



UNIVERSITI  
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MARA

**FIMA**  
KUMPULAN FIMA BERHAD

# **INDUSTRIAL TRAINING REPORT**



**BACHELOR OF BUSINESS ADMINSTRATIONS (HONS)**

**HUMAN RESOURCES MANAGEMENT (BA243)**

**PREPARED BY:**

**NAME: SYAZWANI NAJWA BINTI SA'ARAN**

**NO MATRIC: 2020866412**

**CLASS: RBA2436C**

**PREPARED FOR:**

**ADVISOR: DR NURWAHIDA BT. FUAD**

# EXECUTIVE SUMMARY

My six-month industrial training journey began at Kumpulan Fima Berhad (KFB), where I had a wonderful and valuable learning experience. Puan Noor Heslinda bt. Mohd Noor was my supervisor during my industrial training, which began on the 1st of March 2023, and ended on the 15th of August 2023. This report provides an overview of KFB as well as the findings obtained during the industrial training conducted at KFB, which are detailed in the appendix. A number of sections are included in this report, the first of which introduces the company's profile, which is a vital first step. Each of the abilities or benefits that are implemented and taught during industrial training is discussed in detail in the following section, which reflects industrial reflection.

The SWOT analysis section of the report contains the most important conclusions about the company's strengths, weaknesses, opportunities, and threats, which are detailed in the study's major findings section. All of the information gathered from the company is reviewed in the section titled "discussion and recommendation." Diversified operations operations, established brand, flexible working arrangements and manager expertise and knowledge are the company's strengths. There are three weaknesses that may be observed in KFB which are market dependence, limited geographic presence and reliance on key customers. In terms of the opportunities presented by this organization, I have discussed a few of them, such as the market expansion, technical advancements and sustainable practices.

Finally, the risks that KFB faced included the intense competition, regulatory changes and economic volatility which caused the organization need to work on product differentiation as well as efficient administration. In conclusion, I have obtained a great deal of knowledge and gained a variety of benefits from my industrial training and have successfully performed this assignment.

## 2.0 COMPANY'S PROFILE

Kumpulan Fima Berhad is a diversified group with business in manufacturing, plantation, bulking, and food sectors. FIMA has expanded their business beyond Malaysia shores to include Indonesia and Papua New Guinea in 1996.

Kumpulan Fima Berhad ("KFima") was incorporated by the Malaysian Government on 24th February 1972 under the name Fima Sdn Bhd. KFima's first business was canning of pineapples when Pineapple Cannery of Malaysia (PCM) was organised as KFima's wholly owned subsidiary. KFima was converted to a public company and changed its name to Kumpulan Fima Berhad.

In 1981, KFima became the controlling shareholder of Fima Metal Box Berhad, now known as Fima Corporation Berhad ("FimaCorp"), a company listed on the Main Board of Kuala Lumpur Stock Exchange (KLSE), now known as Bursa Malaysia Securities Berhad ("Bursa Malaysia").

A decade later, KFima underwent a Management Buy-Out (MBO) in line with the privatisation policy of the Malaysian Government. In 1996 KFima was listed on the Main Board of KLSE now known as Bursa Malaysia.

Today, KFima is a diversified group with business in manufacturing, plantation, bulking and Food sectors.

# COMPANY'S PROFILE



Suite 4.1, Level 4, block C, Plaza Damansara, No. 45 Jalan Medan Setia, Bukit Damansara, 50490, Kuala Lumpur, WP Kuala Lumpur, 45, Jalan Medan Setia 1, Bukit Damansara, 50490 Kuala Lumpur, Federal Territory of Kuala Lumpur

## **INTERNATIONAL FOOD CORPORATION (IFC, KFB SUBSIDIARY)**

Malahang Industrial Centre, Independence Dr, Lae, Papua New Guinea



Monday- Friday:  
Normal working hour: 8:30 am- 5:30 pm  
Alternative working hour: 9:00 am- 6:00 pm

Saturday- Sunday: Closed



## **FIMA CORE VALUES :**

### **ACCOUNTABILITY**

- Decisions based on past experience, prudent judgement, and ownership of outcomes

### **COMMITTED AND LOYAL TO THE CLIENTS AND EACH OTHER**

- Decisions based on past experience, prudent judgement, and ownership of outcomes

Committed and loyal to the clients and each other

### **RESPONSIBILITY**

- Integration to providing a safe and healthy work environment for our employees and neighbours





## **FIMA CORE VALUES :**


### **SAFETY**

- Committed to provide a safe and healthy work environment for our employees and neighbours

