

SORRY due to COVID-19

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COVER STORY

Struggle of Malaysian SMEs During COVID-19 Pandemic

The COVID-19 pandemic is an unforeseen global phenomenon which has thrown the economy into chaos and effectively put commerce at a standstill. It has affected most businesses, including the small medium enterprises (SMEs) and micro SMEs which make up a significant 98.5 percent of Malaysian businesses.

The Malaysian government responded to the coronavirus threat by introducing PRIHATIN or the Prihatin Rakyat Stimulus Package, the purpose of which was to ease financial burdens of the people and businesses coping with the pandemic, especially with the enforcement of a movement control order (MCO) issued by the federal government. However, SME representatives have argued that the allocations in the stimulus were insufficient to help the SMEs.

This led to the introduction of additions to PRIHATIN by the federal government specifically for SMEs. This relief was lauded by some SMEs, while others have commented that the stimulus only allowed SMEs to last an additional two months during the MCO. This underscore concerns from the SMEs and the millions working for them. Solutions need to be devised to enable SMEs to survive and thrive in an environment where unemployment is on the rise as the situation has become financially unsustainable for some businesses, giving many no option but to go out of business.

SMEs without a business tax file with the Inland Revenue Board (LHDN) and fail to register their businesses with the Companies Commission of Malaysia (SSM) will lose out on microgrants and other government benefits. The lack of business registration denies these SMEs in the informal sector access to SOSCO, and in turn, access to cash handouts provided by PRIHATIN and the existing Bantuan Sara Hidup programme. Informal businesses are also less traceable, giving banks much cause for concern in terms of special relief facility (SRF) repayment ability. E-commerce had varying effects on different types of SMEs.

SMEs need to reassess if their business models are suitable for the new normal, post MCO. They must reassess expectations of the market and be more sensitive to the changes in habits. SMEs need to explore new markets, new customer segments, introduce new products, redesign packaging sizes and quantities which are suitable and relevant for the new marketplace, and determine what consumers are willing to spend on. They need to predict what may emerge from the new normal.

Changes need to be made in terms of budgeting and spending. SMEs cannot merely depend on the lower wages of foreign workers or expect costs to fall. Hence, SMEs must consider the adoption

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Cover Story

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of new technologies, digitalisation, and implementing e-commerce solutions to reduce costs, and save time and resources. Barriers to technology adoption, such as the lack of capital investment, poor managerial skills, lack of skilled employees, limited capacity for technology management and knowledge acquisition, and limited access to finance and capital need to be overcome. SMEs need to realise the benefits of technological adoption for their businesses, overcome skill gaps, perceived costs, and the risk of change to proactively develop a digital strategy to bring transformative change to their businesses and serve the needs of their customers.

SMEs also need to learn how to leverage on social media platforms for the purposes of marketing and branding, ultimately to reach out to a higher volume of customers. Improve risk management SMEs should build cash reserves when the opportunity presents itself. This will allow them to protect their business during times of difficulty. They should refrain from over-investing through the expansion and purchase of major assets, such as properties, which are difficult to liquidate during difficult times. The customer base should be diversified, instead of depending on a single group of customers. SMEs trading internationally should also practice foreign exchange hedging for the purpose of risk management.

SMEs should implement cashless means of transactions, such as cloud-based point of sales (POS) systems and account reconciliation packages (ARP). With the risk of coronavirus contamination present on physical bank notes and coins, cashless payments such as mobile e-wallets and contactless debit and credit cards are expected to experience a higher uptake. In other countries, financial companies providing cashless payments are willing to provide small loans to SMEs as they will possess data on

their cashflow and are able to determine their repayment capacity, a prospect which could be possible in Malaysia that will be an added benefit to SMEs, especially the micro SMEs.

Digital adoption should be a new norm, yet many traditional requirements are still demanded (e.g. need for a company stamp, signing a declaration form) which is challenging to do online and goes contrary to the message of wanting businesses to adopt new technologies and digitise. Laws and regulations need to be changed to reflect and encourage digital adoption. Referral system for loans as alternative to KYC. To speed up the recognition and processing of new clients, banks can consider the use of a referral system with the business chambers and business associations. Such practices are used and recognised by banks and financial institutions overseas.

The government must take a proactive role to persuade SMEs in the informal sector to register their businesses. As many of these SMEs are dissuaded by cost in licensing, taxation, and the administrative and technological complications in registration, the government can establish specialised units to render step-by-step assistance and provide these SMEs with a grace period for fees and tax waivers. It must however reach a point where strict enforcement is necessary with penalties applied in accordance to the law for businesses operating without license and registration. Full compliance will enable all SMEs in the informal sector to enjoy the benefits of social protection and at the same time increase the government's source of revenues (in terms of taxes and business licenses) which can be used in a cycle of financial assistance programmes.

Source: KSI Strategic Institute for Asia Pacific



Embracing the “New Normal”

by CEDAR Research Team

COVID-19 has radically disrupted every element of business. From the robustness of supply chains, to the stability of the financial markets, the availability of the labour force and the threat of rapidly waning customer demand. This is not just another turn of the business cycle, but a shakeup of the world economic order. It is evident that we are staring at more permanent, structural changes in the way we live, work and play. A ‘new normal’ is emerging. The ‘new normal’ in 2020 will demand a new and more flexible approach to weather the storm of the pandemic.

