



INDUSTRIAL TRAINING REPORT

HRM 666

EUROFINS NM LABORTORY SDN BHD



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EXECUTIVE SUMMARY

I am very grateful for the opportunity that was given to me to perform my internship for course HRM666 at Eurofins NM Laboratory Sdn Bhd for 6 months. Eurofins is a non-public sector company focusing on providing industrial and consumer product testing, certification, and consultation services to retailers, distributors, and manufacturers on the quality and safety of their products. Furthermore, Eurofins is certified by national and international legislation to ensure that the clients' products are safe and compliant with the global market.

While performing my internship, there are a lot of things that I can reflect on. Entering a real work field is different from what I learned in the class. As an intern trainee, there are a lot of new things that I need to learn when I start the internship. With the guidance of my supervisor and help from other employees, I am able to make improvements in my work progress.

After six months of internship at Eurofins NM Laboratory Sdn Bhd, I had identified the SWOT Analysis for the company. Therefore, I am able to deepen my understanding of how the company runs its management and operations to ensure the company is able to deliver quality products and services to customers. From the analysis, I am able to understand the company's strengths, weaknesses, opportunities, threats, and what the company needs to do to improve its performance in terms of management and operation.

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2.0 COMPANY'S PROFILE

2.1 INTRODUCTION

As a final-year student in Bachelor of Business Administration (Hons.) Human Resources Management (BA243) at UiTM Perlis, I need to complete my industrial training report as part of the course HRM666. The purpose of this report is to help me understand more about the working environment that I will face in the future. In addition, this report is conducted to identify the organization's SWOT analysis that are related to the organization, so I will be able to understand any issues that the organization faces.

2.2 HISTORY OF EUROFINS SCIENTIFIC (EUROPE)



Figure 2.0 Eurofins Logo

Eurofins Scientific was established in October 1987 by founder Dr. Gilles Martin a French engineer also well known as a scientist and billionaire. The headquarter of the company is located in Luxembourg City. It all started when the SNIF-NMRTM technology, a patented analytical technique used to confirm the origin and purity of a variety of foods and beverages and identify sophisticated fraud not detectable by other methods, was developed by Eurofins Scientific, which was founded in 1987 with only three employees. Eurofins expanded in stages over the years to serve a broader range of industries, adding an extensive variety of bioanalytical technologies.

Currently, the Eurofins Group is a top supplier of analytical services, offering: an international network of independent businesses operating in 61 countries, with about 900

laboratories, 61,000 employees, and a portfolio of more than 200,000 analytical methods also with 1.4 million m² or more of laboratories around the world. In addition, the company has performed test annually to assess the security, identity, composition, authenticity, origin, traceability, and purity of biological substances and products and offering cutting-edge clinical diagnostic testing services, generating over €6.7 billion in annualized revenues in 2022.

The history of Eurofins can be broken down into seven different phases:

Initial Phase (1987–1997)

The founding of Eurofins dates back to 1987, when Dr. Gilles Martin, the current Group CEO, acquired from the University of Nantes the rights to the revolutionary testing technology SNIF-NMR®. To determine if sugar has been added to wine during the production process to raise the alcohol content, Nuclear Magnetic Resonance method is used. Some of these additions could not be found using any other methods that were in use. The SNIF-NMR® applications of technology were expanded to include a wider variety of products than the original wine test in the years that followed, including fruit juices, natural flavors, and other non-alcoholic beverages, catching sophisticated frauds that conventional testing methods missed.

In order to meet the full testing requirements of the beverages industry and, over time, other segments of the food industry, a strategy was then developed to diversify the in-house offering and increase the range of tests offered to customers. After more than 30 years, the SNIF-NMR® technology is still unmatched for its ability in identifying specific types of adulteration and continues to bring in about EUR 1 million annually. Since its founding, Eurofins has continued to build on its research and innovation foundation by developing a variety of new testing technologies that have a positive influence on day-to-day life.

The Technology Portfolio's Expansion (1997–2001)

The IPO (Initial Public Offering) of Eurofins on the Paris Stock Exchange in 1997, when the company's revenues had reached EUR 7 million, helped finance the company's quick geographic expansion. In 2000, when revenues were EUR 51m, this IPO was followed by a

secondary listing on Frankfurt Deutsche Börse. These capital raises (totaling EUR 57 million between 1997 and 2000) were used to fund Eurofins' strategy of partnering with top laboratories, the brightest talent, and the latest technology in order to establish a unique portfolio of tests to serve clients in the Group's core markets at the time—food and environmental testing.

After carefully allocating these funds, Eurofins only raised equity again more than 15 years later, in 2016, after its revenues had already surpassed EUR 2 billion. By 2001, Eurofins had a network of more than 50 laboratories and operations in eight different nations. In several European nations' core markets as well as in brand-new industries like genomic services and contaminants testing also leading market positions have been established.

Creating the European Base Infrastructure (2002–2004)

The Group underwent a period of foundation building during which the infrastructure needed to support growth, improve customer service, and to manage the operation effectively was developed. The first generation of a unified IT platform was created, allowing for innovative logistical advantages and test cross-selling through this now Europe-wide network of food and environmental testing laboratories. These larger and more productive sites allowed Eurofins to drive higher sales and margins through economies of scale and additional cost saving measures such as rent, productivity and consumables.

By structuring its laboratories as independent businesses led by entrepreneurs, including many centers of excellence, leading their industry globally in R&D, in their area of testing, nurturing top scientific talent, and funding research, Eurofins was able to maintain its passion for innovation and ground-breaking science despite its rapid growth.

Developing New Markets and Establishing Oneself as a Global Reference (2005–2008)

After the foundation for the Group's growth had been laid, attention turned to launching and growing operations in new markets and regions, such as China, Sweden, Norway, and Ireland. Through consolidation, modernization, and the construction of laboratories to the highest standards as well as the integration of recently acquired companies, Eurofins made significant investments

to establish market-leading positions in its historical countries and optimize its global network of standardized state-of-the-art laboratories.