### **PASSIONATE**

- A strong commitment to deliver value to our customers and stakeholders

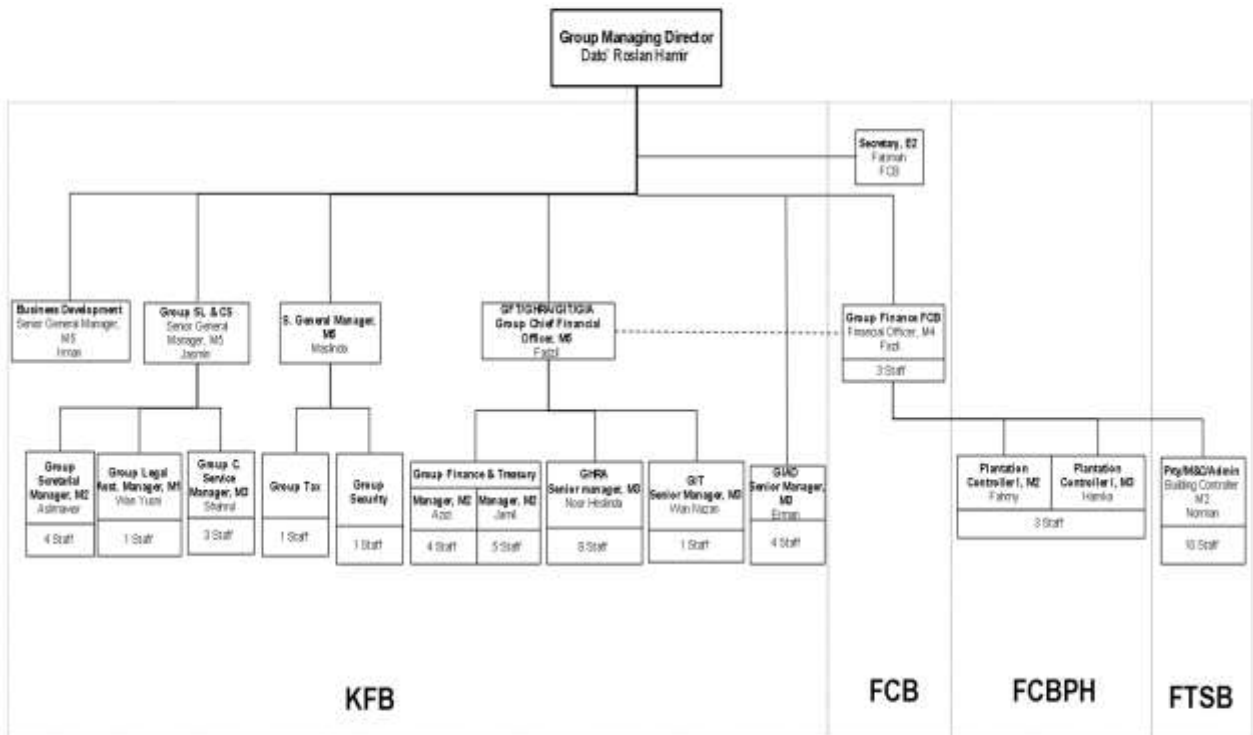
### **VALUE CREATION**

- We focus on building and generating sustainable value for stakeholders
- 

# 2.1 ORGANIZATIONAL STRUCTURE

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## ORGANIZATION CHART AS AT OCTOBER 2022 KUMPULAN FIMA BERHAD (HQ)



Total Headcount (Current) 68

Job Level	Total Manpower			
	Approved	Current	Vacancy	Total
Managing Director	1	1		1
Senior Management	5	5		5
Senior Manager	5	5		5
Manager	5	5		5
Assistant Manager	7	6	1	7
Senior Executive	13	11	2	13
Executive	19	18	1	19
Non-Executive	17	17		17
<b>Total</b>	<b>72</b>	<b>68</b>	<b>4</b>	<b>72</b>

Prepared by:	Recommended by:
Noor Heslinda Mohd Noor Senior Manager, Group Human Resource & Administration	Dato' Roslan Hamir Group Managing Director

## 2.2 PRODUCT AND SERVICES

International Food Corporation (IFC) is a reputable and diverse food company that has carved out a niche in the production of a broad variety of seafood products based on the canning of mackerel and the freezing of tuna loins. IFC's tinned mackerel products are the company's bread and butter. These products are painstakingly constructed from sustainably sourced, fresh mackerel that undergoes careful processing and canning to preserve its natural flavours, texture, and nutritional value. IFC's canned mackerel products are available in a variety of flavours and packaging options to accommodate diverse consumer preferences and culinary uses. These shelf-stable and convenient canned mackerel products have garnered popularity among health-conscious consumers seeking nutritious and simple-to-prepare meal options.

IFC specialises in the production of high-quality frozen tuna loins, which are the boneless, skinless, and bloodline-free sections of the fish. The company obtains its premium-grade tuna from well-managed fisheries, ensuring both the quality and sustainability of its products. Individually quick-frozen (IQF) processing preserves the freshness, flavour, and texture of the frozen tuna loins produced by IFC. The foodservice industry, including restaurants, hotels, and sushi bars, as well as manufacturers of value-added marine products, desire these frozen tuna loins. IFC's refrigerated tuna loins are favoured by culinary professionals and consumers due to their adaptability and superior quality. In addition to its core offerings, IFC is renowned for its dedication to innovation, continually developing mackerel- and tuna-based seafood products with added value. This includes an assortment of ready-to-eat mackerel salads, mackerel steaks with a marinade, flavoured tuna fillets, and other delectable seafood creations. IFC remains receptive to shifting consumer preferences and market trends by continuously investigating innovative seafood solutions.

## 2.2 PRODUCT AND SERVICES

In addition, IFC is proud of its ability to offer private label and contract manufacturing services to other brands and retailers. The company collaborates with partners in the food industry to produce canned mackerel, frozen tuna loins, and other marine products under their own brand. This aspect of the business not only broadens IFC's market reach, but also establishes the organisation as a dependable and trustworthy partner in the global marine market. As a responsible participant in the food industry, IFC prioritizes food safety, sustainability, and quality assurance in all of its production processes. The company adheres to stringent international standards, ensuring that its products satisfy the highest standards of safety and sustainability while providing consumers with superior flavour and nutritional value. IFC has established itself as a prominent producer of seafood products, with a particular emphasis on canned mackerel and frozen tuna loins. With a dedication to innovation, product quality, and sustainability, IFC continues to meet the diverse requirements of consumers and business partners, maintaining its leadership position in the global seafood market.



## 3.0 TRAINING REFLECTION

Throughout my apprenticeship, I engaged in regular training reflection, which enabled me to assess and value both the intrinsic and extrinsic benefits I obtained. On the intrinsic side, I observed a substantial increase in my self-confidence and communication abilities. The opportunities to work with diverse teams and interact with experts in the field enriched my experiences and broadened my perspective.

In addition, the skills and knowledge I gained during the internship have proved to be invaluable assets. From technical knowledge to soft skills such as time management and problem-solving, I am now better equipped to face the challenges I will face in my future career.

The compensation and allowance I received is RM 37 per day and I get monthly leave once I completed the month. It is worth for my efforts and skills that I learn. Providing such allowance and compensation is provided additional motivation for me and support from an extrinsic perspective. In addition, helping with personal expenses, the allowance served as recognition for the effort I put into my internship.

Overall, training reflection has enabled me to fully understand every aspect of my gains during this internship, including both intrinsic personal development and extrinsic rewards, thus creating a solid foundation for my future endeavors.

## 3.0 TRAINING REFLECTION

I was given a wide variety of duties and responsibilities, all of which contributed significantly to the organization's operations and employee growth. Among the most important duties and responsibilities I managed were:

I was given the responsibility of **evaluating and updating the organization's Employee Handbook**. This included assuring compliance with current legal regulations, aligning the content with the company's values and policies, and making it more user-friendly for employees.

2. **Revising SOPs and Policies:** As part of my responsibilities, I reviewed and refined Standard Operating Procedures (SOPs) and policies in collaboration with HR top management. This required meticulous attention to detail in order to identify areas for development and streamline processes, thereby increasing the overall effectiveness of the organization

3. **Managing Training and Development:** I had the opportunity to participate in the organization's training and development initiatives. This included assisting with the design of training materials, coordination of training sessions, and evaluation of the programmers' efficacy, and booking for the food.