Malaysia kicked off the new year bursting with energy and determination. Indeed, 2020 was supposed to be a milestone year for Malaysians - with everyone hoping to make great strides forward - and propelling our digital nation further along the trajectory to becoming a more developed nation on the world’s stage. In what seems like the blink of an eye, this disease has upturned our lives and our businesses. However, within every crisis, there is always an opportunity. Many businesses have had to drastically change their models in order to stay competitive.

Technology has emerged as a powerful lifeline, which has proved to be an invaluable to users - both for running many kinds of business as well as to keep us connected within the home. China is using robots to disinfect hospitals and drones are being used to deliver medical supplies; while in South Korea, authorities are tracking potential carriers using cell phone and satellite technology. The year 2020 is proving to be a milestone year after all. Many of us are now seeing these days as a turning point: a make or break time. Industry leaders are finding themselves in a transformational landscape, and are rolling out solutions that will not only help mitigate the impact from Covid-19 - but also allow Malaysians to bounce back from the MCO safely and responsibly.

Currently, our key priority is to curb and control the spread of the disease: flattening the curve remains paramount. This will help pave the way for us all to get

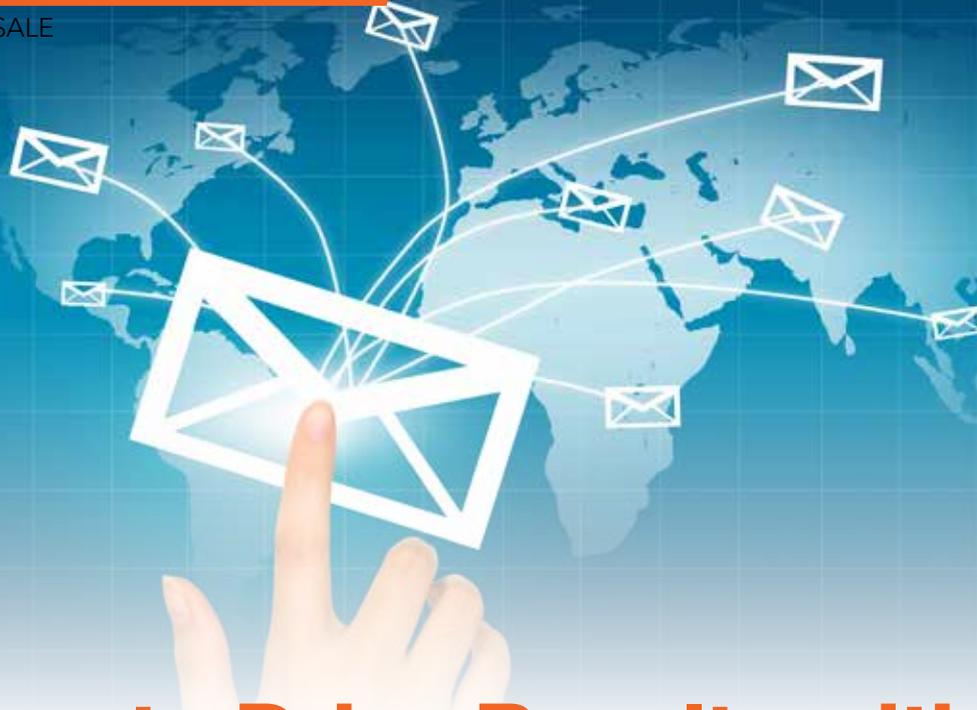
our lives and our economy back on track. We have to balance controlling the spread of Covid-19 with implementing those steps that will help our businesses weather the storm. In common with most countries, Malaysia needs to focus on containment, and to phase in various degrees of relaxations in the lockdown to promulgate a return to work, beginning with gradually extending the list of essential industry sectors.

The pace of the return to a new normality - with continued social distancing, working from home, and so forth - will depend on a hist of factors. The use of technology has already been proven to enable many business operations and social connectivity to remain in place - as proved during our MCO. However, the increased wise deployment of technologies will also speed our path in the post-pandemic world.

Looking at the wider scenario, the use of technology would see a rapid uptick during the MCO. Many digital solutions have been innovated, and are energising an ecosystem that was already in a transitional stage of transformation. We are seeing business behaviours being reshaped, consumer activities shifting to online platforms, and socialising across conferencing tools.

Therefore, technology in the form of cutting-edge cybersecurity measures need to be in place: this points to the urgency of having an end-to-end strategy as a business priority. The talk of ‘the new normal’ is becoming an everyday topic. Businesses and human resource management are finding themselves well out of their comfort zones! To plan and implement an effective return-to-work strategy, businesses must ensure that all employees’ well-being and safety are integral aspects of their forward-motion: We need to take care of our people so that they can take care of the business.

Source: theedgemarkets.com



How to Drive Results with Crafting Proper Emails

by CEDAR Research Team

Regardless of industry, size, or even the person's position within the company, everyone uses email and wants to know how to write email that customers open. Despite the rise of social media, forums, and mobile chat apps, email remains one of the most popular forms of communication in the world.