At the same time, a lot of money was set aside for initiatives to improve Eurofins' advancements in technology. This emphasis on technology led to the addition of numerous innovative and modern analytical methods to Eurofins' portfolio. For instance, in 2005, Eurofins was the first one international laboratory group that provided testing for the H5N1 bird flu virus in food. In terms of swiftly responding to crises, Eurofins has maintained its position as a leader. Following the horsemeat crisis in 2013, Eurofins quickly validated the Animal ID DNA Test as a routine test, making it one of the first businesses able to verify at high output the absence of undeclared horsemeat in a variety of food products.

Continuing Organic Growth While Resisting the Global Financial Crisis (2009–2011)

Effective regulation, the need for safe food, water, pharmaceuticals, and an environment did not stop during the recession, and Eurofins kept up with these demands on a global scale. In 2009–2011, a time of global economic severity and subsequent revenue declines for many businesses in the wake of the global financial crisis of 2007–2009, Eurofins' organic growth remained positive.

Growth that persisted throughout this difficult economic time demonstrated the Group's strategic portfolio, which was centered on life sciences and Testing for Life. At a time when many businesses around the world were still suffering from the effects of the recession, the Group was able to grow resolutely thanks to the innovative services it had developed that were concentrated on specialised, diverse, and strong non-cyclical end markets.

Increasing one billion euro in revenue (2012–2015)

The Group celebrated its 15th anniversary of its initial public offering (IPO) in 2012, a year before its goal of becoming a business with a billion euros in annual revenue had been accomplished. At the same time, the Group expanded its global footprint by entering new markets, winning a number of fresh and diverse global market leadership positions. In 2012, Eurofins rose

to the top of the global market for discovery pharmacology. Around the same time, it also dominated the markets for genomics testing in Japan and food testing in Brazil. The second-largest provider of food testing services in the USA in 2013 was Eurofins.

Building a Global Leader's Infrastructure for Testing for Life (2015–2020)

With over 130,000 analytical methods in its portfolio and over 22,000 employees working in over 225 laboratories across 39 countries, the Group announced 2.2 billion pro-forma sales in 2015, accomplishing its 2012 goal of doubling in size to EUR 2 billion two years earlier than anticipated (2015 vs 2017). The Group developed a 5-year growth plan with the objective to double in size again within 5 years and achieve 4 billion in annual revenues by 2020 through a combination of organic growth and acquisitions with the aim of continuously strengthening its leading positions in its chosen end markets. The establishment of the lab and IT infrastructure of a world authority in Testing for Life by 2020 was also set as an operational objective.

Future-focused (2023 and beyond)

As the Covid-19 pandemic swept the globe in 2020, Eurofins laboratories created a full suite of PCR tests to detect SARS-CoV-2 and serology tests to detect antibodies in just two months. They also created numerous programmes to aid the biopharmaceutical industry in the creation of new vaccines, medications, and medical products to combat the virus. After completing the construction of a world-class laboratory infrastructure and achieving significant global scale as a result of its extensive 2015-2020 expansion programme, Eurofins is now preparing to capitalise on its unique position in a new stage of its development, with a focus on operational excellence and innovation.

2.3 EUROFINS NM LABORATORY SDN BHD (PENANG BRANCH)

Malaysia is one of the countries where Eurofins has expanded its branch. In 2003, Eurofins NM Laboratory Sdn Bhd was established and is located at 78 and 80 Lorong Perda Selatan 1, Bandar Perda, Pulau Pinang, 14000 Bukit Mertajam, Penang, Malaysia. There are 150–200 staff members that are currently working for the Penang branch. The organisation is best known for their service by providing manufacturers, distributors, and retailers with industrial and consumer product testing, certification, and consulting services on the quality and safety of products. This is the reason Eurofins is the ideal partner, as with the expertise and experience they have, they can guarantee consumers products are secure and legal for the global market.

2.4 SERVICE SCOPE

Since the organization has been conduct testing that compliance with RoHS (Restriction of Hazardous Substances Directive) Eurofins had served many customers from different industries such as manufacturing industries and raw material suppliers which are mostly their main customers. There is a few service scope provided by Eurofins NM Laboratory Sdn Bhd:

- ✓ Chemical Analysis
- ✓ Performance Analysis
- ✓ Migration Analysis
- ✓ Contaminant Study/Failure Analysis
- ✓ Microbiological Analysis
- ✓ Consultation

2.5 EUROFINS NM LABORATORY- VISION, MISSION AND VALUES



Figure 2.1 Eurofins NM Laboratory Sdn Bhd Logo

An international group of life sciences businesses known as Eurofins Scientific offers clients in numerous industries a distinctive array of analytical testing services. The Group is among the industry leader in agrosience Contract Research, discovery pharmacology, forensics, pharmaceutical and cosmetic product testing, and advanced material sciences. Additionally, the group is a market leader on an international level in BioPharma Contract Development and Manufacturing, certain genomic testing and laboratory services, and clinical study support. The nature of their business is revolved around B2B (business to business) market where the group sells their services to another business and D2C (direct to consumer) where the group provided their services to customers without any intermediaries or middlemen.

VISION

The vision statement of Eurofins company also can be considered as their long term aspiration is “To be the Global Leader in Testing for Life”.

MISSION

The company mission which is the purpose of their business is “To contribute to a safer and healthier world by providing our customers with innovative and high-quality laboratory, research and advisory services whilst creating opportunities for our employees and generating sustainable shareholder value”.

VALUES

Each company must have values that is important to them to follow as it will become guideline to help them to reach their goals. As for Eurofins company, there are a few values that they stand for when running the business. First, customer focus. To fulfil customers' satisfaction by paying attention to their needs and going above and beyond what they expect. Second, competence and team spirit. The company understands that employees are valuable assets for the company hence by employing a diverse group of smart, capable employees the company invested their money into training; offering satisfying, equitable career opportunities also praising and encouraging exceptional work to ensure their employees are cared and appreciate employees' hard work.