4. **Administrative Duties:** In addition to my primary responsibilities, I assisted the team with a variety of administrative duties. This included creating memorandum, checking attendants, preparing paperwork, email participant for training sessions and providing general office support to ensure the seamless operation of daily operations.

5. **Effective collaboration and communication:** were essential throughout the internship. I sought feedback and direction from team members and superiors in order to better my work and contribute more effectively to the organization

6. **Problem-solving and Adaptability:** As challenges arose during projects or daily tasks, I adopted a problem-solving approach, pursuing creative solutions and learning to adapt to changing circumstances. I maintained a proactive attitude towards learning, not only about the duties at hand, but also about the industry, company culture, and overall business environment. In conclusion, my internship provided a well-rounded exposure to a variety of duties and responsibilities, allowing me to acquire valuable skills and insights that will undoubtedly be beneficial to my future career endeavours.

# 4.0 PESTEL ANALYSIS



# 4.0 PESTEL ANALYSIS

## 4.1 Politic

International Food Corporation (IFC) may face significant obstacles that impede its market expansion potential due to political factors. Political factors can impede the company's plans to enter new markets or expand its operations in existing regions. Changes in government policies and regulations are a major concern. When governments enact new laws pertaining to the food industry, such as import/export restrictions or food safety standards, IFC's supply chain and production processes may experience disruptions, hindering its ability to enter new markets without difficulty.

Additionally, trade barriers and protectionist measures can hinder IFC's efforts to expand its market share. Tariffs, quotas, and other trade restrictions imposed by governments can increase the price of IFC's products on foreign markets, reducing their competitiveness compared to alternatives available domestically. Moreover, rising nationalism and a preference for domestic goods over imports can further restrict IFC's market access.

IFC faces significant risks posed by political instability in potential target markets. Operating in politically unstable regions exposes the business to the risks of civil unrest, conflicts, and governmental changes. These conditions may impede business operations, pose risks to employee safety, and discourage IFC from pursuing expansion opportunities in these regions.

## 4.0 PESTEL ANALYSIS

The complicated land tenure system in Papua New Guinea continues to impede investment, while pervasive law and order issues are a significant burden and barrier to both private and government investment. Security and law and order continue to impede the economic development of PNG. Additionally, corrupt practises continue to impede business and investment opportunities. According to the PNG National Research Institute, corruption in the public sector is one of the primary obstacles to conducting business in PNG, especially for minor businesses.

This is reflected in Papua New Guinea's relatively low ranking on Transparency International's 2021 Corruption Perceptions Index, where it rated 124th out of 180 countries in terms of perceived corruption. Political instability and frequent changes in key cabinet ministers frequently lead to new policy reforms that are less socialised and frequently have negative effects on the private sector. Increasing regulatory concerns remain another obstacle for prospective investors. In 2021, the PNG government imposed a monopoly tax on Bank South Pacific and Digicel, which dominated the PNG banking and telecommunications markets, respectively. This will have a negative impact on shareholders of both companies, as well as investor confidence.

# 4.0 PESTEL ANALYSIS

## 4.2 Economic

Economic factors have a significant impact on International Food Corporation's (IFC) business environment and overall performance. The overall economic conditions of the countries in which IFC operates, particularly in Papua New Guinea and other important markets, is the first significant economic factor. Consumer purchasing power and demand for IFC's products are directly influenced by the GDP growth, inflation rates, and general economic stability. During periods of economic growth and stability, consumers may have more discretionary income, resulting in greater expenditure on food products, such as IFC's canned mackerel and frozen tuna loins. On the other hand, economic downturns or high inflation can result in reduced consumer expenditure, which may have an impact on the company's sales and revenue.

Given that IFC engages in international trade and the procurement of basic materials, currency exchange rate fluctuations are a significant economic factor for the company. The cost of importing basic materials for canning mackerel and exporting finished products, such as frozen tuna loins, can be affected by fluctuations in exchange rates. The profit margins of IFC may be affected by currency fluctuations; therefore, the company must carefully manage its foreign currency exposures to mitigate risks.

The complicated land tenure system in Papua New Guinea continues to impede investment, while pervasive law and order issues are a significant burden and barrier to both private and government investment. Security and law and order continue to impede the economic development of PNG. Additionally, corrupt practises continue to impede business and investment opportunities. According to the PNG National Research Institute, corruption in the public sector is one of the primary obstacles to conducting business in PNG, especially for minor businesses.

# 4.0 PESTEL ANALYSIS

## 4.3 Social

A PESTEL analysis of social factors for International Food Corporation (IFC) entails analysing external macro-social influences that can have an effect on the company's operations and business environment. Population size, age distribution, and urbanisation rates can influence IFC's market opportunities, making demographic trends a crucial factor. For example, an ageing population may increase demand for convenient and nutritious food options, whereas increasing urbanisation may increase demand for ready-to-eat products to accommodate urbanites' hectic lifestyles.

Additionally, consumer preferences and variations in lifestyle play a significant role in the food industry. IFC's product development and marketing strategies may be influenced by social trends that promote healthful, sustainable, and ethically sourced products. Complying with consumer demands for eco-friendly packaging and sustainably sourced seafood can increase IFC's market appeal and resonate with environmentally conscious consumers.

The awareness of health and wellness is another important social factor. The growing emphasis on healthier lifestyles and better dietary options can influence the categories of products consumers seek. Rich in omega-3 fatty acids and protein, IFC's canned mackerel and frozen tuna loins appeal to health-conscious consumers' preferences. In health-conscious markets, highlighting the nutritional benefits of these products can increase their popularity.

## 4.0 PESTEL ANALYSIS

When expanding into diverse regions, cultural factors are essential. Acceptance and demand for specific food products can be substantially affected by regional preferences and dietary habits. The market expansion strategies of IFC must take into account the adaptation of products and flavours to local preferences and culinary traditions.

The rise of social media and influencer marketing is transforming consumer communication and behaviour. Influencer marketing and social media platforms can substantially impact consumer purchasing decisions. IFC's brand presence and customer loyalty can be enhanced by utilising social media to interact with consumers, promote products, and respond to feedback.

Furthermore, educational initiatives and awareness campaigns on topics such as sustainable fishing practises, food safety, and responsible sourcing can affect consumer perceptions and decisions. IFC's commitment to sustainability and responsible practises can resonate favourably with socially conscious consumers, providing a market advantage.

