

Revealing Growth Perspectives: A Strategic Business Plan for MJH Enterprise's in the Halal Organic Chicken Supply Industry: Investigating Strategies for Expanding Market Presence in Medium-Sized Supermarkets in Batu Pahat

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Abstract: Chicken business suppliers in Malaysia have become a lucrative industry due to the increasing demand for chicken meat. The COVID-19 pandemic has led to a need for food quality, safety, and health options in the chicken meat supply chain Ferlito, C. (2020). Muslim consumers look for meat that is fresh, natural and simple to digest, halal and produced using hygienic tools in a clean environment. MJH Enterprise, a Muslim Bumiputera-established business, processes chicken meat from livestock into fresh and frozen organic chicken. Located in Batu Pahat, Johor, MJH targets consumers in Malaysia and currently, has a capacity of approximately 18,000 little chickens per cycle twice a year. The company follows HALAL certification requirements and focuses on producing fresh products for the domestic market. MJH emphasizes quality products and sustainability by packing chicken meat in proper packages to maintain freshness. The company aims to expand its organic chicken product distribution by promoting the product to established supermarkets in Batu Pahat.

Keywords: Organic Chicken, Healthy, Freshness, Quality products

1. Introduction

Malaysians consume 49.8kg of chicken per person in 2021. Ferlito, C. (2020), with organic chicken being the primary protein source. This cheaper, organic chicken source contains 38% more heart-healthy omega-3 fatty acids and may reduce food-borne diseases (Haug *et al.*, 2011). Organic chickens are raised without hormones, antibiotics, and genetically manipulated feed grains, providing health-conscious consumers with healthier options (Use of Vaccinations and Other Veterinary Treatments in

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Organic Livestock Farming, n.d.). The agro-food industry in Malaysia plays a pivotal role in fostering agricultural development and ensuring food security. However, according to the Food and Agriculture Organization, a deficit of 6.1% in the chicken supply exists (Modernization of Agrofood Sector for Food Security in Malaysia, 2020). The per capita consumption of Malaysians amounts to approximately 50 kilograms. However, the industry encounters health hazards associated with Newcastle Disease and inclusion body hepatitis. Organic poultry farmers possess the potential to tackle this concern effectively and offer more nutritious alternatives to consumers.

1.1 Purpose of the Business Plan

MJH Enterprise intends to enhance its organic chicken enterprise by implementing self-processing and marketing strategies for the distribution of chicken products to supermarkets located in Batu Pahat. The objective of the plan is to obtain financial investments and focus on specific consumer preferences in order to increase sales of organic chicken.

1.2 The Company



Figure 1: Logo of the company and brand

MJH Enterprise, founded in 2020, specializes in organic chicken, catering to Malaysians' health and future demand. The company began small-scale production with flyers and social media promotion and now sells organic chicken to loyal consumers in Batu Pahat and its surrounding districts. MJH's HALAL chicken has impressed customers. With a good start and various advantages, the company plans to expand its distribution to meet market demand.

(a) Vision and Mission

Mission: MJH Enterprise aims to be a Muslim Bumiputera supplier of fresh, organic poultry, with top priorities of quality, transparency, and integrity.

Vision: MJH aims to be a top organic chicken meat supplier in Johor.

(b) Management Team and Business Form

MJH Enterprise employs 15 workers, with a founder and four administration supervisors, handling various departments. The company has been formed as an enterprise to establish its legal entity, chosen for its operational simplicity before future expansion.

1.3 Description of Product Services

(a) Product

MJH Enterprise specializes in frozen chicken, offering healthy, safe meat weighing 1.6–2.5 kg. Raised on organic feeds, in processing to get certified by the Ministry of Health and JAKIM, the chicken is pre-cleaned, cut into four parts, and frozen at -21°C for freshness.

(b) Price

Cost and competition impact marketing strategy, with RM 19/kg expected at retail, focusing on customer satisfaction, loyalty, and non-price competition. MJH's plant-grown chickens are cheaper than DBE and TB.

