

UNIVERSITI TEKNOLOGI MARA

**STRATEGIC DETERMINANTS
TOWARDS COMPETITIVE
PERFORMANCE: MALAYSIAN
FROZEN FOOD MANUFACTURING
INDUSTRY**

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ABSTRACT

Frozen foods are well-known among the Malaysian society due to the modern lifestyles that require short time for food preparation without neglecting food nutrition. The shift in food demand is causing consumers to have a higher expectation on the quality of food. Thus, frozen food manufacturers need to bolster their strategy to achieve a competitive performance. The aim of this study is to determine the most influential strategic determinants towards the competitive performance of frozen food companies in Malaysia. A total of 100 questionnaires were distributed to the manufacturing companies in Malaysia. In total, 30 responses were obtained, usable and coded. Results showed that, of the four strategic determinants, corporate strength was found to be the most influential than the other three variables: marketing strengths, technology strengths, and operational strengths. Furthermore, the study indicated that corporate strength is the most influential mediating factor amongst the four reactive strategies to achieve a competitive performance for the frozen food manufacturing industry. Therefore, to achieve robustness and to stay ahead in the frozen food manufacturing industry, the corporate level needs to reciprocate with the managers pertaining to the actual practices involved. This study has also tacitly implied future research to include exploring other variables and replicate to other settings such as different segment of food industry, whereby the consistency on the reliability of the items used in the questionnaires can be further substantiated.

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