It is essential for IFC to also consider economic disparities, as income disparities can influence consumer spending patterns and are a social factor. The affordability of IFC's products may vary based on the income levels of various markets. To effectively serve diverse consumer segments, it is necessary to tailor pricing and product selection based on socioeconomic conditions.



# 4.0 PESTEL ANALYSIS

## 4.4 Technology

The PESTEL analysis of technology factors for International Food Corporation (IFC) reveals several important factors that can have a substantial impact on the company's operations and business environment. Continuous technological advancements in the culinary industry are a crucial factor. IFC has the opportunity to enhance its production processes, packaging techniques, and preservation methods as new technologies emerge. Adopting these innovations can increase efficiency, decrease production costs, and maintain product quality, thereby positioning IFC as a market competitor.

The adoption of automation and robotics offers IFC significant potential. By implementing automated systems into its manufacturing and packaging processes, the company can streamline operations and reduce its reliance on manual labour, resulting in increased output and decreased operational costs. In addition, robotics can optimise warehousing and sorting duties, ensuring the timely and accurate fulfilment of orders.

Digitalization and data analytics represent an additional crucial aspect of technology. IFC can gain valuable insights into consumer preferences, market trends, and supply chain efficiency by leveraging digital technologies and data analytics. Using this information, IFC can optimise inventory management, make more accurate demand forecasts, and modify marketing strategies to effectively meet consumer demands.

The rise of e-commerce and online platforms presents IFC with both opportunities and obstacles. The company can reach a larger audience, expand its market presence, and offer direct-to-consumer sales by adopting e-commerce channels. In addition, online platforms facilitate direct consumer engagement, allowing IFC to collect feedback and enhance products based on consumer preferences.

## 4.0 PESTEL ANALYSIS

Traceability and food safety technologies are also vital considerations for IFC. Implementing traceability systems, such as blockchain, can increase supply chain transparency, guaranteeing the traceability of raw material sources and boosting food safety measures. This level of transparency can foster consumer confidence, particularly among those who prioritize food products that are responsibly sourced and safe.

In addition, sustainability and environmental technologies play an ever-growing role in the food industry. As consumer awareness of environmental issues grows, IFC can reduce its carbon footprint by leveraging sustainability technologies. Implementing energy-efficient production methods and implementing eco-friendly packaging can enhance the company's reputation as a socially and environmentally responsible brand, appealing to socially conscious consumers.

IFC should also maintain track of emerging food technologies. The development of plant-based alternatives, cultured meat, and alternative protein sources provides the company with an opportunity to diversify its product offerings and accommodate to the evolving preferences of health-conscious and environmentally conscious consumers.

To capitalize on the potential of technological factors, IFC must employ a proactive and inventive strategy. To identify opportunities for enhancement and optimization, it is crucial to stay abreast of technological trends and advancements. IFC will have a competitive advantage if it invests in R&D to remain at the forefront of technology adoption. IFC can position itself as a forward-thinking and technologically advanced player in the global food market by embracing technology as a driver of development, efficiency, and sustainability.

# 4.0 PESTEL ANALYSIS

## 4.5 Environment

International Food Corporation's (IFC) environmental PESTEL analysis highlights critical factors that can considerably impact the company's operations and reputation. Climate change and resource depletion are significant factors. As environmental conditions evolve, alterations in ocean temperatures and weather patterns can have an effect on fish stocks, potentially influencing the availability and cost of seafood resources vital to IFC's products. To mitigate this risk, IFC must monitor and adapt to changing environmental conditions, as well as consider sustainable procurement practises to ensure the availability of its raw materials over the long term.

IFC also considers sustainability and responsible procurement to be crucial factors. IFC's commitment to sustainable fishing practises, responsible procurement, and eco-friendly packaging can enhance its brand reputation and attract environmentally-conscious consumers, as consumers increasingly favour eco-friendly products. Marketing efforts that emphasise sustainability can resonate positively with environmentally conscious consumers, leading to increased brand loyalty and market share.

Environmental regulations present IFC with both obstacles and opportunities. Compliance with stringent environmental standards and waste management requirements is essential for the operational integrity and legal compliance of the business. IFC must invest in eco-friendly technologies and waste reduction strategies in order to effectively comply with these regulations. Moreover, by proactively aligning its operations with emerging environmental standards, IFC can demonstrate its commitment to environmental stewardship and position itself as a responsible industry leader

## 4.0 PESTEL ANALYSIS

IFC has the potential to reduce its carbon footprint and operational costs through energy efficiency and renewable energy adoption. Adopting energy-saving practises and investigating renewable energy sources can align with the company's sustainability objectives and improve its environmental performance overall.

IFC must also prioritise waste management and circular economy practises. As a producer, IFC confronts difficulties with waste generation, especially from packaging and processing. The company can contribute to a more sustainable business model and reduce its environmental impact by implementing circular economy principles, such as recycling and reusing materials.

Supporting biodiversity conservation efforts is an additional crucial factor to consider. To preserve the long-term health of marine ecosystems, IFC must ensure that fishing practises are consistent with biodiversity conservation and sustainable. The company should actively support marine conservation and promote sustainable fishing practises.

The growing environmental consciousness of consumers significantly influences their purchasing decisions. As consumer perceptions transition towards eco-friendly and socially responsible products, IFC must communicate its sustainability efforts to customers in an open and honest manner. Highlighting the company's environmental commitment can increase consumer trust, brand loyalty, and long-term market success.

By integrating sustainability into its core business strategies, adhering to environmental regulations, and prioritising responsible procurement and waste management, IFC can have a positive impact on the environment and improve its brand reputation. IFC's position as a responsible and forward-thinking participant in the global food industry will be strengthened through the adoption of environmentally responsible practises.

# 4.0 PESTEL ANALYSIS

## 4.6 Laws and Regulation

A PESTEL analysis of International Food Corporation's (IFC) laws and regulations involves a comprehensive examination of the external macro-legal influences that can have a significant impact on the company's operations and overall business environment. Import and export activities of IFC are heavily influenced by international trade regulations and tariffs. Changes in trade agreements, the imposition of tariffs, or trade disputes between nations have the potential to impact IFC's profitability and market competitiveness through the cost of raw materials and finished goods. IFC must successfully navigate these trade-related legal complexities to maintain a strong global presence and effectively manage its supply chain.

IFC places a premium on ensuring compliance with food safety and quality regulations. Adherence to stringent food safety standards and quality assurance measures is required to ensure consumer confidence and prevent legal issues arising from food contamination or health risks. Maintaining the highest standards is not only a legal requirement, but also a crucial aspect of brand reputation and customer loyalty due to the growing concern of consumers about food safety.