According to a study from Radicati, there are over 3.7 billion email users worldwide, and that number is steadily rising. If you think that statistic is high, you'll want to sit down before the statistics revealed the volume of emails being sent. We're sending and receiving 269 billion emails every day. It seems impossible to stick out in this crowd. Yet email remains one of the most effective channels of marketing, with a median ROI that's nearly 5x that of other channels like social media, direct mail, and paid search.

Of course, knowing email is effective and writing an effective email doesn't necessarily go hand-in-hand. If you send the wrong emails, you'll end up losing customers. In fact, 66% of people unsubscribe from emails because they're not aligned with their interests. You need great emails to keep your customers happy. You know all the reasons why you should be using email, but we're going to dive into the nitty-gritty details of how to actually write these emails.

1 Proper Audience Segmentation

We know email is effective, but we don't have time to personally email each and every customer on our lists. Each email needs to feel personal, though. When

your customers are properly segmented, it's easier to send emails that feel more personalized. Messages will be based on your target customers' interactions with your company and website. As a result, they won't feel generic, sporadic, or irrelevant.

A thank-you email explaining the benefits of the purchase can help you keep your brand front-and-center in that customer's mind. Perhaps a prospective customer abandoned his or her shopping cart before taking the next step and purchasing a product. Consider sending a discount code to entice that person back. MailChimp recently measured 11,000 segmented campaigns against non-segmented campaigns from the same customers. It found that the segmented campaigns outperformed their non-segmented counterparts across every metric.

2 Set a Proper Goal

It's important to have a goal for your email campaign. Otherwise, you're just firing off emails and hoping to resonate with your audience. Not a good strategy.

There are only four basic types of emails you can write:

1. **Narrative:** Tell a compelling story.
2. **Descriptive:** Illustrate your product or service with words.
3. **Expository:** Teach your audience how to do something.
4. **Persuasive:** Convince readers to take action.

Each type will have a different tone and goal. Let's say your goal is to persuade customers to complete a post-purchase survey about their experience. There



needs to be a clear Call-To-Action (CTA), preferably graphic, that entices users to click. That should be the focus of a short email that concisely explains the benefit of taking the survey.

On the other hand, an expository email provides all the facts necessary for a customer to understand a topic. These are typically newsletters, but not always. Descriptive emails are typically announcements for new products. They allow you to generate buzz (and hopefully a few sales). Plus, descriptive emails give you a chance to show your passion for your products. And finally, we have the narrative email, which allows you to tell your brand story.

3 5 Steps to Write the Perfect Email

Now you know why you should be emailing your customers. You're also familiar with the different types of emails you might send. What we need to do is nail down a replicable process for writing them. Of course, you must start with a list of subscribers. Collect email addresses from your subscribers and followers so you're communicating with as many people as possible.

• How to Write Email Subject Lines

You only get one chance to make a first impression, and the subject line is that chance for emails. The subject line determines whether or not your email is ever read. A recent survey found that 33% of email recipients open an email based on the subject line alone. You have to nail that first impression if you want your copy to get read.

It's important to keep the subject short and snappy. Many email programs cut off long subject lines, which means your subscribers won't see the whole thing. However, you can also use other types of language to get your emails read. A teaser or announcement can provide a great way to entice people to click through and read. People love a mystery or an opportunity, so they're more likely to check out the email's body if the subject line arouses their interest.

Whatever you do, avoid spammy language like "Buy Now." You don't need to be overly promotional. Focus on being informative and entertaining. In fact, entertaining and/or funny subject lines are a great way to increase the chances of an email being opened. Once you have the right subject, it's time to move on to the content of the email body.

• Keep Emails for Customers Short and Friendly.

The worst mistake you can make with an email is trying to cram too much information into an email. The document ends up being too long. Sure, people need to know relevant



information, but you can spread out the information over several emails. Alternatively, you can link to pages on your website so the reader can seek out more details if he or she wants.

Whatever the case, don't waste your subscribers' time. That's the fastest way to the "unsubscribe" button. Provide a description of the offer, then provide CTA button to click through and take advantage of the offer. This short, sweet, and to-the-point approach is how every email should be treated. We only spend 15-20 seconds reading an email, so it shouldn't resemble a novel.

• Write Better Emails by Adding Relevant Information and Calls to Action.

Journalists are required to find out the who, what, when, where, why, and how of a story before publishing. That's a standard we're going to set for our emails. Each email we send needs to answer these vital questions. Say we have a weekend sale coming up. The sale is the what, our store location is the where, our business is the who, the holiday is when, special pricing is why, and showing up is how it's done. Without this information, your recipients will be lost.

It's also vital to have a CTA or buy it now buttons. Otherwise, how can your customers take action? These buttons offer great ways to entice clicks, but before using these advanced techniques, make sure your customers can view them on mobile devices. Nearly half of emails are checked on mobile devices. It's a shame to spend time crafting a brief, compelling email only to experience limited engagement because of mobile incompatibility. Don't become that marketer. Now we need to make sure each customer feels individually connected to your business.

• Personalize each email and use the second-person point of view.

Nobody wants to feel like they're just another faceless number. It's important to greet each individual using personal language, which becomes an easy feat to accomplish with email template

programs. You also need to write emails in the second person. Focusing on "you" opens a conversation in which the recipient feels important.