Third, quality. The company ensure that they are able to deliver high-quality work across the board, delivering precise results on time, utilizing the best available tools and techniques, and constantly looking for ways to streamline or enhance their operations. Lastly, integrity. Acting ethically and responsibly in all of financial and business dealings. Next, treating both clients and employees with respect and inclusivity and implementing environmentally sound practises.

2.6 BOARD OF DIRECTORS

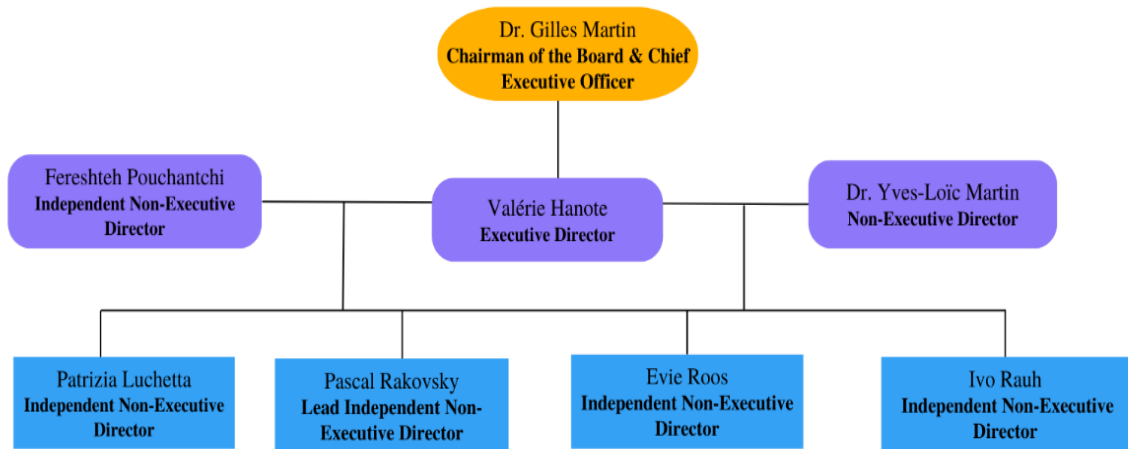


Figure 2.2 Board of Directors of Eurofins

2.7 EUROFINS BRANCHES IN MALAYSIA

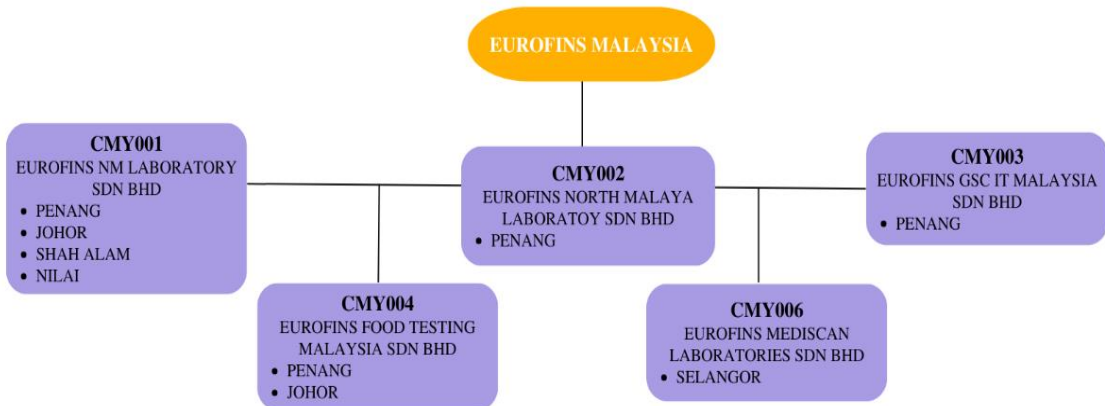


Figure 2.3 Eurofins Branches in Malaysia

3.0 TRAINING'S REFLECTION

DURATION

As a final-year student in Human Resources Management, I am required to perform my internship for six months, starting from March 1st, 2023, until August 15th, 2023. My internship took place at Eurofins NM Laboratory Sdn Bhd, 78 and 80, Lorong Perda Selatan 1, Bandar Perda, 14000 Bukit Mertajam, Pulau Pinang. The working days are from Monday to Friday. The working hour starts from 9.00 a.m. until 6.00 p.m., with a 1-hour lunch break between 12.00 p.m. and 2.00 p.m.

ROLES AND RESPONSIBILITIES

At the company, I was assigned to the human resources department. I was supervised by Miss. Lee Jia Yee, who is in charge of employee claims for branches CMY001, CMY002, CMY004, and CMY006. My responsibility as an intern is first to understand company policy regarding employees' claims. I need to understand the different types of claims and the categories for each claim. Secondly, I learned how to use the human resources management system (HRMS) applied by the company, which is Vstaff.

Through Vstaff, I need to update employees' claims in an Excel file. The types of claims that I checked are meal allowance, outstation allowance, travel claim, transportation claim, medical claim, and others. For medical claims in Vstaff, I am required to check employees' medical claim balances in the Employee Enquiry first, and if the balance is sufficient, I will proceed to enter their details in the Invoice Enquiry.

Next, I also helped the finance department after they approved employees' claims by writing and stamping documents such as invoices and receipts. After receiving hard copies of claims from employees, I will arrange the document according to employee ID, batch ID, and claims. I will also collect documents from the main office where employees from other branches of Eurofins submitted their hardcopies. In addition, I also performed other ad-hoc tasks when requested or needed. In Eurofins company, human resources and finance department work are

related, especially in employees' claims. Therefore, as an intern, I need to work well with each department.