In addition, laws regarding product labelling and packaging requirements diverge between markets. IFC must adhere to these regulations to ensure the accuracy of product information, prevent incorrect labelling, and avoid potential legal liabilities. To effectively navigate international markets, it is necessary to adhere to the varying packaging and labelling requirements of different regions.

## 4.0 PESTEL ANALYSIS

Environmental regulations are also becoming an increasing concern for IFC. Compliance with waste management, emissions, and sustainable sourcing laws is crucial to the company's environmental performance and reputation. By adhering to these regulations, IFC demonstrates its commitment to environmental stewardship, mitigates legal risks, and aligns itself with the growing consumer demand for eco-friendly business practises.

Moreover, IFC operates in numerous countries, each of which has its own labour laws and regulations. Compliance with local employment laws, such as those governing working hours, wages, and labour rights, is essential for maintaining ethical business practises and avoiding potential legal disputes or labor-related controversies.

The laws governing intellectual property are another crucial aspect of IFC's legal considerations. Defending its intellectual property rights, such as patents, trademarks, and trade secrets, protects the company's distinctive formulas, technologies, and brand identity from infringement and imitation. Maintaining a solid intellectual property strategy enables IFC to protect its innovations and preserve its market advantage.

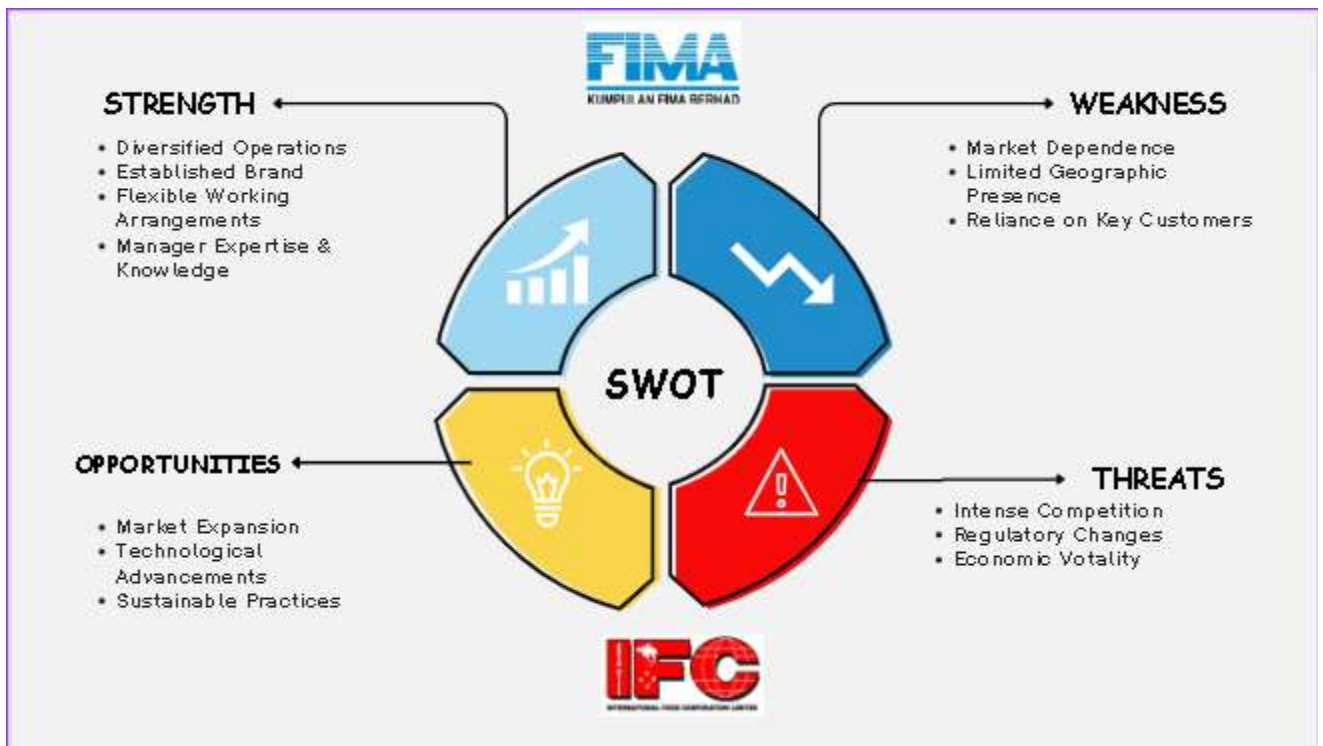
Moreover, health and nutrition regulations can have an impact on IFC's product marketing and promotional efforts. Complying with these laws ensures that IFC's product claims adhere to the approved health standards, thereby preventing consumers from being misled and potential legal issues arising from false advertising.

## 4.0 PESTEL ANALYSIS

To successfully navigate the legal landscape, IFC must conduct exhaustive legal analyses and remain current on changes to laws and regulations in the markets where it operates. Engaging legal professionals and compliance teams can help IFC assure compliance with various legal requirements and effectively mitigate legal risks. In addition, cultivating a culture of ethical conduct and corporate governance at all levels of the organisation is essential for ensuring compliance with all applicable laws and regulations.

It is essential to consider the potential legal implications of expanding into new markets, where legal frameworks may differ substantially from IFC's native country. To avoid legal risks, maintain a positive business reputation, and establish a solid legal foundation for long-term growth, it is crucial to comprehend and adhere to local laws and regulations. By prioritising legal compliance, IFC can establish a solid foundation for its operations, avoid legal disputes and penalties, and preserve its reputation as a responsible and law-abiding multinational food corporation.

# 5.0 DISCUSSION AND RECOMMENDATION (SWOT ANALYSIS)





# 5.0 DISCUSSION AND RECOMMENDATION (SWOT ANALYSIS)

## 5.1 STRENGTH

### 5.1.1 Diversified Operations

FIMA Berhad has many subsidiaries located in Malaysia, Indonesia and Papua New Guinea. It is a diversified company which has 4 core divisions which are manufacturing, food, plantation, and bulking. The non-core division is investment holding and property investment. The HQ is managing the subsidiaries especially food division which is International Food Corporation (IFC) located in Papua New Guinea.

With diversified operation, it gives FIMA benefits such as revenue stability. With diversified operations. It allows FIMA to generate more revenue from various sources. This helps reduce dependence on single operations. If one divisions face fluctuations or decline in demand, other divisions may continue to generate revenue, and balance out the overall performance.