• Proofread and check your grammar multiple times.

There's no worse feeling than spending hours designing the perfect email template, sending it out to your contact list, and finding a glaring typographical error. Typos are the worst, and with emails, they can constitute a sign of spam. It looks unprofessional and may even get your email blocked by spam filters. Take the time to perform at least two rounds of edits to check for these typos and to make sure everything is polished before you send an email out to your customers. Now that everything's grammatically correct, we can finally send our email out and reap the benefits.

Email is one of the most widely-used forms of communication in the modern world. More people use email than social media, chat programs, and forums. In other words, it's the perfect chance to connect with your audience. But only if you follow best practices and get creative. Sending email newsletters and emails based on triggered actions can increase conversions, build trust, and lead to a healthy ROI. By creating targeted email templates based on behaviours may be the most important change you make to your digital marketing efforts.

Source: neilpatel.com



*...there are over
3.7 billion email
users worldwide,
and that number
is steadily rising.*



BUSINESS ALERT

..... by Corporate Planning, SME Bank Malaysia

OIL, GAS AND ENERGY (Average USD18.7 / Brent Crude)



OUTLOOK: NEUTRAL

- Hong Leong Investment Bank (HLIB) Research has maintained its “neutral” call on the oil and gas (O&G) sector as it expects crude oil prices to trade sideways from its June average price in the third quarter of 2020 (3Q20) on slower demand recovery arising from re-emergence of lockdown measures due to Covid-19. HLIB Research believes that Opec+ would continue its 9.7mbpd production cut target into 3Q20 to support oil prices.
- Furthermore, a decline in US production on the closure of shale rigs would also act as impetus for the oil market to reach equilibrium. Petronas had announced its plans to cut capital expenditure (capex) by 21% (about RM10 billion) due to a crash in oil prices as a result of Covid-19, and he did not rule out the possibility of this going beyond a 21% capex cut and assumed a 30% cut.
- Malaysian O&G service players are predominantly dependent upon Petronas’ spending for its survival, and any capex cuts by Petronas would directly impact most listed O&G players in Malaysia. Overall, demand is expected from most countries (which are in their recovery stage) to recover, and this will mitigate potential loss of demand from nations severely affected by the pandemic. Oil prices will be closer to equilibrium in 4Q20 and Brent crude oil to average at US\$55 (RM234.44)/bbl in 2021 as a more balanced oil market is expected.

HEALTHCARE



OUTLOOK: NEUTRAL

- The healthcare sector has been projected to record admissions recovery in the second half (2H) of the year, driven by the rescheduling of appointments. The research arm of Hong Leong Investment Bank Bhd (HLIB Research) expected patients deferring treatments during the Movement Control Order (MCO) would slowly schedule in appointments and drive up admissions in 2H. “While hospitals were operational during MCO, patients were seemingly delaying non-urgent treatments with the fear of Covid-19.
- This was seen in both KPJ Healthcare Bhd (KPJ) and IHH Healthcare Bhd (IHH), where utilisation rates have on average, fallen by more than 50 per cent during MCO. Some recovery is expected in 2H, with assumption people will be less stigmatised to be near hospitals and schedule in appointments that will recover admissions. While it is still early in the Recovery MCO (RMCO), both KPJ and IHH has seen increasing number of patients enquiring to schedule in treatments.
- HLIB Research noted that the increase in admission in 2H should be further aided with the consent given to restart healthcare tourism. The research arm recalled that during MCO, healthcare tourism in Malaysia has come to a halt with foreign tourists being banned from entering the country. To note, Malaysia healthcare tourism accounted for five per cent to six per cent of total revenue in financial year 2019 (FY19) for KPJ and IHH. The recent announcement on the reopening borders for medical tourist in RMCO gives us hope for some recovery to be seen in 2H.

TOURISM



OUTLOOK: NEUTRAL

- The Covid-19 pandemic has hit the tourism and hospitality industry in Malaysia particularly hard. A recent JobStreet survey showed that 63 per cent of workers in the travel agency sector, 66 per cent working in hospitality sector, and 60 per cent employed in the food and beverage industry were either retrenched or are temporarily unemployed. However, the job portal found that the industry is slowly recovering as job advertisements had increased by 22.8 per cent from May till June 2020, despite the challenges posed by the pandemic.
- The JobStreet survey shows that in the next six months, even hard-hit sectors like the tourism industry will be lifting hiring freeze. With the government’s support through Penjana coupled with Tourism Malaysia aggressively promoting domestic tourism, this will boost job opportunities in this sector. JobStreet has also seen an increase of 64 per cent in job advertisements posted from April to June 2020 for Junior Executive level roles and increase of 47 per cent for Manager roles in the tourism and hospitality industry.
- To reinvigorate the tourism industry, the government allocated RM 1 billion under the Penjana Tourism Financing (PTF) to ensure the industry remains viable and competitive in the new normal. The implementation of the Recovery Movement Control Order (RMCO) beginning June 10 has allowed many activities and business operations to resume which enables and encourages various industries, especially the domestic tourism and hospitality industry to be back on track. Although the Malaysian government has allowed domestic tourism to resume, industry players are expecting a slow pace of recovery as people remain wary of travelling due to COVID-19.