Table 1: Average MJH’s organic chicken production per production cycle

Weight (kg)	Average demand (Qty)	Price per kg
1.6 – 2.5 kg	1,500	RM19 – RM 24

(c) *Place*

MJH Enterprise, a poultry abattoir, ensures halal compliance and prioritizes hygiene and contamination prevention. Batu Pahat serving as the principal distribution center with trucks and chambers refrigerating the chicken.

(d) *Promotion*

MJH Enterprise is engaged in direct marketing, personal selling, and social media marketing via platforms such as Facebook, WhatsApp, and Instagram.

2. Market and Industry Analysis

The chapter provides an overview of the chicken product business industry, including an analysis of the market, competitors, target market, research, and marketing strategy.

2.1 Agro – food Industry

The Ministry of Agriculture and Food Industry endorsed emphasizing food security in the 12th Malaysian Plan. This Plan aims to fortify agro-food as a sustainable and technologically advanced industry, projecting a yearly growth rate of 4.5%. (Modernization of Agrofood Sector for Food Security in Malaysia, 2020) Agro-food consumption per capita in Malaysia has experienced a significant rise, with the poultry industry, specifically the chicken sector, emerging as one of the most established segments (Dardak, 2022). The interplay of population growth and lifestyle factors shaped consumption patterns.

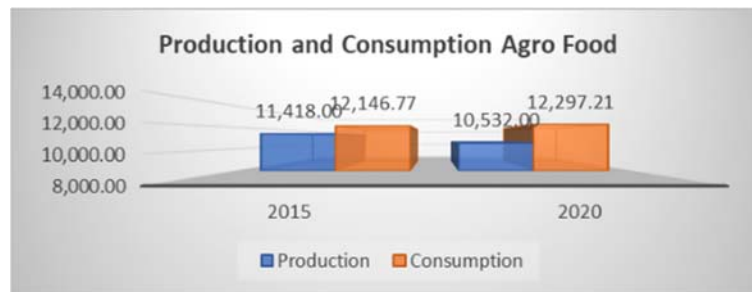


Figure 2: Production and consumption agro food

Agro-food	2010 (kg/year)	2015 (kg/year)	2020 (kg/year)	CAGR 2015-2020 (%)	CAGR 2010-2020 (%)
Rice	79.6	87.5	76.5	(2.65)	(0.40)
Fruits	93.0	96.7	78.0	(4.21)	(1.74)
Vegetables	54.7	70.4	65.1	(1.55)	1.76
Beef	5.6	7.0	6.1	(2.71)	0.86
Mutton	0.8	1.2	1.2	0.00	4.14
Pork	19.9	19.1	28.5	(0.82)	(0.73)
Chicken/duck	35.0	50.3	46.8	(1.43)	2.95
Eggs	295.0	371.9	361.5	(0.57)	2.05
Fresh milk (liter)	0.7	1.8	2.1	3.13	11.61
Fish	45.5	51.4	51.5	0.07	0.26

Source: Ministry of Agriculture and Food Industry, 2021

Figure 3: Consumption per capita of agro-food (2015 – 2020)

2.2 Porter’s Five Forces

The competitive environment of chicken production is examined through Porter's Five Forces analysis, which places emphasis on pricing, territorial considerations, and market significance. This analysis serves as a valuable tool for strategic planning and facilitating growth in the industry.

(a) Competitions

The organic chicken supplier, MJH Enterprise, encounters difficulties in sustaining competitive pricing and establishing differentiation within an expanding market.

(b) The Treats of New Entrants

The production of organic chicken encounters various challenges, such as the acquisition of appropriate land, limited availability of feed, and the procurement of suitable breeds. Overcoming these obstacles necessitates the involvement of a coordinator and the implementation of thorough research to ensure adherence to organic standards and the establishment of a dependable production system.

(c) Bargaining Power of Supply

To optimize the organic chicken supply chain, MJH Enterprise can strategically engage in partnerships with small-scale suppliers, efficiently allocate resources towards market entry costs, and proactively address consumer apprehensions. Through the strategic management of these factors, the company can position itself as a reliable and reputable supplier.

(d) Bargaining Power of Buyer

MJH Enterprise is confronted with market competition, which exerts a negative influence on both sales and pricing. However, the company can leverage the expanding demand by directing its efforts towards enhancing product quality, obtaining certifications, and adopting ethical production practices.