BENEFITS

EXPERIENCE AND SKILLS

During my internship, I have gained some experience and skills, which are very essential, as the internship has provided me with some insight about the working environment that I will face in the future. Firstly, my experience applying the human resources management system (HRMS) Vstaff. In my opinion, this experience is valuable as I am able to understand the purpose of using the system and how the system allows the human resources department to work more effectively with less paperwork to do. As a student, I learn about the human resources management system theoretically in the class; hence, this is an opportunity for me to learn more about it, and I found that the system allowed the human resources department to find information about employees easily and to update any information relating to claim expenses.

Furthermore, I also get to learn how to apply VLOOKUP in Excel. Usually, I do data entry work for employee 'claims in Excel and medical claims in Vstaff. At first, I was not familiar with the method, but then my supervisor, Miss Lee Jia Yee, taught me how to find employees' names in Excel after applying VLOOKUP, where I just need to click the filter and then key in the employee ID to search for their information for the claims to update their status. Another task that requires me to use the VLOOKUP formula is when I do the Mileage Report to find employees' mileage rates. In my view, the learning process is easier for me to understand as I learned some of the basic Excel formulas in the class, which is very helpful. In addition, I also learned some shortcut keys to speed up the work process. Next, when filing, I need to identify various invoices and receipts for the claims, such as transportation, hotel, license, and other business-related expenses. Then, I need to identify which one will need the hardcopy that needs to be submitted to the human resources department, as the softcopy is not required.

PERSONAL DEVELOPMENT

From my observation, all of the employees are very committed and professional. No one has ever been late without a proper reason. This environment encouraged me to always be punctual and become more disciplined at work. Other employees are very helpful, which makes it easier for me to reach out when I have questions or need help with my work. My supervisor is very understanding, will provide feedback about my work in a good manner even when I make mistakes, and is willing to take her time to teach me new things. For my personal development, I can see that I can make improvements, such as learning to multi-task when I check the claim at the same time as doing filing and data entry work, which helps me perform my work better and more efficiently.

In terms of communication, I am able to communicate with other employees when I have questions regarding the work and assist other employees when they have questions related to claim administration. Lastly, my confidence level when communicating in English and ability to perform my work have increased since the first day I started my internship, as I keep learning from my mistakes and with the guidance of my supervisor and other employees, I have been able to improve my skills and knowledge.

ALLOWANCE AND OTHER BENEFITS

At the end of the month, on the 30th or 31st, I will receive my allowance of RM600.00 transferred to my bank account. Next, I am also entitled to RM277.00 in medical claims starting from my first day of internship until my last day on August 15, 2023, which I can apply for through Vstaff. The dress code for the company is casual, and I am not required to wear formal attire to work. During Ramadhan, the company changes their working hours for Muslim employees from 8 a.m. to 5 p.m., and for the last day of Ramadhan, we are allowed to go home at 4 p.m.

4.0 SWOT ANALYSIS



Figure 4.1 SWOT Analysis

SWOT analysis is a tool that is designed to assist in a realistic, fact-based, and data-driven examination of an organisation's, initiative's, or industry's strengths and weaknesses. In addition, SWOT analysis is used for evaluating the achievements, rivalry, danger, and potential of a business, as well as a part of a business, such as a product line or division, an industry, or another entity (Kenton, 2023).

5.0 DISCUSSION AND RECOMMENDATION

5.1 Strengths

i. An established company in life science market

Known for their achievements in various life science markets in analytical services, Eurofins today is able to expand their network across different countries in Europe, North America, South America, and Asia. For Eurofins, it is essential for the organization to maintain its reputation as a leading provider of analytical services. After three decades of expanding their business, Eurofins is developing a broader range of bioanalytical services to accommodate demand from various consumers. This indicates that a good brand image is one of the important aspect for every company to gain customers trust with our product and services. As for Eurofins, the company are able to widen their market share and sales as they ensure the services provided passes all the national and international requirement and regulation.

To maintain the company's performance, it is essential to improve their strategic management process. Strategic planning is an essential component of developing a road map to the organization's mission and vision. It works as the "design" in the identical way that a blueprint functions as a guide on how to build something. Strategic planning is a discipline that allows the board and management to assess the current environment and the organization's future direction and position in that environment, and then devise a strategy to successfully carry out the organization's mission (Rani, 2019). By improving company strategic planning will allow Eurofins to be prepared with the future challenges and improving their long term goals as Eurofins can ensure the efficiency and success of their plans by using better analysis approaches.

ii. Decentralized management

Referring to their values on customer focus, Eurofins believes that they need to listen to their customers and exceed customers' expectation as it will lead to company success. Eurofins are, by design, a network of empowered entrepreneurs leading their companies with a high degree of autonomy rather than a centralized laboratory group. The decentralized approach empowers managers at lower levels to make and implement decisions in their areas of responsibility (Eurofins, 2022 p. 23). Hence, the company took an initiative to decentralize their management structure that varied across countries including operational requirement to adapt to needs and wants of consumers in different places. I believe that managers and employees in different countries are selected based on their expertise, skills and knowledge which is one of the reason why the company are able to deliver their best service to customers which lead to their good reputation in the market.

An effective decentralize management starts from the procedure of supervision in decentralized structures. Supervisors are in charge of monitoring service quality and evaluating employee needs. In the context of the critical role of leadership, supervisor support is an effective predictor of employees' innovative actions and creativity. Leaders are critical when setting the direction and overall guidelines for organizational performance, considering innovative ideas involve leadership in the development process.