BUSINESS SERVICES



OUTLOOK: NEUTRAL

- Malaysia's shipping industry has been struggling for the past six months due to the prolonged impact of COVID-19 pandemic and as firms slowly getting back on their feet in the second half of 2020, the question on longstanding issues in the industry remains. Undoubtedly, the local industry is highly exposed to the dynamic of the global market as it involves in import and export activities, however, with a solid plan to support the industry to survive the impact of COVID-19 and rapidly changing market can be minimised. It may take up to six months to clear the backlogs and pave the way for the business to approach normality.
- MIDF Amanah Investment Bank Bhd reported that Malaysia's exports decreased 25.5 per cent year-on-year (yoy) in May 2020 to an 11-year low, the hardest fall since May 2009, while imports contracted by 30.4 per cent yoy, the largest dip since January 2009. Overall, the growth will be reduced significantly to half of the projected growth prior to COVID-19. This is parallel with reports that indicate the industry has been affected badly by the pandemic. Throughput at many major ports including in China has shown a drop in cargo handled during the first two months of the lockdown.
- The activities were mostly affected due to health requirements. For instance, although ports have been operating 24/7 during the lockdown, many activities have been reduced due to the ports nature being part of the supply chain. The ports may be open, however, movements of cargo are rather limited due to closure of factories, warehouses and even the transporters.

COMMUNICATIONS CONTENT AND INFRASTRUCTURE



OUTLOOK: NEUTRAL

- Local telecommunication service providers have pledged to support the government's move to introduce free internet access for educational and videoconferencing purposes. Axiata Group Bhd, DiGi.Com Bhd, Maxis Bhd, U Mobile Sdn Bhd, YTL Communications Sdn Bhd, Telekom Malaysia Bhd (TM) and TIME dotCom Bhd issued a joint statement to express support for the government's initiatives under the economic recovery plan. Celcom, Digi, Maxis, U Mobile and TM will offer free 1Gb of "productivity internet" daily from June 10 until Dec 31. This is to be used between 8am and 6pm to access a range of education- and productivity-related services.
- Meanwhile, YTL Communications will continue to offer its Learn From Home initiative – which involved the provision of free SIM cards with 40Gb of data to all parents with children in government schools, students and faculty of partner education institutions. For qualified students in B40 families, free mobile phones with 120Gb of data are also available. Furthermore, YTL Communications will continue to provide free online education created in collaboration with Teach For Malaysia and University Kebangsaan Malaysia.
- TM and TIME dotCom, meanwhile, will support mobile operators by providing additional fibre capacity to serve higher traffic demands while continuing with their respective offerings for customers. Mobile and internet operators will continue to offer free and unlimited access to a range of information-related apps and services so that Malaysians can keep abreast of Covid-19-linked developments.

WHOLESALE AND RETAIL



OUTLOOK: NEUTRAL

- The Malaysian retail industry recorded a negative growth rate of 11.4% in retail sales for the first quarter of 2020, said Retail Group Malaysia (RGM). This latest quarterly result was better than the estimate of negative 18.8% made in April 2020. The association said this year has been the worst period for retailers in Malaysia since 1987. RGM said during the second month of this year, retailers began to suffer from declining sales due to the rapid spread of covid-19 and the drastic drop of foreign tourists. Retailers badly affected were those non-essential retailers. The fear of virus pandemic had affected consumers' spending during the first 2 weeks of March 2020.
- The Movement Control Order (MCO) which on March 18 as a preventive measure by the government in response to the covid-19 pandemic in the country led to zero revenue for non-essential retailers in the whole country. The Covid-19 pandemic affected the retail performances of all retail sub-sectors during the first quarter of 2020. The department store cum supermarket sub-sector recorded a negative growth rate of 8.5% during the first quarter of 2020, as compared to the same period a year ago. However, the food business of this sub-sector cushioned the negative impact of Movement Control Order (MCO) in March 2020. The Covid-19 pandemic, lower tourist arrival and MCO led to poor retail sale performance of department store sub-sector.

3 Strategi Menambah Baik Mutu Khidmat Pelanggan

oleh CEDAR Research Team

Dalam persekitaran yang kompetitif pada masa kini, kualiti perkhidmatan pelanggan adalah satu faktor yang sangat memainkan peranan dalam memupuk kesetiaan pelanggan. Bagaimanapun, masih banyak organisasi yang masih tidak memantau, mengukur atau menguruskan kualiti perkhidmatan ejen pusat hubungannya, meskipun sudah amat jelas bahawa dengan hanya interaksi yang kecil antara organisasi dan pelanggan dapat mengukuhkan atau merosakkan sesuatu hubungan. Organisasi perlu memastikan bahawa interaksi yang dijalankan antara pelanggan dengan unit perhubungan pelanggan dikendalikan dengan cekap dan pelanggan akan merasa puas hati.

Apakah perkara yang paling penting yang anda boleh lakukan untuk meningkatkan hubungan dengan pelanggan anda? Seringkali kita terlepas pandang tentang perkara ini namun, ianya merupakan salah satu kepentingan dalam sebuah syarikat bagi mengekalkan prestasi antara pekerja dan juga pelanggan. Tidak kira betapa hebatnya produk anda, sekiranya syarikat anda tidak mempunyai hubungan yang baik dengan pelanggan ia akan membuatkan prestasi syarikat tersebut akan jatuh. Oleh kerana itu, bahagian perkhidmatan pelanggan dalam sebuah syarikat adalah perkara yang paling utama.