(e) Threat of Substitutes

Organic chicken presents a more cost-effective option, a competitive edge, and various advantages such as the absence of antibiotics, utilization of organic feeds, and shorter production cycles compared to free-range chicken, rendering it a highly appealing selection.

2.3 Competitor Analysis

MJH Enterprise encounters direct and indirect competitors, such as Aqina and DBE Poultry. To differentiate itself, MJH has the potential to focus its efforts on attracting major retailers and meeting the increasing consumer demand for health-conscious and organic food choices.

Commodity	2016	2017	2018	2019	2020
Beef (Kg)	6.6	6.5	6.4	6.1	6.1
Mutton (Kg)	1.2	1.3	1.3	1.1	1.2
Pork (Kg)	6.8	7.4	7.6	7.4	7.4
Poultry meat (Kg)	61.9	50.1	49.1	48.9	46.8
Milk (litre)	1.8	2.0	1.9	2.0	2.1

Source: Department of Veterinary Services, Malaysia.

Figure 4: Per capita consumption of the product commodities

In the Malaysian market, there is a preference for chicken over fish and seafood. The potential for MJH Enterprise to leverage the increasing consumer demand for organic, high-quality products

is evident, necessitating substantial financial investment and strict compliance with regulatory requirements.

2.4 Market Segmentation

MJH Enterprise employs a multivariable segmentation strategy to effectively target a specific consumer group of health-conscious individuals from middle-class to upper-class households who priorities the consumption of premium chicken meat.

By comprehending customer preferences and concentrating on supermarkets in Batu Pahat and its neighboring district, the company can customize marketing strategies, product assortments, and pricing to fulfil customer expectations and attain a competitive advantage.

2.5 Market Positioning

MJH Enterprise will implement a concentration strategy to enhance its market share by comprehensively understanding its target audience. By employing market research and implementing a cohesive marketing mix, the company can present a value proposition centred around superior product healthiness while ensuring that it remains affordable for consumers.

2.6 Sales Strategy

The advertising agency is designed to execute competitive advertising strategies to effectively promote the distinctive advantages and benefits associated with the MJH Enterprise Organic Chicken products. MJH Enterprise will utilize various media options, such as Malaysian TV stations, print media, outdoor billboards, radio, and the internet, to reach the intended audience.

The sales promotion strategy uses printed materials, public relations efforts, and charitable initiatives to enhance in-store purchases and foster brand recognition.

2.7 Market Research

(a) Population of Samples

Market analysis research will involve interviews with supermarket representatives in Batu Pahat, Johor, to identify preferences and requirements for MJH chicken products. The survey will focus on 25 supermarkets in each district, aiming to obtain vital marketing information from the supermarkets.

(b) Market Research Tools

The market research examines Malaysian supermarkets' needs and preferences for brand introduction, using qualitative methods of interviews to gather detailed data. This approach examines nuances and contextual intricacies, allowing researchers to develop effective strategies for brand penetration and allocation within retail environments.

(c) Methodology

The survey involved in-person interviews with 25 medium-sized supermarkets in Batu Pahat, using open-ended questions for the comprehensive examination. Structured interviews ensured consistency in data collection, while questionnaires were distributed to specific supermarkets based on registered enterprises' scale. The questionnaires were completed by supermarket managers, mitigating redundant data collection and ensuring a comprehensive understanding of the participants' experiences.

2.8 Data Analysis and Findings

Thematic analysis was employed to understand the preferences and requirements of 25 medium supermarkets in Batu Pahat for Organic Chicken Products. The study identified trends, challenges, and opportunities for strategic planning by coding and categorizing data through in-person interviews.

Interview questionnaire assesses supermarket requirements and preferences for organic chicken expansion, focusing on compliance, quality assurance, product capacity supply, and marketing promotion.

(a) *Supermarket Interest in Organic Chicken*

Supermarkets show interest in organic chicken, with 21 out 25 respondents saying yes, while 4 indicated lack of interest.

Table 2: Supermarket interest in organic chicken

Answers	Frequency	Percentage %
Yes	21	84
No	4	16

(b) *Quantity Product Supply Per Month*

The survey findings indicate a diverse range of demand preferences among the participants. The data analysis revealed that the expressed monthly demand of 25 medium sized supermarket approximately 40,000.