In contrast, a lack of capable and experienced low-level managers and supervisors naturally limits the scope of decentralization and delegation of authority. In a situation where the organizations are confronted with a lack of experienced competent supervisors, the most effective programs can be educational measures that allow managers' specialized abilities and professional skills to grow and develop to become a better leader for the employees (Darvishmotevali, 2018).

iii. Good customer's relationship and quality services

Eurofins is known for its quality services, which are approved by national and international regulations. However, due to the nature of the business, Eurofins must ensure that they are able to maintain and keep their customers confidential information safe. To avoid any leakage of information about their customers, Eurofins takes a safety measure by developing IT platforms that connect to their customers' in-house systems to improve information sharing and provide numerous benefits to their customers, such as data management, test ordering processes, and product launches. This, combined with high-quality, accurate testing and quick turnaround times, helps to maintain high levels of customers' satisfaction retention at the same time to build a strong relationship with the customers who had given their trust to Eurofins with the confidential information (Eurofins, 2022 p. 24). As we all know, customer loyalty starts with trust. Hence, the company needs to maintain trust to ensure both parties can work well together and maintain the company's good image.

Customer satisfaction quality is determined by how well a company understands and identifies its customers' needs and expectations, as well as how well it monitors and handles their level of satisfaction. Companies that are market leaders, on the other hand, listen to their customers and strive to meet their expectations. Their marketing division is primarily accountable for program of satisfaction evaluations and focused to the target groups (Csikosava, Culcova & JanoSkova, 2018). Although the company is able to maintain its good reputation in the market, it is important for Eurofins to keep improving its performance from time to time.

As a company in analytical services, Eurofins should become more proactive by looking for feedback from employees and customers, whether the feedback is positive or negative. After gaining the response from both sides, Eurofins needs to develop a plan that will work best for the company. Therefore, Eurofins will be able to work more efficiently towards the company's goals.

5.2 Weaknesses

i. Increase of employees' turnover

For every organization, employees are one of the most valuable assets for the organization. Increasing rate of employees' turnover should be a warning sign for the organization to analyze the situation and prevent it from becoming a bigger issue in the future. Employee turnover is a significant issue for many organisations around the world. In fact, the research of employee turnover intentions has long been a fundamental concern in the administration of an organization (Al Suraihi et al., 2021).

Due to that, employer must find a solution to overcome and reduce employees' turnover rate in the organization. Based on my observation, the company's performance is on a good track, however the turnover rate is still becoming an issue that should be observed. Considering with our economic condition, and the increase of cost living this could be one of the main reason that lead to employees' turnover. As people are looking for a better salary to accommodate their daily life expenses. Next, lack of opportunity for self-development and employee engagement could contribute to employees' turnover.

To overcome this issue, the company must assess the situation and come out with retention strategies. Firstly, reviewing employees 'salary and other benefits. A good salary and attractive benefits offered to employees will attract employees and may boost their motivation to work. In addition, providing training programs, job training and coaching will help employees to develop their potential and increase satisfaction which will benefits the company also employees as it will improve productivity (Al Suraihi, et al, 2021). Overall performance of the company is not always about gaining profits only, as retaining employees also one of the major aspect that shows the company's culture and stable management.

ii. Less brand awareness in other country

Opening new branches required a good marketing strategy. To ensure stability of each branches Eurofins must ensure the marketing strategy are effective to maintain their position in the market even in different country. Establishing new market in different countries could be difficult as demand from customers also will be different. In terms of needs, preferences, habits, languages, expectations, purchasing capacities, purchasing and consumption patterns, and so on, global customers display significant cultural and social diversity.

Understanding and taking into account the social and personal characteristics of customers of various nationalities is an actual challenge. When compared to local and domestic markets, understanding the behavior of customers from other countries is more difficult. Besides, to expose the company's brand to new customers will required the company to develop a marketing strategy to reach the customers better.

To expose their brand to other countries, Eurofins should develop an intensive strategy to improve their brand awareness. Responding to the issue, marketers play an important role to formulate marketing strategies for global competition based on the 4P method (Product, Price, Place, and Promotion) and STP (Segmentation, Targeting, Positioning) is used to determine market share, reach the target, and categorize consumers (Dewi, Supartha & Indiani, 2019). Part of intensive strategy is market development. The process of market development involves introducing existing products or services into new geographical areas (Hamdani, Maulana & Sugraha, 2019). In addition, hiring local employees may help the company understand more about the current demand and culture and improve communication with customers in other country.

5.3 Opportunities

i. R&D and Scientific Innovation

Since 1987, Eurofins has been contributing many astounding achievements in science advancement. As a worldwide leader in analytical testing, Eurofins' scientists are at the cutting edge of scientific research and development, and the company actively participate in collaborative efforts to significantly advance science and use it to address some of society's most pressing issues. A continuous scientific innovation is essential, as part of Eurofins' plan to provide the best service to their customers (Eurofins, 2022 p. 25).

Despite this fact, it is not an easy task for the company to constantly delivering new products as it required time, expenses and skills to ensure the finished products are able to fulfill all the requirement and regulation. To overcome these obstacles companies, may opt for external resources to outsourcing research by approaching external research organisations (Teramae et al., 2020). By outsourcing, Eurofins will be able to have access to facilities, equipment and other resources that may not available and improve company service efficiency.

ii. Opportunity for employment by hiring potential interns as employees

Issues of increasing turnover rates should not be taken for granted, as they may disrupt company management and operations, which will lead to poor performance and loss if no action is taken from the beginning. As a company, Eurofins is known for its varied work fields in science, IT, management, and operations. As a result, many students from tertiary education with various backgrounds are interested in choosing Eurofins as their internship placement to expose themselves to the working environment and gain valuable experience that will help them enter the work field in the future.

Looking for new employees may involves a lot of effort that will cost time and money, hence Eurofins should be considering to hire potential interns into the company. This will benefit the company as interns could be part of the candidate pool for the company. Internships allow

company to select and develop future talent while also increasing staff retention rates, as many talented interns received job offers after their internship ends.

According to an Endicott College Research Centre study, 327 / 1680 surveys were carried out by internship supervisors between 2011 and 2016. The results of the study were conclusive, stating that 98% of the 2015 graduate pool was employed in various fields both full-time and part-time, and 53% said their current jobs were directly related to their internship or contacts made during their internship (Galbraith & Mondal, 2020). Moreover, former interns will integrate into new role more quickly than an external hire. To improve their skills, employers can host a variety of social events and professional development seminars to learn more about each intern and how they might fit in as a permanent member of the team.