To sustain this strength, FIMA should develop a strategic planning by developing a clear and well-defined strategic plan that aligns with the company's long-term goals. Other than that, identify key growth areas, target markets, and potential opportunities for diversification. To strengthen the strategic planning, FIMA should regularly review and update the strategic plan to adapt to changing market conditions and business dynamics.

# 5.0 SWOT ANALYSIS

## 5.1.2 Established Brand

FIMA Berhad has a strong brand presence and a history of serving customers for several years, building trust and credibility in the market. Its is an established brand because of years of the company existence since 1972. The brand was entrusted with a role for the development of agro-based industries within the framework of the then New Economic Policy.

Furthermore, as an established brand, FIMA likely contributes to positive reputation and build trust among its stakeholders, including customers, partners, investors, and employee. FIMA possesses a strong brand that conveys reliability, quality, and credibility, leading to increased confidence in the company and its offerings. For example, IFC (FIMA Subsidiary) revenue improved by 17.9% to RM165.72 million from RM140.53 million recorded last year mainly driven by stronger sales of domestic canned mackerel and tuna followed by export of canned tuna and loins. New products in the non-fish category which is that were launched in recent years have also supported growth in revenue. That proves that IFC (FIMA subsidiary) has an established brand by producing new product and its supported growth revenue which customer will buy because they aware IFC produce good quality product.

Even though FIMA is an established brand, but they must note that it is not immune to negative impacts. FIMA must continue to evolve, adapt to changing market preferences, and maintain relevance in the market. Failing to do so can result in a decline in brand perception and loss of market share. Therefore, FIMA must invest in brand management, innovation, and customer engagement.

# 5.0 SWOT ANALYSIS

## 5.1.3 Flexible Working Hour

FIMA Berhad HQ provide its staff flexible working hours. Normal working arrangements and alternative working hours, for example. Normal working hours are 8:30 a.m. to 5:30 p.m., whereas alternate working hours are 9:00 a.m. to 6:00 p.m. Employees may substitute it for a variety of reasons and they must submit the form to Group Human Resources and Administration. Due to our headquarters being located in the city centre of Damansara Heights, some employees have families and traffic jams.

Under this flexible working arrangement, employees facing traffic jams can opt for alternative commuting options, such as choosing alternative working hours 9:00 am to 6:00 pm. This flexibility not only reduces the time spent in traffic but also enables employees to arrive at work feeling less stressed and more focused.

# 5.0 SWOT ANALYSIS

## 5.1.4 Manager Expertise and Knowledge

In the past decade, the management of organizations has determined that human resources are the most important factor in obtaining a sustainable competitive advantage and increasing their efficiency. In a world where knowledge and communication with customers have gained increasing importance, human capital, which demonstrates the volume of an organization's knowledge, technical skills, creativity, and experience, gains great importance; thus, labour force is viewed as productive assets rather than costly assets (Hendricks, 2002).

It is impossible to deny that FIMA'S personnel are all specialists with extensive experience in technology, information, and human resources. Kumpulan Fima Berhad currently employs eight department: Strategy and Business Development, Group Finance and Treasury, Group Human Resources and Administration, Plantation Division, Group Secretarial and Legal/ Corporate Services, Group Internal Audit, Group Information Technology, and Operation/ Property/ Maintenance. The KFB workers work hard to preserve a "can do" attitude. According to my findings, the majority of the workforce is capable of executing duties both within and outside of their employment responsibilities, depending on their level of knowledge and experience. Puan Rosina, for example, has been juggling multiple responsibilities as secretarial CFO, including administration and secretarial. Aside from that, Puan Heslinda and Encik Hafizi's education level and working experience is outstanding. Puan Heslinda has more than 10 years of experience and in various roles in HR.

## 5.0 SWOT ANALYSIS

To increase FIMA'S efficiency, they may introduce rotational work assignments, in which a different employee would take on the responsibility each week. According to Maxwell (2008), job rotation allows employees to receive exposure to numerous aspects of a company in a short period of time. It also allows for a complete absorption in the organizational business and culture. This technique teaches employees about various aspects of the business and connects new employees with additional people within the firm. Finally, employment rotation may aid in the development of future managers and executives (Frase-Blunt, 2001). This exposes future managers to many aspects of the company. This knowledge will be useful when they rise to a managerial position in the future.

# 5.0 SWOT ANALYSIS

## 5.2 WEAKNESSES

### 5.2.1 Market Dependence

Despite the fact that small or medium business owners frequently encounter difficulties in their supply chain relationships when they too depend on market, their size makes them ideally suited for logistical integration with a key number of suppliers (Gélinas & Bigras, 2004). Effective supply chain practises in small businesses include centralised decision making, organisational flexibility with few bureaucratic layers, and a focus on customer service and business expansion. Moreover, small business owners frequently seek greater access to resources and educational opportunities that make them more receptive to strategic partnerships (Beekman & Robinson, 2004). Research indicates that long-term relationships with other organisations can increase the growth and survival of small businesses (Aldrich & Auster, 1986), whereas their absence may contribute to higher failure rates (Baum, Calabrese, & Silverman, 2000). Much of the literature on supply chain management has focused on models and practises that work best for multinational corporations. Small business owners must adopt practises that enable them to be regarded as legitimate business partners in situations where organisational size and resources can vary considerably. In order to establish working relationships that are mutually beneficial for all parties, it is necessary to evaluate the opportunities for successful partnership against the unique obstacles faced by small businesses.

IFC performance is vulnerable to changes in market conditions, such as economic downturns or commodity price fluctuations, which might damage demand for its products. IFC once faced supplier shortages for their mackerel due to their supplier increasing their price hence, they have to find another supplier to with better price

## 5.0 SWOT ANALYSIS

and the same quality of fish. While we experienced supply challenges at various times during the FYE2022 amid logistical issues, liquidity constraints in foreign currency and disruptions to fishing activities.

Despite the fact that the streamlined structure and customer service focus of the majority of small businesses facilitate effective supply chain integration, there are obstacles that can limit the efficacy of such relationships. Information accessibility is one of these obstacles. Limited long-range planning capabilities, and an inability to achieve economies of scale due to a lack of efficacy and size. Due to these constraints, Gélinas and Bigras (2004) suggest that small businesses must be willing to invest in strategic relationships with key suppliers in order to succeed in the ultracompetitive business environment of today. To be successful in logistical integration, small businesses must adopt a strategic approach that enables them to be viable partners with larger companies.