Table 3: Quantity organic chicken product supply per month

Units	Frequency	Percentage %
9000	1	4
4800	1	4
2000	5	20
3000	2	8
6000	2	8
1400	2	8
500	1	4
1000	1	4
1200	1	4
4500	1	4
1100	1	4
1280	1	4
3200	1	4
No value	4	16
No specific value	1	4

(c) *Preferences or Requirements for Specific Certification*

The data shows a preference for specific organic chicken certifications, with 81% favouring "Standard Quality", 64% seeking "MyOrganic", "HALAL", and 56% preferring "MesTi".

Table 4: Preferences or requirements for specific certification

Categories	Frequency	Percentage %
Standard Quality	21	84
MyOrganic	16	64
Halal	16	64
MesTi	14	56

(d) Advertising and Promotion

84% of respondents desire supplier support or collaboration in marketing and promotional activities, with 16% not interested. Most prioritize open communication and partnerships.

Table 5: Require participation supplier on advertising and promotion

Answer	Frequency	Percentage %
Yes	21	84
No	4	16

(e) Supplier Payment

48% of the participants (12 people) who expressed support for this alternative indicated that a monthly payment plan is the preferred option. A smaller subgroup of participants, comprising 12% (3 individuals), preferred a payment frequency of once per week. An additional 8% of participants (2 individuals) preferred making payments every two months. Moreover, 16% of the participants, which corresponds to four individuals, exhibited a preference for making timely payments. However, 16% of participants (4 individuals) expressed a disinterest in the subject matter.

Table 6: Supplier Payment Period

Period	Frequency	Percentage %
Per Month	12	48
Two Times a Month	2	8
On Time	4	16
Per Week	3	12
Not Provided	4	16

It is essential to highlight that the designated period for disbursing funds remains limited to one month across all payment terms.

(f) Upfront Payment Preferences by the Supermarket

According to the survey participants, a prerequisite for supermarkets to stock products is the necessity of receiving an initial payment or deposit in advance. This category accounts for 48% of the total, equivalent to 12 respondents. The respondents indicated that they did not necessitate an initial payment or deposit. This category accounts for 52% (13 participants) of the sample.

3. Operation

This section analyses MJH Enterprise's Organic Chicken business, encompassing the company's geographical placement, facility arrangement, production process, comprehensive supply chain, and auxiliary systems to facilitate efficient management, foster market expansion, and cultivate a positive reputation.

3.1 Business Location

MJH, a company specializing in organic chicken production, possesses a land area of 3.5 hectares located in Kampung Bukit Batu, Senggarang. This small town provides an environment conducive to cultivating and processing chicken.

The property encompasses five poultry facilities, a central abattoir, and a designated area for pre-cleaning and packaging. It is conveniently linked to a well-maintained road network, a reliable electricity grid, and a potable water source.

3.2 Production and Operation

The product undergoes two phases: preparation, including slaughtering, de-feathering, weighing, evisceration, washing, chilling, cutting, and packaging.

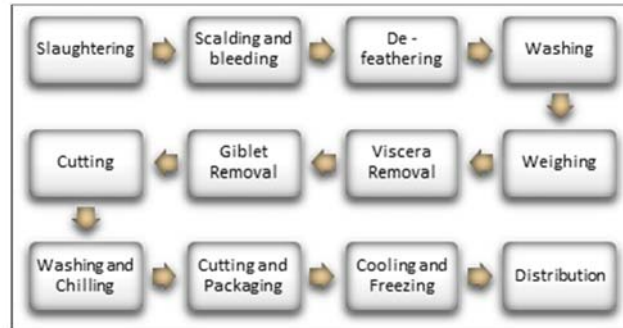


Figure 5: The operation flow of MJH chicken production

3.3 End to End Supply Chain

MJH Enterprise is a company that operates as an integrated producer, employing a vertical supply chain approach. It entails the company's control over various stages of production, including slaughtering, processing, and transportation facilities. Additionally, MJH Enterprise directly distributes its products to consumers.