5.4 Threats

i. Exposed to cyber attack

Companies nowadays use technology to help them with their business activities because it is more efficient, takes less time, and produces more accurate results, such as in HR, accounting, data management, and others. The continued and uninterrupted operation of Eurofins' information technology systems is critical to their success.

In the past, Eurofins was the victim of a large-scale and coordinated cyber-attack in 2019, affecting the availability of a significant amount of data stored on its servers. Thus, threats are constantly monitored and analyzed. This includes unauthorized attempts to gain access to valuable data, such as intellectual property or confidential Eurofins client data, alter its integrity, and make systems unavailable as a result of malicious activities or physical damage (Eurofins, 2022 p. 140).

One solution that can be applied by the company to improve the protection of their data security system is by investing in cybersecurity insurance. It assists an organisation in covering any financial losses that may occur as a result of a cyberattack or data breach. Majority of cybercriminals often work to find tricky ways to compromise the security protection lines that

were initially put in place, so even the most security-conscious companies face the risk of being attacked. Prevention of cyber-attack losses occurs as a result of data breaches and cybersecurity investments must be made. Moreover, the company needs to implement employee awareness by educating employees about cyberspace threats and developing training programmes in IT specially to expose them to various technological applications that can assist them in understanding how to take advantage of current technologies and avoid threats (Alhayani et al., 2021).

ii. Competitors

The industries in which the Eurofins Group operates are very competitive. Eurofins frequently competes for business not just with other independent bioanalytics companies, as well as with the customers' or governments' internal analytics departments. The industry is highly dispersed, with many smaller specialized firms and a few full-service firms with worldwide reach identical to Eurofins.

Increased competition may result in price competition and other types of competition that may have a negative impact on operating results. Some current and potential competitors possess more business experience, financial resources, or marketing skills while some may have a more well-known brand and have more customers in their market segment. Eurofins predicts that the market for analytical testing methods shall grow more intense (Eurofins, 2022 p. 135).

To be able to compete with their competitors, Eurofins may develop a diversification strategy. Diversification occurs when an organization seeks to change its business definition, either by creating new products or extending into a new market on its own or in collaboration with another entity. Today, diversification has become a common survival strategy among companies seeking to surpass their competitors (Oladimeji & Udosen, 2019). With Eurofins' financial position and other available resources, I believe that Eurofins has what it takes to implement a diversification strategy where they can venture into new market segments in other regions.

iii. Lack of skilled employees

Nowadays, when companies face issues such as a lack of skilled employees, they will struggle to keep up with and fulfil demands from customers because it has become increasingly difficult to find qualified employees. The execution of work begins with the availability of experienced and skilled employees. For instance, when a supervisor or manager fail to locate skilled employees who meet the required quality standards, the work is built or completed with unskilled employees (Hussain, Xuotong & Hussain, 2020).

When there is a shortage of skilled workers, productivity decreases resulting in longer production times, higher operating costs, as well as performance issues and this issue also faced by Eurofins. With the increase of turnover rate, dealing with the shortage of unskilled employees should be taken seriously.

To improve employees' skills and abilities the company must provide training and development for current and new employees. Training and development have become essential functions in most organizations because they result in to improved performance in the same field and were an important part of the human resource department as it has a significant impact on an organization's success by improving employee performance. Additionally, training will provide important input to organizational management in dealing with challenges in a competitive era, where employees will have necessary abilities and skills to complete the work they are responsible to perform (Esthi & Savhira, 2019).

6.0 SWOT MATRIX



Figure 6.1 SWOT Matrix

The SWOT Matrix is a matching tool that assists managers in developing four types of strategies. The SWOT Matrix adopts a more proactive viewpoint to strategic planning, starting with recognising opportunities and threats and working backward before deciding how to capitalise on a company's strengths while minimising the impact of its weaknesses.

6.1 S1, O1 STRATEGIES

A company with a good brand reputation should consider other alternatives to keep the company relevant in this competitive era. Even the most established company may face challenges with the rise of competitors that come out with better products and services. Therefore, a good reputation does not guarantee success or excellent performance in the long run. R&D is the part of a company's operations that requires knowledge in order to develop, design, and improve its products, services, technologies, or processes.

While still relevant in the market, Eurofins needs to invest more in research and development. With the brand new advanced technologies that keep coming out, Eurofins needs to ensure the company is also able to keep up with the current changes.

Developing research and development can result in the company gaining a competitive advantage as it is able to create a new kind of product feature or service that is innovative and unique and cannot easily be replicated by others. Furthermore, research and development may assist the company in finding a better method for analytical process testing and reducing costs through a more efficient testing process. By investing in research and development, Eurofins will be able to attract more customers and address current issues that customers face.

6.2 W1, O2 STRATEGIES

Dealing with employee turnover may not be the best scenario for any company, including Eurofins, as it is one of the main issues faced by all companies. However, increasing employee turnover will lead to problems such as low productivity due to understaffing and an increase in recruitment and training costs, and the company may face challenges in retaining and attracting top-talented employees. Finding new talent is not an easy task, and it will take a lot of time and effort, which will cause problems for the company.

Therefore, when hiring interns, Eurofins should consider them as potential candidates to become their future employees. In addition, the company will be able to evaluate interns'

performance during their internship period. Based on the evaluation, the company will be able to decide if the interns have the skills and abilities required by the company and may decide to hire them at the end of their internship. Different from hiring candidates through an interview, the company is able to see how the interns manage themselves at the workplace and monitor their work progress. Furthermore, interns are already familiar with the company's structure, have no need to go through the onboarding process, and have a better head start than new employees.

