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eISSN 2600-9811

9 772600 981003
Publication Date
7 November 2023

A CASE STUDY ON THE CHALLENGES AND OUTCOMES OF FARM FRESH BERHAD TOWARDS BUSINESS INNOVATION

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Farm Fresh Berhad has owned various product lines successfully offered and accepted across nations. There are 15 fresh-milk products, 11 flavoured-milk products, 7 plant-based products, 10 yoghurt-drink products, 15 yoghurt products, 1 goat milk, 1 coconut milk, and 1 strawberry jam. Recently, FFB has launched its new product line, namely Farm Fresh GROW Formulated Milk that contains DHA, inulin, zinc, iron, and vitamins, which is the new innovation that includes no maltodextrin, vegetable oil, and calcium carbonate. Those achievements have made FFB one of the most successful milk producers in Malaysia. In the interim, FFB has also planned to launch a new range of plant-based yoghurt products in a few years based on suggestions from potential customers that demand nutritious yoghurt drinks. On top of that, FFB has also planned to explore new product categories, such as non-dairy packaged foods and beverages. All of these future plans have been based on the successfulness of this company to meet its customers' needs and the proper research and development in producing good quality milk.



Another successful reason has been boosting several key competitive advantages within the Malaysian dairy market. FFB is confirmed to have become one of the largest and fastest growing producers of dairy products made from fresh, raw milk in Malaysia. The value chain from farming to distribution has provided it with greater economies of scale with a high degree of control on the product quality. In relation to this, FFB has owned one of the largest remaining gene banks of the original Australian Friesian-Sahiwal cattle globally and employed farm-management practices to maximise herd health and milk yield. Hence, FFB might penetrate an extensive market through multi-channel distribution that cater to all the states and key cities in Malaysia. With the strong and experienced management team, the skillful members might have a great delivering organic and inorganic growth for a long-term period.

PROBLEMS AND CAUSES

FFB, initially, has had difficulties since it has not used preservatives to preserve fresh milk's freshness and shelf life. When compared to other brands and businesses that have utilised preservatives to make their products stay much longer, milk has had a low shelf life and only lasted for around three weeks. Though, FFB is still competing with other milk brands as a milk provider.

Furthermore, climate change has an impact on dairy output as the abnormally hot summer in Malaysia has proven difficult for any dairy producers. The scorching heat and the lack of rain have harmed crops, as well as grass that has been required to feed farm animals. In addition, there have been a few complaints by customers that the cartons of milk had been already spoiled even before the expiration date. A suitable temperature has then been a must to store the milk in the fridge or machine, as well as the time taken to deliver the stock to the local market. In contrast to the market pricing, which has set the price range for farmers between RM1.00 and RM1.90, the firm has opted to provide a higher price for one litre of milk between RM2.00 and RM3.00. This approach could guarantee that FFB receives more raw milk and that the farmers receive greater incomes to remain competitive in the market.

Moreover, the low quality of service during the pandemic of COVID-19 has had a big impact on most companies in the whole world, including Malaysia. They have struggled to navigate the impact the pandemic has given on their organisations since the pandemic has affected customer service as well. Employees have had difficulties performing their job efficiently due to the fact that they have only been allowed to work 50 per cent daily and there have even been a few workers terminated by their companies. Likewise, FFB has also faced some problems in receiving supplies from Australia because the country has been unable to import products due to some restrictions, and all of these have contributed to and affected their business growth.

OUTCOMES

FFB started to sell their cow milk in grocery markets and hypermarkets that are the nearest ones in the state of Johor. In the same year, which was 2009, The Holstein Milk Company decided to establish a research and innovation centre in Muadzam Shah, Pahang. This idea gave an opportunity for local breeders in Malaysia to work as contract suppliers for FFB and this resulted in 15,000 litres of milk produced daily to fulfil the growing demand of Malaysians. Furthermore, FFB also decided to enter new markets, such as Selangor and Kuala Lumpur, to maintain the market and be able to widen the business. This made FFB known as a domestic supplier of fresh milk that succeeded in selling fresh milk in supermarkets after a couple of years. In 2017, FFB invested RM85 million to purchase a farm in Melbourne, Australia. It obtained over 2,000 cows, which are expected to produce 27,000 litres of cow milk daily to stand up to the demand of customers.



For further understanding, the definitions of each type of innovation applied by Farm Fresh Berhad are as follows:

Product Innovation

Improvements in technical specifications, materials, software, and even user experience may all contribute to the launch of a new product or service.



Process Innovation

Adjusting operational procedures, methodologies, and equipment or software to create a new or enhanced mode of production or delivery.

Marketing Innovation

Creating a new marketing plan that modifies product design, packaging, pricing, or promotion.