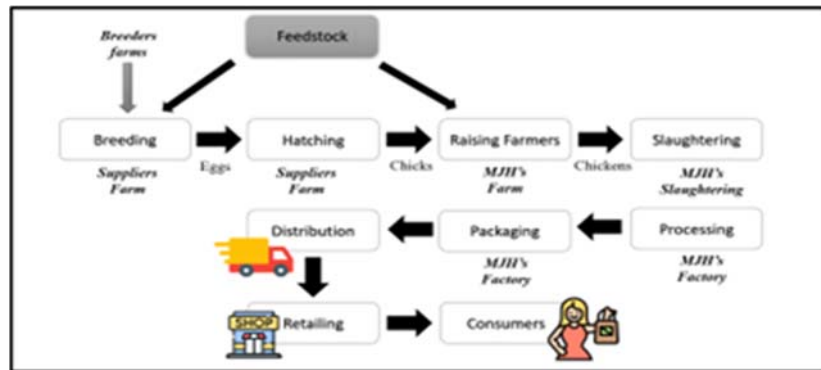


Figure 6: MJH chicken production supply chain

3.4 Business Support Systems

The primary focus of MJH Enterprise lies in establishing a robust business support system, which encompasses efficient operational processing. The design includes a range of essential components, such as certified personnel, logistics, marketing, sales, quality control, finance, and human resources, which collectively contribute to optimizing operations and attaining customer satisfaction.



Figure 7: Management support system organizational chart

3.5 Business Model Canvas

The Business Canvas Model (BCM) serves as a strategic instrument for MJH Chicken, primarily emphasizing value proposition, marketing, customer service, logistics, alliances, and resource allocation to ensure long-term and sustainable growth.

(a) Key Partners

As a way to facilitate the expansion of its supermarket organic chicken business, MJH Enterprise recognizes the necessity of establishing strategic partnerships. Partnerships have the potential to enhance the value proposition, optimize operational efficiency, and expand market presence.

The Department of Islamic Development Malaysia (Jabatan Kemajuan Islam Malaysia), the Department of Veterinary Services, the Farmer's Organization Authority, Zeiger's Printing, Amsy Bersama, CT Packaging, and Poultry Farmers are crucial collaborative entities.

MJH Enterprise has the potential to effectively promote organic chicken products within the highly competitive supermarket industry by leveraging its specialized knowledge, extensive resources, and well-established networks.

(b) Key Resources

The strategic expansion plan of MJH Enterprise will primarily revolve around cultivating and marketing organic chicken products, acquiring advanced operational machinery, optimizing logistics resources, establishing state-of-the-art factory infrastructure, enhancing transportation capabilities, and implementing effective brand awareness strategies.

The overarching objective of this expansion initiative is to penetrate the supermarket sector. The resources are crucial in determining the efficacy of supply chains, logistics operations, and market presence. Implementing marketing, advertising, and engagement strategies has positively impacted both business growth and customer satisfaction.

(c) Key Activities

The extension of MJH Enterprise's supermarket organic chicken business necessitates the implementation of ethical slaughtering, cleaning, quality control, packaging, cutting, distribution, delivery, and logistics practices. Implementing ethical procedures, adherence to food safety protocols, and rigorous quality control measures collectively contribute to maintaining consistent and superior product standards.

MJH Enterprise manages cutting, distribution, and logistics operations to meet customer demands and maintain a competitive edge in the market.

(d) Channels

The possibility of a strategy for MJH Enterprise to extend its presence in the organic chicken market is through collaboration with supermarkets, leveraging social media platforms such as Instagram and TikTok, engaging with food industry intermediaries, and utilizing communication channels like Facebook and WhatsApp. These collaborations guarantee the establishment's supremacy in the supermarket industry, active involvement of customers, and widespread availability.

(e) Value Proposition

The organic chicken business of MJH Enterprise requires a persuasive value proposition encompassing various aspects such as the provision of nutritious chicken, convenience in terms of being ready-to-cook, time-saving options, adherence to organic standards, competitive pricing, comfort, and high-quality processing. As mentioned earlier, the value attracts customers who prioritize their health, solidifies MJH Enterprise's reputation as a reliable supplier of organic chicken, and contributes to the expansion of the company and the fostering of customer loyalty.