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## 5.2.2 Limited Geographic Presence

The company's operations are concentrated exclusively in specific locations, restricting its exposure to possible growth opportunities in other markets. Other than that, IFC products are only available in a limited area, reducing its potential customer base. This can restrict sales and revenue growth opportunities. IFC primarily produced mackerel and tuna canned food for the PNG and Solomon Island Market while tuna frozen loins and private-label canned tuna are exported to the European Union.

To overcome this weakness, IFC should conduct thorough market research to identify potential markets with demand for mackerel products. By analyzing consumers' preferences, demographic, and competition in those regions. Once identified, the IFC (FIMA Subsidiary) Risk Management Team should develop a strategic plan for expanding into those markets by establishing a distribution network or partnerships.

## 5.2.3 Reliance on Key Customer

IFC may be overly reliant on a few key customers, which poses a danger if their purchasing habits alter or if they switch to competitors. The key consumer will shift in their preferences or needs and can impact the company through changing consumer trends, new industry regulations, or advancements in technology. Such changes are beyond IFC control, if key customers shift their preferences towards alternative products or suppliers, it can lead to a decrease in demand for IFC offerings.

To overcome the weaknesses, IFC should focus on relationship building. By cultivating strong relationships with existing and potential customers. Provide exceptional customers. Provide exceptional customer service, understand their needs, and deliver value.



# 5.0 SWOT ANALYSIS

## 5.3 Opportunities

### 5.3.1 Market Expansion

Trade agreements and foreign relations, may have an impact on market expansion potential. Participation of Papua New Guinea (PNG) in regional or international trade agreements may provide access to wider markets, lower trade barriers, and preferential trading arrangements. For example, financial incentives, tax cuts, and subsidies from the government can all have an impact on market development attempts.

The tuna market is expected to witness market growth at a rate of 4.0% in the forecast period of 2021 to 2028. Data Bridge Market Research report on tuna market provides analysis and insights regarding the various factors expected to be prevalent throughout the forecast period while providing their impacts on the market's growth.

To identify growth opportunities, the IFC must segment the market based on population size, income levels, consumption patterns, and cultural preferences. To overcome entry barriers, IFC must conduct an analysis of regulatory requirements, import/export restrictions, customs, tariffs, logistics challenges, and the competitive landscape. In untapped markets, consumer research helps tailor marketing messages and product offerings. Establishing alliances with local distributors, suppliers, or retailers can facilitate market entry. For gaining acceptance and establishing a solid consumer base, cultural and dietary considerations are crucial.

## 5.0 SWOT ANALYSIS

Exploring markets with advantageous economic or trade agreements can provide a competitive edge. IFC should evaluate the viability of its products and strategies in a controlled environment by implementing pilot projects in select untapped markets. By adhering to this all-encompassing strategy, IFC can identify dormant markets with high growth potential, diversify its customer base, reduce its reliance on a single market, and position itself for long-term business growth and success.

Moreover, the rise of health-conscious consumers has had a significant impact on canned mackerel companies, resulting in a number of positive developments. As more people adopt healthy lifestyles and prioritise nutritious food options, demand for tinned mackerel has increased due to its superior nutritional profile and high omega-3 fatty acid content. Mackerel is a convenient and accessible source of essential nutrients that support heart health, cognitive function, and reduce inflammation, according to health-conscious consumers. To capitalise on this trend, canned mackerel producers are positioning their products as a wholesome alternative in order to attract health-conscious consumers. By emphasising the nutritional benefits in their marketing and packaging, IFC will be able to effectively appeal to this expanding consumer segment.

### 5.3.2 Technological Advancements

By using new technology, IFC can gain a competitive edge, improve working efficiency, improve the quality of its products, reach more customers, and meet its sustainability goals. To take advantage of these possibilities, it's important for the factory to keep up with new technologies and figure out how they can be used most effectively.

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In the Food division, IFC has installed automatic transfer switch (“ATS”) on all its three generator sets to regulate the power supplied from the generators to the new refrigeration cold room which requires continuous uptime, and for fish processing activities. The ATS ensures that the load connection from one generator set will be quickly shifted if the power of another generator set is interrupted. On the other hand, non-critical loads are powered down to avoid capacity overload.

### 5.3.3 Sustainable Practices

As the need for environmentally friendly and sustainable products grows, IFC has a chance to incorporate sustainable practices into its operations and output. Thus, fulfill changing client demands. By implementing sustainable practices such as ethical sourcing, waste reduction, and water conservation can help to maintain and conserve the environment.

Waste management practices in mackerel canning produce various products, including fish meal, fish oil, fish sauce, fish collagen, fish-based fertilizers, and biogas. These products are used in various industries, such as animal feed, dietary supplements, pharmaceuticals, cosmetics, and animal feed formulations. The choice of product depends on factors like local regulations, market demand, and waste stream availability. The mackerel canning factory can explore different processing techniques and collaborations to maximize the value and sustainability of its waste materials.

## 5.0 SWOT ANALYSIS

Efforts have been made to accomplish water sustainability by installing the technology and infrastructure necessary to collect rainwater and recycle water. For instance, the use of reverse osmosis ("RO") water in IFC's water boilers has substantially decreased the level of total dissolved solids ("TDS") and water hardness, thereby enhancing the boilers' conductivity.

IFC is also governed by the Conservation & Environment Protection Authority ("CEPA") and the local civic authority, which mandate that wastewater must be treated in a treatment facility prior to being released into the waterways and/or public sewer water system. IFC ensures that the effluent from its tuna and mackerel operations is treated before being discharged into the public sewer system. It also ensures that the level of total dissolved solids (TDS) and suspended solids (SS) discharged is below the minimum standard of 500 mg/l for contaminants in water. In addition, IFC collaborates closely with local authorities to ensure regulatory compliance and that its treated effluent meets PNG Water's standards.

# 5.0 SWOT ANALYSIS

## 5.4 THREATS

### 5.4.1 Intense Competition

IFC is facing intense competition, which is driving pricing pressures, the need for innovation and differentiation, increased marketing efforts, customer loyalty initiatives, market share considerations, supply chain optimization, industry consolidation dynamics, and the importance of continuous improvement and agility. The manufacturer can negotiate the competitive landscape and position itself for long-term success by responding proactively to fierce competition. For example, IFC competitors are Frabelle, Dolly and Diana.