1 Memberi Keutamaan Kepada Kualiti
Pengguna masa kini mempunyai kesedaran yang lebih terhadap nilai produk yang mereka beli. Mereka menginginkan kualiti produk dan perkhidmatan yang terbaik setanding dengan harga yang mereka bayar. Mereka juga mempunyai alternatif yang luas untuk memilih penjual yang dapat menawarkan produk dengan nilai yang terbaik kepada mereka. Justeru itu, adalah menjadi cabaran kepada setiap perniagaan yang menawarkan produk / perkhidmatan supaya lebih komited terhadap isu meningkatkan kualiti perkhidmatan pelanggan. Perkhidmatan pelanggan perlu menjadi satu agenda penting dalam perancangan strategik organisasi.

Sebagaimana telah dinyatakan, perkhidmatan pelanggan merupakan keupayaan organisasi dalam menyempurnakan penyampaian produk kepada pelanggan, dan ianya adalah tanggungjawab semua unit di organisasi. Organisasi perlu mengintegrasikan kesemua fungsi perniagaan kearah memenuhi setiap keperluan pelanggan. Untuk

mencapai keupayaan tersebut, organisasi mestilah dilengkapi dengan kriteria serta memenuhi keperluan tertentu sebagai pemangkin dalam meningkatkan serta mengekalkan kualiti perkhidmatan pelanggan.

2 Tingkatkan Komitmen Pekerja
Perkhidmatan pelanggan sering berhadapan dengan pelbagai ragam daripada pelanggan di luar sana. Oleh kerana itu, penting bagi setiap individu dalam organisasi untuk memastikan mereka mempunyai kemahiran yang baik bagi memastikan mereka sentiasa menjaga hubungan dengan pelanggan yang datang untuk menggunakan perkhidmatan yang disediakan. Dalam usaha mencapai tahap perkhidmatan pelanggan yang cemerlang melalui ciri-ciri mesra pelanggan, satu tindakan proaktif yang boleh kita lakukan ialah dengan meningkatkan tahap komitmen pekerja terhadap perkhidmatan pelanggan.

Sebagaimana pentingnya pekerja sebagai tenaga dalam membantu organisasi mencapai objektif, maka komitmen mereka terhadap perkhidmatan pelanggan merupakan satu elemen yang perlu sentiasa diberi perhatian. Untuk itu, aspek dalaman dan luaran elemen ini perlulah dinilai serta dibuat penambahbaikan dari masa ke semasa. Untuk memastikan bahawa sesebuah organisasi itu berupaya menghadapi cabaran yang besar dalam menangani aktiviti hariannya, maka organisasi perlulah memastikan kakitangan di dalam organisasi tanpa

mengira peringkat mana sekalipun didedahkan kepada latihan yang lengkap kerana mereka inilah wakil organisasi yang langsung; yang mesti dijaga dan dilengkapi dengan maklumat serta pengetahuan yang kemas lagi rapi.

3 Mengutamakan Keperluan Pelanggan
Pelanggan menentukan kejayaan anda. Sebagaimana anda melayan seorang teman karib, anda perlu meluangkan masa, mengenali, mengiktiraf, berhubung, menghargai, menjawab pertanyaan dan memenuhi keperluan pelanggan. Organisasi perlu sentiasa melakukan hubungan susulan seperti menghantar risalah berita, kad dan borang kaji selidik bagi memastikan pelanggan mendapat maklumat tentang perkembangan terkini. Menjadi tugas anda untuk membantu pelanggan mencari produk yang sesuai untuk mereka. Ini bermakna anda meletakkan keperluan pelanggan di hadapan keperluan anda.

Tunjukkan kepada pelanggan bahawa anda serius dan komited serta mendengar pandangan mereka, catatkan apa yang penting untuk pelanggan serta tunjukkan apa yang anda tawarkan bagi memenuhi keperluan mereka dan terus berhubung selepas jualan. Dengan cara ini mereka secara sukarela akan kembali kepada anda apabila mereka ada masalah atau soalan. Jika anda memberi pelanggan anda nilai dan perkhidmatan yang memuaskan, ia menunjukkan anda mengutamakan keperluan mereka, inilah cara terbaik untuk mengekalkan perniagaan dalam jangka panjang.



Why Employee Retention Is Important?

by CEDAR Research Team

Retaining key employees is critical to the long-term health and success of your business. Managers readily agree that keeping your best employees ensures customer satisfaction, increased product sales, satisfied, happy co-workers, and effective succession planning and historical and institutional organizational knowledge and learning. Employee retention matters. Failing to retain a key employee is costly to the bottom line and creates organizational issues such as insecure co-workers, excess job duties that co-workers must absorb, time invested in recruiting, hiring, and training a new employee.

The cost of replacing an individual employee can range from one-half to two times the employee's annual salary. This is not only because of the lost revenues but also due to the fact that hiring and training a replacement is costly to your organization. For senior positions, often the services of a head-hunter are required which can cost your organization up to a third of the position's annual salary. This is a huge cost for your organization to absorb.