(f) Customer Segment

The target market of MJH Enterprise's organic chicken business encompasses health-conscious consumers, environmentally conscious consumers, families, restaurants, food service establishments, retailers, online customers, and food enthusiasts and chefs. Implementing marketing strategies, product development, and distribution channels specifically designed for these target segments has enhanced customer satisfaction, fostered business expansion, and contributed to the overall success of organic chicken enterprises.

(g) Cost Structure

The organic chicken costs of MJH Enterprise encompass various stages, including acquiring raw materials, production, processing, distribution, and marketing. Chickens, plastic, and stickers are all categorized as raw materials. Processing costs encompass various components, including processing and production facilities, labor, quality control, and adherence to regulatory standards.

Transportation, packaging, and marketing activities are all components of logistical expenses. The ability of MJH Enterprise to maintain profitability, competitiveness, and a dedication to high-quality standards within the industry goes hand in hand with its growth.

(h) Customer Relationship

Enhancing customer relationships within MJH Enterprise's organic chicken business contributes to increased customer satisfaction, improved customer retention rates, and stronger brand loyalty. Trust is established through several critical factors, including the awareness of the brand, the provision of high-quality products, and the accessibility of supermarkets and grocery stores.

Customer experience enhancement and business growth facilitation are achieved by implementing competitive pricing strategies, providing convenient services, and incorporating customer feedback.

(i) Revenue Stream

MJH Enterprise sells organic chicken products through various channels, including direct-to-consumer sales, value-added services, brand licensing, and sponsorship. These streams enhance financial stability, exploit emerging market opportunities, and achieve long-term success by improving customer value and sustainability.

4. Financial Projection

This chapter will focus on the financial aspects of the project at hand. The analysis encompasses various factors such as market entry expenses, product pricing, projected financial statement, potential sources of funding, and a comprehensive feasibility study.

Upon the conclusion of the chapter, the feasibility study will ascertain the potential of this project to penetrate the supermarket market segment known for its historical profitability within MJH Enterprise.

4.1 Expected Production and Sales Figures

According to the capacity analysis outlined in Chapter 2, it is discovered that MJH Enterprise should strive to process approximately 39,000 chickens monthly, resulting in an estimated annual production of roughly 470,000 chickens. Examining supply quantities throughout the year facilitates the estimation of sales figures.

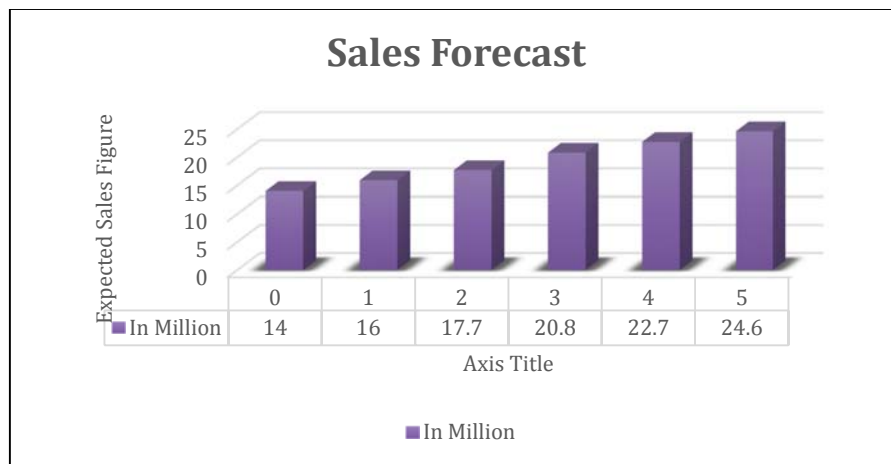


Figure 8: Sales forecast

The anticipated rise in sales suggests a corresponding demand increase and the chicken supply's subsequent replenishment.

4.2 Source of Funding

The project requires a significant capital investment amounting to RM 12,354,080.00 in order to meet the needs of medium-sized supermarkets in Batu Pahat. The main goal of this initiative is to provide a monthly supply of 40,000 units of Organic Chicken, resulting in an annual total of approximately 470,000 units. However, a small portion of this capital, precisely RM 505,680.00, necessitates funding through a loan.