6.3 S3, T2 STRATEGIES

To compete with other competitors, it is essential for the company to improve its relationship with customers and provide quality service. In every business, a company must have its own special strength or ability that will allow them to be known for it. Quality service is what sets a company apart from the competition. Customers' satisfaction should be the company's top priority, as it will also increase customer retention. When customers are pleased, they will tell others, and when they are dissatisfied, they will also tell others. Positive word-of-mouth is critical for any company, as it is also part of marketing, which will help the company strengthen its reputation in the market and surpass other competitors.

Therefore, Eurofins must ensure the company has an excellent customer service team to improve their services. The team plays an essential role in understanding more about customers' experiences and how to improve customer satisfaction. Hiring the right employee for this task is crucial, as they need to have knowledge about the company's products and services and good communication skills to communicate with customers.

Next, the company must ensure that customers have multiple ways to provide feedback. For example, getting feedback by providing an email feedback form and phone surveys. Apart from that, connecting with customers to seek feedback has another important advantage: it makes them feel valued and shows that the company is willing to resolve their issues. This can aid in the development of trust and might even discourage them from posting concerns or negative feedback on social media.

6.4 W1, T3 STRATEGIES

As discussed earlier, employee turnover and a lack of skilled employees are issues that require immediate action from every organization, as employees are valuable assets to the organization. Losing talented employees will be a loss for the company, while a lack of skilled employees will affect the company's performance. Understanding employees' needs is essential to keeping them engaged, motivated, and developing their potential to the fullest. Hence, Eurofins needs to address these issues to prevent them from affecting the company's performance in the long term.

With the current economic conditions, the company may need to offer a better salary to the employees, as a good salary and benefits will increase employees' motivation, which will lead to an improvement in their performance. In addition, a good salary will attract top talent. There are many top-potential employees available. If the company is unwilling to pay these exceptional candidates what they are worth, the competitors will.

However, investing in training and development is also essential. Employees will feel unprepared for challenges and less confident in their abilities to perform the work when training is insufficient. Thus, training and development programmes will assist employees in learning the skills required for their current positions and introduce future leadership and software knowledge that will improve their productivity, confidence, and communication skills.

7.0 CONCLUSION

This report explains the work that I carried out during my industrial training at Eurofins NM Laboratory Sdn. Bhd. In addition, this report also contains a short introduction about the company's background, a SWOT analysis, and recommendations to improve the company's performance based on my observation and experience during my industrial training.

As a final-year student in Human Resources Management (BA243), I must perform my internship as part of Industrial Training (HRM 666). Therefore, I spent 24 weeks performing my internship at NM Eurofins Laboratory Sdn. Bhd. In my opinion, industrial training is a good head start for final-year students, as the experience they gain through internships will expose them to the working environment, where they will be able to apply the theory they have learned during classes. Moreover, during the internship, students will be able to identify their strengths and weaknesses, improve their soft skills such as communication, leadership, and problem-solving skills, and learn new things that can increase their knowledge and skills, which will help them be more prepared to enter the workforce in the future.

After completing my industrial training, there are a lot of things I can reflect on about myself, as the experience I gained taught me a lot about the working environment. I believe there are still a lot of improvements that I need to make to become a good employee. However, I am very grateful for this opportunity, as I am able to develop new skills and increase my knowledge. In my opinion, one of the most important things I have learned is adaptability. Considering myself a beginner in the work field, I must adapt to the company's culture, management, and policies. For every organization, the work structure is different, so I need to adapt accordingly to ensure I am able to follow up with the demands from management and am able to work and communicate properly with other employees.

Lastly, industrial training had provided me with valuable experience. Throughout this industrial training, it helped me become a responsible, disciplined, and positive person who was able to acknowledge my strengths and improve my weaknesses. I hope other students are also able to gain benefits and enjoy their industrial training as much as I do.

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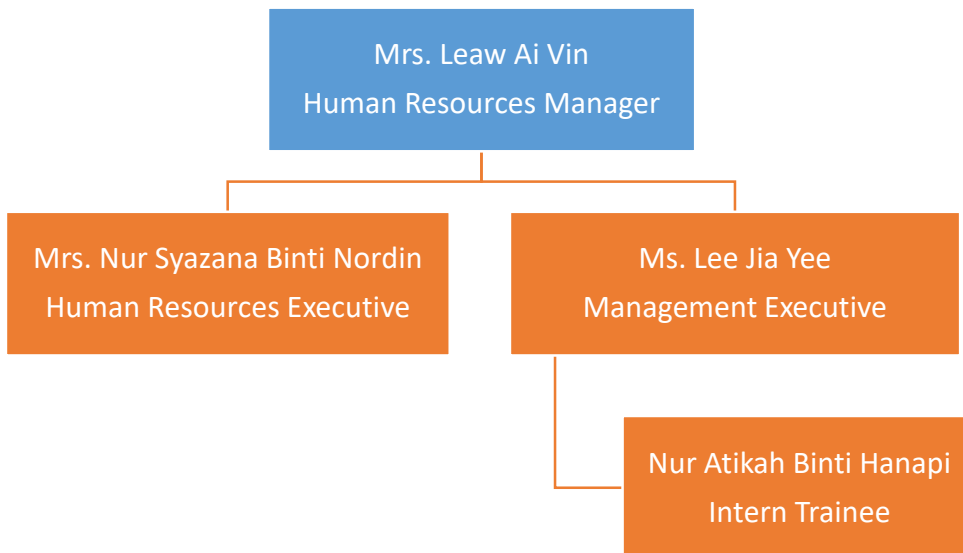
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9.0 APPENDICES

APPENDIX A: Additional Information about Eurofins



Eurofins branches in other countries.



Organizational chart of Human Resources department Eurofins NM Laboratory Sdn Bhd.



Main office of Eurofins NM Laboratory Sdn Bhd, 78 and 80, Lorong Perda Selatan 1, Bandar Perda, 14000 Bukit Mertajam, Pulau Pinang.