Top 7 Ways to Retain Your Great Employees

This retention advice will help you keep your best, most wanted employees from job hunting. If these factors exist in their workplace, they are much less likely to want to leave your employment.

1 Make sure employees know what you expect from them. Constantly changing expectations creates unhealthy stress. Provide a specific framework within which people clearly know is expected.

2 Provide quality management or supervision. People leave companies because of managers and supervisors more often than they leave because of their actual jobs. Frequent employee complaints point to these areas:

- Lack of clarity about expectations
- Lack of clarity about earning potential
- Lack of feedback about performance
- Failure to provide a framework within which the employee perceives they can succeed

3 Provide a platform for employees to speak their minds freely within the organization. Does your organization solicit ideas and provide an environment in which people are comfortable providing feedback? If so, employees can offer ideas, feel free to criticize and commit to continuous improvement—all factors that contribute to employee retention.

4 Allow employees to use their talents and skills. A motivated employee wants to contribute to work areas outside of his or her specific job description. Begin by taking the time

to learn your employees' skills, talents, and past and current experience. Then, tap into it.

5 Provide a perception of fairness and equitable treatment. If a new sales rep is given the most potentially successful, commission-producing accounts, other staff members will inevitably feel cheated. If a new employee receives a promotion over the heads of long-term, existing employees, feelings of dissatisfaction will ensue.

6 Tools, time, and training should be your best friend. When an employee is failing at work, ask, "What about the work system is causing the person to fail?" Employees must have the necessary means to do their job well. Otherwise, they'll move on to an employer who provides them with the tools they need to succeed.

7 Make staff members feel appreciated. Frequently saying thank you for a job well done goes a long way. And, monetary rewards, bonuses, and gifts make the thank you even more significant. Raises tied to accomplishments and achievement will help you retain staff probably more than any other action. Commissions and bonuses that are easily calculated on a daily basis, and easily understood, raise motivation and help retain staff, as well.

Source: thebalancecareers.com

Temubual oleh Nursyafiqah Mohd Rafee

SEMBAK USAHAWAN bersama

Kartini Mohd Basri

Ketua Pengawai Operasi



Nama Syarikat
MyAngkasa AzZahra Sdn Bhd

Bidang Perniagaan
Sistem pembiayaan koperasi
secara dalam talian

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kerjasama ini. Penyelesaian yang dibina, teknologi yang digunakan dan kolaborasi yang kuat membezakan MyAngkasa AzZahra di pasaran. Kerjasama ini juga dapat membina sebuah organisasi yang merupakan rakan kongsi yang kukuh untuk Angkasa dan memberi sumber rujukan yang terbaik bagi koperasi selari dengan Revolusi Industri 4.0. Mula dilancarkan Januari 2019, MyAzZahra merupakan portal pertama yang diwujudkan untuk penjawat awam dan syarikat berkaitan kerajaan (GLC) memohon pembiayaan peribadi yang berkonsepkan Syariah dari pelbagai koperasi menerusi Sistem Potongan Gaji Angkasa (SPGA).

Bagaimana portal ini berfungsi?

Menerusi portal ini, penjawat awam dan ahli koperasi boleh memohon pembiayaan peribadi minimum RM1,000 hingga RM250,000 dengan tempoh pembiayaan sehingga 10 tahun. Berbanding kaedah konvensional, portal ini diyakini selamat tanpa penipuan (scam), telus dan disahkan oleh Angkasa. Portal MyAzZahra merupakan pusat sehenti atau *one stop center* yang menggabungkan gerakan koperasi kredit bagi memudahkan pemohon membuat pilihan produk yang disediakan oleh

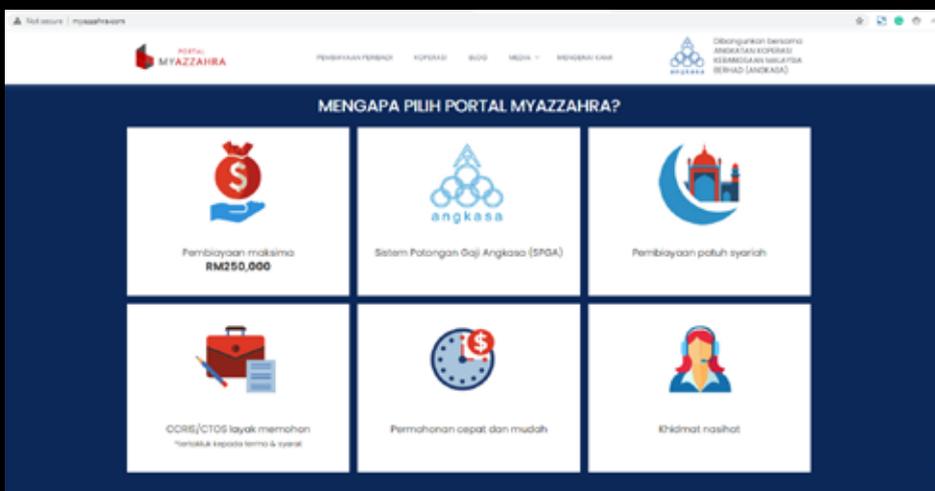
Bagi membendung masalah penipuan melibatkan koperasi kredit di negara ini, MyAngkasa AzZahra dengan kerjasama Angkatan Koperasi Kebangsaan Malaysia (Angkasa) telah membangunkan sebuah portal dalam talian iaitu MyAzZahra. Portal tersebut menghimpunkan produk pembiayaan milik koperasi yang mematuhi syariah dan memudahkan pemohon untuk memilih produk yang bersesuaian dengan keperluan mereka sebelum membuat permohonan secara dalam talian. Ketua Pegawai Operasi MyAngkasa AzZahra Sdn Bhd, Kartini Mohd Basri telah berkongsi pengalaman, pengetahuan dan pendapat beliau dalam dunia keusahawanan dengan BizPulse.