Eco-Innovation

An invention that has resulted in considerable progress towards the Sustainable Development Goals (SDGs) is depicted in Figure 1. This includes lowering the environmental consequences of our production techniques, increasing nature's resilience to environmental pressures, or ensuring more productive and responsible use of natural resources.

Organizational Innovation

The creation of a new organisational strategy that modifies the company's business operations, organisational structure, and relationships with external stakeholders.

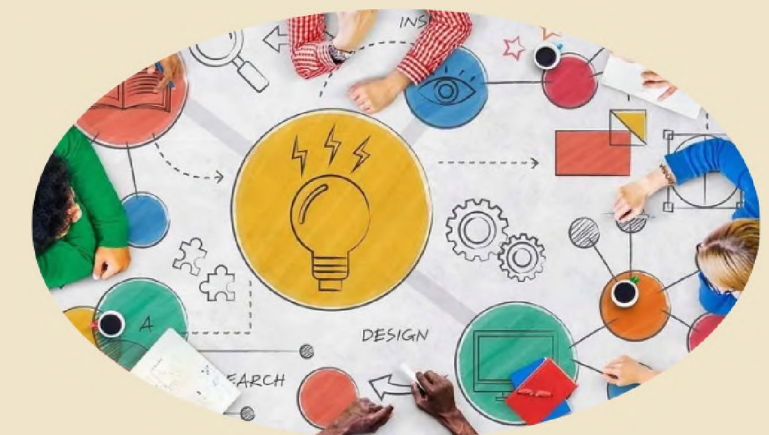




Figure 1. The Sustainable Development Goals in Malaysia

Being thirteen years in the industry, Farm Fresh Berhad has undergone several challenges and implemented various innovative strategies to sustain itself in the rapidly changing environment. The most applied types of innovation are product innovation, process innovation, organisational innovation, marketing innovation, and eco-innovation (Trott, 2017).

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KEBOLEHPASARAN GRADUAN

HUBUNGAN DENGAN KUALITI GRADUAN DAN BAKAL MAJIKAN

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Dekad yang mencabar selepas COVID19 turut menyaksikan kesukaran graduan untuk mendapat kerja dan banyak juga kajian telah dilaksanakan dan pelbagai penemuan dan faktor telah dikaitkan. Sungguhpun kebolehpasaran graduan bergantung kepada pelbagai faktor, para penyelidik hanya memfokuskan kepada dua faktor sahaja. Artikel ini akan membincangkan kebolehpasaran graduan daripada perspektif majikan dan kualiti graduan.

KEBOLEHPASARAN GRADUAN

Terdapat pelbagai sorotan mengenai definisi kebolehpasaran graduan sama ada daripada perspektif majikan atau perspektif pekerja. Sebagai contoh, Law (2018) mengaitkan kebolehpasaran graduan dengan atribut graduan. Satu lagi definisi yang komprehensif daripada Lubna et al., (2017). Mereka telah menjalankan kajian selama lima tahun (2010-2015) berkenaan kebolehpasaran graduan dan menemukan dua tema yang jelas iaitu pertama kemahiran, ciri-ciri dan nilai yang berkenaan dengan kebolehpasaran graduan dan kedua graduan atau bakal graduan persepsi dan tahap kesedaran mereka mengenai keperluan kebolehpasaran dan kebolehpekerjaan.

Dalam sudut pandangan yang berbeza, Bhola dan Dhanawale (2013) menyatakan bahawa kajian kebolehpasaran perlu menggalakkan kedua-dua majikan dan graduan. Kajian ini telah memimpin kepada satu definisi yang berbeza mengenai kebolehpasaran. Didapati bahawa kedua-dua majikan dan pekerja melihat kebolehpasaran sebagai kebolehan individu untuk mendapatkan dan mempertahankan kerja mereka (Bhola & Dhanawale, 2013; Sumanisiri, Mohd Shukri & Khatibi, 2015). Kajian lain

Rowe dan Zegwaard, 2017 dan Azmi et al., 2018 mentakrifkan kebolehpasaran sebagai persediaan graduan untuk menyertai tenaga kerja, bekerja sendiri atau menjadi seorang usahawan. Lakshmi dan Siddhartha (2019) menghuraikan yang kebolehpasaran sebagai satu kompetensi untuk mencapai objektif organisasi dalam menyesuaikan diri dengan kemahiran mereka yang perlu memenuhi harapan majikan. Romgee, Scouple dan Beausaert (2019), mentakrifkan kebolehpasaran sebagai membangunkan kompetensi pelbagai dimensi yang diperolehi semasa alam persekolahan atau



di tempat kerja. Kajian ini menerangkan kebolehpasaran sebagai kebolehan graduan untuk memadamkan pengetahuan, kemahiran dan sikap mereka kepada bakal



BizNewz 2023
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