IFC faces a formidable obstacle in the form of intense competition. IFC must employ strategic approaches to differentiate itself from competitors. In order to remain competitive and thrive in the market. A vital strategy is differentiation, in which IFC identifies and emphasises distinctive selling factors that distinguish its mackerel products from those of competitors. This may involve offering a variety of mackerel-based products, such as distinct flavours or product variants, to appeal to a larger consumer base. In addition, IFC can emphasise its commitment to sustainable fishing practises, as well as the superior quality and eco-friendly packaging of its products, to appeal to consumers who are environmentally conscientious.

# 5.0 SWOT ANALYSIS

## 5.4.2 Regulatory Changes

IFCs must adhere to regulatory changes that may impose additional compliance obligations on the factory for purposes of compliance. These include food safety regulations, labelling standards, packaging regulations, quality control measures, and environmental regulations. To accomplish compliance, the factory must allocate resources, such as modifying procedures, acquiring certifications, or establishing new protocols.

IFC does not facilitate illegal fishing by vessels listed on the Illegal, Unreported, and Unregulated ("IUU") blacklist of the PNG government. This ensures that IFC's yellowfin and skipjack tuna are sourced legally from vessels registered with the ProActive Vessels Register of Papua New Guinea. IFC can also monitor the time, location, and method of fishing for each catch by examining the Purse Seiner Log Sheet (the log sheet of a fishing vessel). In addition, prior to making any purchases, IFC conducts on-site visits to ensure that new and prospective suppliers comply with IFC's standards. As a result of PNG's stringent tuna fishing regulations, fishing vessels are not permitted to capture more than the daily catch limit specified in the National Tuna Fishery Management Plan. In order to maintain a sustainable tuna stock in Papua New Guinea, the National Fisheries Authority of Papua New Guinea ("NFA") routinely inspects fishing vessels to ensure compliance with all laws and regulations. During the period under review, IFC did not perpetrate any violations related to IUU. IFC aims for 100 percent of its tuna to be sourced without fish-aggregating devices ("FADs"), a fishing method that has the potential to capture other marine animals, including juvenile fish, in the net. Our FAD-free capture rate in 2022 was 99.9%.

# 5.0 SWOT ANALYSIS

## 5.4.3 Economic Volatility

IFC an established participant in the mackerel canning industry within the borders of Papua New Guinea (PNG), can face significant challenges from the country's economic volatility. Like many others, the country's economy is susceptible to fluctuations due to global market conditions, changes in commodity prices, fiscal policies, and political instability. These fluctuations can have a direct effect on IFC's operations and the general business climate.

Changing consumer purchasing power is one of the most significant ways that economic volatility can affect IFC. During economic downturns or periods of high inflation, consumers' disposable income may decrease, resulting in a decline in demand for non-essential products such as tinned mackerel. As a consequence, IFC's sales and revenue may decline.

Changes in exchange rates can also have a significant effect on IFC's financial performance. The economy of Papua New Guinea is highly dependent on commodity exports, and its currency exchange rates are susceptible to global market fluctuations. This volatility can impact the price of importing raw materials required for canning mackerel and exporting finished goods to international markets. In turn, exchange rate fluctuations can affect IFC's production costs and profit margins.

Interruptions in the supply chain are another consequence of economic volatility. Changes in economic conditions may cause delays in the delivery of raw materials or finished products, which can have a negative impact on production schedules and customer satisfaction. This can lead to inefficiencies in IFC's supply chain, making it more difficult to promptly meet consumer demands.

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IFC should prioritise risk management, diversification, and cost optimisation to address these obstacles. The company will be able to anticipate and mitigate the effects of economic fluctuations if it develops solid risk management strategies. Diversification, in terms of both product offerings and market reach, can lessen a company's reliance on a single market and mitigate the effects of regional economic conditions. In addition, by optimising production costs, IFC will be able to maintain its competitiveness and profitability even during difficult economic times.

In conclusion, Papua New Guinea's economic volatility poses challenges for International Fish Canning (IFC). IFC can enhance its resilience, maintain market share, and position itself for long-term success in the country's dynamic economic environment by proactively addressing these challenges and implementing strategic measures.



## 6.0 CONCLUSION

Overall, having an internship at FIMA Berhad has allowed me to gain a great deal of relevant experience. In addition, this industrial training assists me in enhancing my skills and abilities. A company's Human Resource department plays an essential role in managing the organization's most valuable asset - its people. As the intern responsible for revising the employee handbook and SOP policies, I am entrusted with ensuring that these crucial documents align with legal regulations, reflect the company's values, and enhance organizational efficiency.

A SWOT analysis is one of the most effective ways to organise business-strategy meetings. Frequently, the SWOT analysis planned prior to the start of the session evolves throughout the duration of the session to reflect important factors that were omitted from your analysis and would never have been recognised without group input. A company that uses a SWOT analysis for overall business strategy sessions or for a specific segment, such as marketing, production, or sales, can see how the overall strategy developed from this SWOT analysis, which filters more thoroughly into the segments below, before deciding on a main plan. Despite incorporating valuable planning tools, the SWOT has limitations. This is one of the few techniques for business planning that should be considered, and it should not be utilised without a support plan. In addition, not every criterion listed in a category is always prioritised. This is because the SWOT analysis does not consider the relative importance of each of the mentioned factors. As a result, additional research and evaluation must be conducted, and the proper techniques must be chosen as a supplement to the main plan.

## 6.0 CONCLUSION

Other than that, HR internship offers numerous advantages and valuable experiences, including the development of practical HR skills, comprehension of HR functions, exposure to HR systems and tools, observation of workplace dynamics and communication, participation in HR projects, the development of professional networks, the enhancement of my resume, and the promotion of self-reflection and career clarity. These internships provide hands-on experience with HR policies, procedures, performance evaluations, and initiatives promoting diversity and inclusion. By actively engaging in the internship, pursuing learning opportunities, asking questions, and seeking feedback from supervisors, I can acquire valuable skills and knowledge that will contribute to my HR professional development. By participating in an HR internship, I can develop a strong resume, make firm career decisions, and advance my HR career.

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## 8.0 APPENDICES



Raya Celebration at FIMA Bulking  
(FIMA Subsidiary)



Training with Mr Azis Chin at  
FIMA Training Room



FIMA Family Day at Double Tree  
Hilton, Lumut



With Puan Sri Hamidah, the wife  
of Arwah Tan Sri Basir, the one  
who founded the company



Decorating the front desk for  
Raya festive