.4	0.3
Convenience Store	275	0.2	326	0.3	3.5
Grocery Store	36977	32.7	38358	29.3	6.7
Pharmacy	305	0.3	564	0.4	13.1
Traditional Medicine Shop	25140	2.2	2243	1.7	-2.3
Direct Selling	766	0.7	809	0.6	
Wet Market	15140	13.4	29787	22.7	14.5
Small Store	286	0.3	630	0.5	17.1
Petrol Station	2200	2.0	2358	1.8	1.4
Total	113022	100	130994	100	3

From the table, it is clear that the biggest retail activity in Malaysia is the specialty store. Specialty store is store, which sell a few product lines with deep assortment of each line. La Mardia Bakery is one example of specialty store. In 1990 the number of specialty store is 53,401 and expands to 54,200 stores in 1995. even though it is the largest activities of all, specialty store is among the lowest in yearly rate of growth with only 0.3% growth in five years. The three fastest growth rate of all the retail activities is the small stores, wet market and pharmacy with growth rate above 10% in five years time.

The second aspect of the structure in retail industry in Malaysia can be looked from the ownership of races in Retail Industry. To illustrate this ownership the researcher will take data from the Rancangan Malaysia (1996)

Ownership	1990		1995		Yearly Average Development
	Number	%	Number	%	
Bumiputera	35 068	31	48559	37.1	7
Chinese	69696	61.7	72028	55	2
Indian	6572	5.8	5802	4.4	-2.1
Others	706	0.6	1580	1.2	21.8
Foreigners	980	0.9	2971	2.3	25.4
Total	113022	100	130994	100	3.9

From the above table it indicate that a large number of Chinese people control the retail industry in Malaysia with 61.7% or 69,696 ownership in the year 1990. The number of ownership increase to 72,028 in 1995 but their percentage of domination decreases to 55%. In contradiction, the bumiputera or majority of them is Malays only have 31% of the share with 35,068 ownership in 1990. The number of percentage increase in 1995 with 37.1% and the growth of 13,491 owners in five years, which make a total ownership of bumiputera, is 48,559. from the table, it is a fact that the bumis's are still behind the Chinese people in controlling and dominating the retail activities share. La Mardia Bakery is one of the bumiputera company that is new in the market share. They are the only bumiputera bakery in Melaka City and need a lot of support especially from the Malays people to ensure their existence against competitor from other races. The research will concentrate on how La Mardia portray its retail image and to create its own identity. The retail

image of La Mardia would be perceived by its customer and looks upon on how La Mardia using their image to differentiate them from their competitors.

## 1.2 ABOUT LA MARDIA BAKERY

### 1.2.1 Introduction

La Mardia Bakery Sdn. Bhd was launch on twenty third March 1996. It is located at level one Ocean Supermarket in Plaza Hang Tuah, in Melaka City. The location of the store consider very strategic because it is in the heart center of Melaka City and opposite to the local bus station which created a huge traffic flow of people everyday. Actually La Mardia Bakery name comes from the name of Puan Laila @ Mardiana and people often perceive La Mardia name come from the accent of French words that looks exclusive and attractive.

There are about 80 products S.K.U. ( Stock Keeping Unit ) produce in La Mardia Bakery everyday. The list of the merchandise sold at La Mardia Bakery will be enclosed in the appendix section. La Mardia Bakery have their own motto of work which is the root of their working culture. Their motto is:-

*“ YOUR BAKERY IN TOWN. TAKE A BITE AND YOU WILL KNOW WHAT IT'S LIKE”*

The premise in the Ocean Supermarket is rented with two lots whereby one lots is for the selling floor and the other would be the production of the products. The two lots in the supermarket rented with approximately of RM10,000 per month which includes the water and electricity costs. The owners of the company are Encik Roslan Bin Awang Besar and Puan Laila @ Mardiana Bt. Ramli (husband & wife) with equal ratio share of the store.

### 1.2.2 History of La Mardia Bakery

Let me tell you the history of the owners of the company and why they are interested in this bakery field. Encik Roslan Awang Besar is previously a sales executive in Sime Darby Bhd while Puan Mardia is a Marketing Executive in Shell Sdn. Bhd. They both previously works in Kuala Lumpur. Both of them have no bakery background experience and have no experience to run a business. They both find out that working with other people do not give them much earning and power. They want to be different with other people and that motivate then to find a way to satisfy their desire and the only way is to own a business, which means to have own power of control and earn more money beyond their imagination.

The only question is what kind of business to run to realize their dream. A good friend of Encik Roslan in Dough Bakery in Seremban Parade , Negeri Sembilan (the name is confidential) offer him training, workforce and guidance to set up bakery business. Encik Roslan after making some survey believe that there are future prospect in bakery business. He interested and chooses Melaka City as a place to run out the business. The reason of Melaka City was chosen because of the wide experience of Encik Roslan in sales area where he find out that there is no bumiputera or less Malays runs the bakery business there and it is a great opportunity for him to gamble his life to be in this business. Encik Roslan and his wife started to sell their house and land in Subang Jaya and try to get loan from the bank to open the business.