The strategic approach employed by MJH Enterprise entails capitalizing on advantageous payment terms negotiated with suppliers and supermarkets, effectively mitigating the remaining financial obligation. The payment process involves compensating suppliers exclusively upon receipt of payment from Supermarkets, who have committed to settling invoices by one month following the delivery of products. This agreement is expected to improve the management of cash flow.

Payments has implemented a carefully designed framework for its payment mechanisms and developed strategies to reduce reliance on external financial sources, thereby enhancing the efficiency of working capital management. In the context of the financing strategy, obtaining a loan from Agro Bank Malaysia Berhad presents itself as a feasible and advantageous solution.

The bank will provide a loan with a maximum tenure of 7 years and an interest rate of 4%. The loan amount will be RM 400,000, while the founder's savings will cover the remaining RM 105,680.00. This financing model effectively combines external funding with personal investment, resulting in a sufficient capital foundation to cover initial expenses and ongoing financial commitments.

The attainment of financial resources through a prudent combination of borrowing and personal savings is crucial for guaranteeing the long-term financial viability of the undertaking. This approach enhances the initiation of operational activities and strengthens the expansion within the medium supermarket market segment of Batu Pahat.

4.3 Expected Weighted Average Cost of Capital (WACC)

The initial capital required to implement the objective of MJH Enterprise is RM 12,354,080.00. The current capital will be acquired through personal investment by the investor and the owner's contribution of RM 500,000. The balance of RM 11,851,080.00 will be obtained through a loan from Agro Bank Malaysia, with an annual interest rate of 4% for the borrowing. Calculating the weighted average cost of capital (WACC) is necessary to ascertain the net present value (NPV).

Table 7: WACC

Capital	Amount (RM)	Weight	Cost (%)
Loan	400,000.00	0.7907	4%
Own Capital	105,680.00	0.2093	-
Total Capital	505,680.00		

WACC	=	(0.7907) (4%) + (0.2093) (0%)
	=	0.031628 + 0
	=	3.1658 %

4.4 Net Present Value (NPV) and Internal Rate of Return (IRR)

Table 8: Net Present Value (NPV) and Internal Rate of Return (IRR)

Year	0	1	2	3	4	5
Initial Outlay	-505,680					
Cash Flow		1,678,720	1,961,090	2,190,200	3,721,650	4,069,665
WACC						
3.1658%	PV	1,616,765.54	1,819,010	1,956,546.24	3,201,921.30	3,372,116.45

5. Conclusion

The project initiated by MJH Enterprise to enter the medium-sized supermarket sector in Batu Pahat shows promising financial prospects. The supermarkets should have a monthly capacity to supply and meet demand of 39,100 units and an annual capacity of 470,000.

The project demonstrates a favorable Net Present Value (NPV) of RM 11,460,680.00, suggesting that the projected cash inflows surpass the initial investment when calculated using a WACC discounting method of 3.1658%. The positive net present value (NPV) indicates that the project is financially feasible and can yield profitable outcomes.

The allocation of resources by MJH Enterprise Organic Chicken Products has been effective, resulting in sustained growth and profitability within the supermarket industry. A prospective approach

to augmenting working capital management within MJH Enterprise involves the implementation of a payment arrangement with supermarkets and suppliers, whereby payment is received no earlier than one month after the delivery of products. The findings from the data analysis suggest that the practice of organic chicken production demonstrates financial feasibility, albeit with significant capital investments.

Nevertheless, implementing effective financial strategies and efficient cash flow management are crucial prerequisites for achieving success in this particular industry. In order to effectively establish a presence within the medium-sized supermarket sector, MJH Enterprise must emphasize regulatory compliance and supply capacity as critical priorities. Ensuring adherence to food safety regulations, accurate labelling practices, and appropriate packaging methods are paramount in establishing credibility and fostering consumer confidence within the supermarket industry.

The capacity for supply is a critical factor to consider, given that supermarkets serve a broader customer demographic. In order to meet the demands of supermarkets, MJH Enterprise must evaluate its production capabilities, which may involve various strategies such as facility expansion, partnership establishment, and efficient processes. By prioritizing these essential elements, MJH Enterprise can establish itself as a dependable and compliant provider, optimizing its prospects within the fiercely competitive supermarket industry.

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