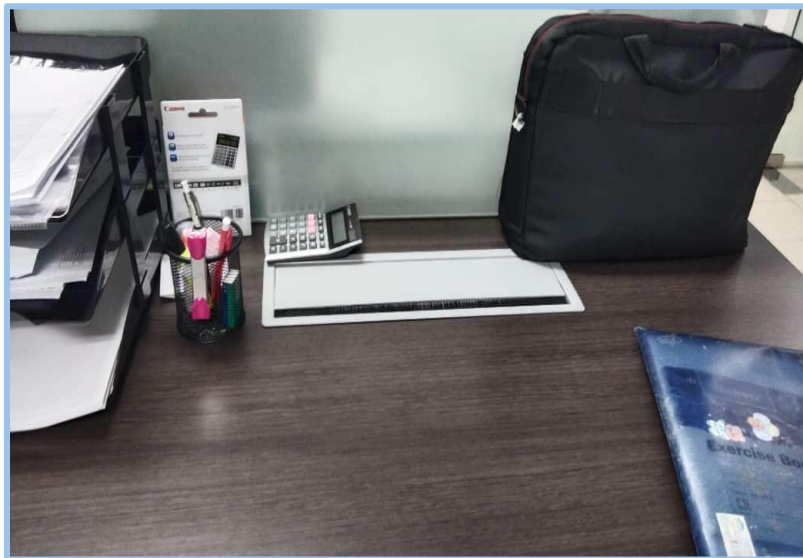


I was assigned to other office building in the same area as the main office.

APPENDIX B: Activities during Industrial Training



Taking documents at the main office.



My work desk.



HRMS applied by the company.

Invoice Entry + Add Guide

Select Status : Active InActive All Total Employee: 367

Employee Id/Name/Inv No : Search

Name	Eid	Coy	No	Total	Option
Please search to see results.					

vStaff © Allstaff All Rights Reserved. Version 4.09.22.24 01-09-2022

Invoice enquiry to key in employees' medical claims.

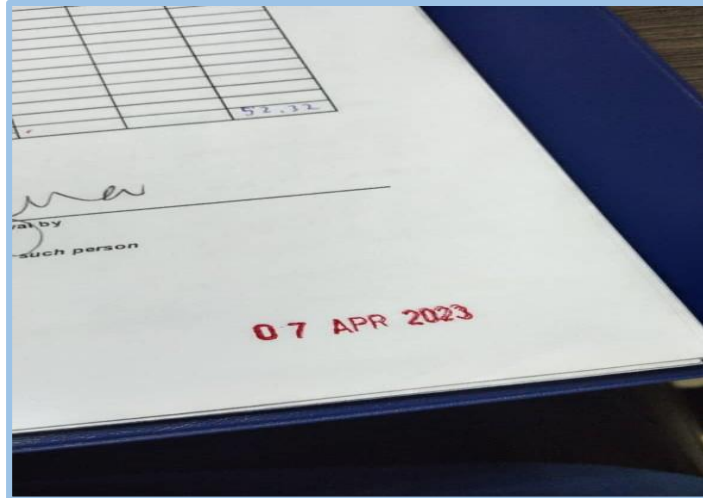
Claims Administration + Add Guide

Select Status: Active InActive All Total Employee: 352

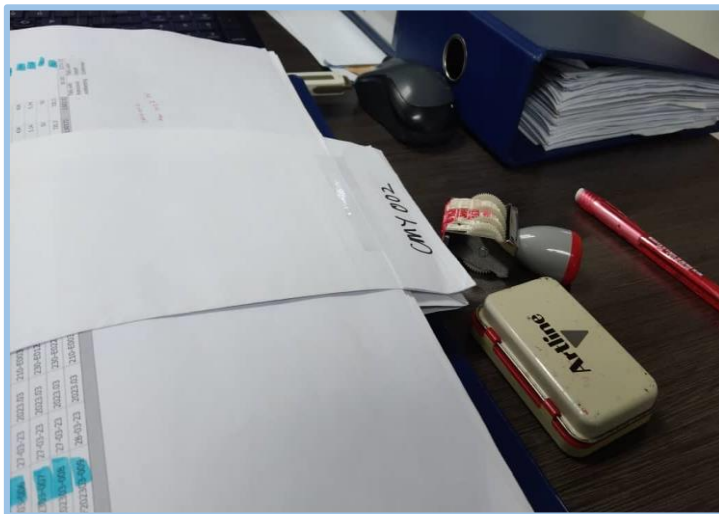
July 2023 Year Status

Coy BU Div Dept Grp Empl Search + Add Batch

Claims administration to check other claims.



Stamping documents for employees' claims approved by finance department.



Filing. Arrange documents according to Employee ID and batch ID.



UNIVERSITI TEKNOLOGI MARA

ENDORSEMENT OF OUR ORIGINAL REPORT

Coordinator

Unit Jaminan Kualiti Akademik (UJKA)
Universiti Teknologi MARA Cawangan Perlis
02600 Arau
Perlis

Sir

**ENDORSEMENT OF OUR ORIGINAL REPORT FOR PROPOSAL/DISSERTATION/THESIS/PROJECT PAPER/
ASSIGNMENT**

With reference to the work of the candidate below:

Nama : NUR ATIKAH BINTI HANAPI

Matric No. : 2020477296

Faculty : BA- FACULTY OF BUSINESS AND MANAGEMENT

Programme : RBA243- BBA (HONS.) HUMAN RESOURCE MANAGEMENT

Title : INDUSTRIAL TRAINING REPORT AT EUROFINS NM LABORATORY SDN BHD.

Percentage of Our Original Report : 0%

I am pleased that the proposal/thesis/dissertation/project paper/ assignment of the above candidate has fulfilled the Our original percentage of the university's requirement.

Thank you.

1st advisor's signature and stamp

Name :

Date

** Please attach 1st page of our original report.