The starting capital to start the business was RM 500,000 includes the buying of the fix assets like raw material, ovens, frover, renovation of the place and etc. With help from Encik Zain Mohammad and Encik Sabri Salleh , bakeries from Dough Bakery and Jaya Jusco Supermarket they renovate the La Mardia Bakery Sdn. Bhd with the initiate concept of Jaya Jusco Supermarket and runs the business at first with trial and error concept. Then only, they learn from the mistakes of running the business like how to get a good supplier, what kind of product appropriate to serve the customer and how to minimize the overhead cost.

### 1.2.3 Operation of the Store

Encik Roslan responsible for administration and marketing of the store and Puan Mardiana responsible of the financial aspect of the company. There are two kind of activities operated by La Mardia Bakery. The first operation is to run the selling floor of the store. The Bakery is opened according to the Ocean Supermarket working hour which from 10.00 a.m to 10.00 p.m. The La Mardia Bakery would operate in full capacity in 12.00 noon after finishing toasting all the dough/merchandise in the store. The product dough would be produced a day before and kept in the frover machine for yeast to expand. All the production in the selling floor would be monitor by Encik Zain as the Assistance Manager in the store and Supervisor Encik Sabri Salleh.

The second activity operated by La Mardia Bakery is marketing their products to schools co-op. To increase the sale for the store, La Mardia Bakery market their product to school co-op around Melaka City, they discriminate the price to school to attract student to buy the products. The list of school that La Mardia Bakery supply are:-

1. Sek. Men. Sains Muzaffar Syah
2. Kolej Yayasan Saad
3. Sek. Men Tun Tjah
4. Sek. Men Teknik Bukit Katil
5. Sek. Men (A) Sharifah Rodziah
6. Kolej Jururawat Negeri Melaka
7. Sek. Men. Munsyi Abdullah
8. Retail grocery store at Permatang Pasir

The essence of supplying the bread to schools is to increase the awareness on the La Mardia Bakery and give a brand name to the young generation so that they confident to buy the bakery products from bumiputera / Malays owners. But the limitation occurs here whereby La Mardia have only one carriage van and inadequate workers to supply to school everyday except for public holiday. Another major problem face by La Mardia to increase the supply is there credit enough production capacity to make more products since the production also in the supermarket whereby there are only 4 ovens to cater the need from the shop itself and the schools (outside market).

### 1.2.3 Future Planning

Even though La Mardia Bakery is considered as a new kid on the block but still the support from bumiputera customers emerge them as one of the bumiputera that can dominate the bakery share market in the town. For future planning, La Mardia is on the project to buy a factory in the year 2000 so that they can produce in mass of bakery products and try to penetrate the market share of the whole Melaka State. The factory will be located at Malim Jaya near the Melaka City. A lot of fix assets like bread cutter machine, automatic packaging machine, ovens, frovers machine will be bought to produce in economic of scale production. A loan of 1.5 millions has been approved by the Bank Pertanian Malaysia to proceed with the project.

### 1.3 BREAD

According to Free concise Encyclopedia Article 1997, (Encarta online Concise), bread is food made by baking flour or meal, water or milk and another ingredients. Leavened bread is made by combining leaven, commonly yeast, with other ingredients, usually sugar, salt, shortening, flour and liquid. By fermentation of carbonates and acids, requiring much less time and liquid. The first bread was made from acorns or beechnuts, crushed and mixed with water and heated to form a cake. Bakeries now use mixing machines, chain conveyors, automatic ovens, cooling machines, and slicing machines.

According to Marshall Brain (1998. <http://www.howstuffworks.com>), bread is moist (not wet like mush or dry like dried mush), soft (unlike wheat kernels) spongy and delicious. Bread is a bio-chemical technology for turning wheat flour into something tasty. The bubbles in the dough come from yeast. Enzymes convert flour's starch into maltose, which the yeast eats to produce the carbon dioxide. The gluten in the flour helps the dough capture the carbon dioxide and hold it in mini gluten-balloons. You also know that the yeast produces alcohol. The combination of the maltose and alcohol explains why bread tastes a lot better than flour mush. Bread needs to rise in a warm place. Yeast cells are like most single-cell organisms – they are more active when it is warm. The whole idea of a refrigerator is to make food so that the bacteria, which all foods contain, have a low level of activity and therefore reproduce less. Warm yeast cells do their work faster up to a point- beyond that point the temperature gets too high and the yeast cells die.

The introduction and explanation of bread above is to give an idea of what is a bread that we eat almost everyday and in relation to the merchandise produced in La Mardia Bakery. There are different kinds of shapes and tastes of bread suitable from the demands of customers.