Bolehkah anda menceritakan latar belakang perniagaan anda?

MyAngkasa AzZahra Sdn Bhd merupakan sebuah syarikat usahasama di antara MyAngkasa Holdings Sdn Bhd (anak syarikat yang dimiliki sepenuhnya oleh ANGKASA) dan Sukaniaga Sdn Bhd bagi membangun, menyelenggara dan menjalankan operasi sebuah sistem yang bercirikan "Financial Technology (FinTech)" bagi tujuan menginovasi aktiviti-aktiviti

kewangan ahli-ahli gerakan koperasi di Malaysia. MyAngkasa AzZahra Sdn Bhd memainkan peranan penting di dalam merevolusi perniagaan koperasi, dan seterusnya masyarakat yang lebih luas. Portal tersebut juga diwujudkan sebagai usaha meminimumkan penglibatan orang tengah atau ejen dengan cara menghubungkan terus pemohon kepada pihak koperasi.

Penekanan terhadap nilai dan integriti adalah tunjang utama penubuhan



Sumber daripada Internet

koperasi yang berdaftar. Portal ini membantu ahli koperasi dan penjawat awam membuat pilihan dalam pakej pembiayaan peribadi yang berlandaskan syariah.

Portal MyAzZahra adalah sebagai platform membantu penjawat awam dan ahli membuat pilihan kepada produk koperasi. Terdapat 475 koperasi kredit yang berdaftar dengan Angkasa. Kewujudan portal ini adalah untuk meminimumkan pembabitan ejen atau orang tengah dengan menghubungkan pemohon terus kepada koperasi yang ada dalam portal ini serta mengelak kemungkinan penipuan oleh syarikat kredit atau ah long.

Selain itu, sistem permohonan pembiayaan yang disediakan oleh Portal MyAzZahra memberi kelebihan kepada pemohon untuk memilih, memohon dan memantau aplikasi mereka secara mudah, cepat, selamat dan telus berbanding kaedah konvensional. Semua transaksi yang dijalankan di Portal MyAzZahra direkodkan menggunakan fungsi jejak audit. Oleh itu, pemohon dan koperasi boleh memantau semua proses secara real time untuk menjamin ketelusan dan keyakinan kedua-dua pihak.

Apakah keunikan platform anda?

Platform MyAzZahra juga meningkatkan keupayaan koperasi kecil untuk berkembang. Koperasi boleh memanfaatkan perkhidmatan yang ditawarkan dengan mengiklankan produk dan perkhidmatan mereka. Kami mampu menjangkau lebih ramai sasaran menerusi pelbagai platform yang digunakan seperti pemasaran digital, media sosial, dan sebagainya. Secara tidak langsung, ini membantu koperasi menjangkau pasaran lebih besar yang seterusnya menambah lebih ramai keahlian.

MyAzZahra mengadaptasikan Revolusi Industri 4.0 (IR4.0) yang menggunakan sistem bercirikan *financial technology* (FinTech). Ini adalah fokus kami untuk membantu masyarakat menggunakan kemudahan melalui penggunaan teknologi. Jika dahulu pembiayaan menggunakan cara manual, mereka terdedah kepada pemalsuan, kehilangan dokumen dan sebagainya. Dengan portal, ia tidak menjadi isu kerana semuanya sistematik, boleh dikemas kini tanpa keraguan.

Portal MyAzZahra turut mematuhi Akta Perlindungan Data Peribadi (PDPA)

2010 dan semua data peribadi pemohon akan dilindungi di bawah akta itu dan portal ini juga menghimpunkan produk pembiayaan koperasi patuh syariah. Koperasi yang mengambil bahagian dalam portal ini telah menjalani proses penilaian yang ketat. Syarikat kami memastikan bahawa hanya koperasi yang berkelayakan dengan rekod bersih dan hanya menawarkan produk yang diluluskan oleh Suruhanjaya Koperasi Malaysia (SKM) yang dibenarkan masuk.

Apakah aspirasi dan perancangan anda pada masa akan datang?

Pihak kami merancang untuk memperluaskan perkhidmatan portal kepada pelbagai segmen perniagaan dalam tempoh dua hingga tiga tahun akan datang. Kami sedang meneroka pelaburan lain, yang boleh dimanfaatkan oleh pelbagai segmen perkhidmatan. Antaranya pembiayaan untuk perusahaan kecil dan sederhana (PKS), pelaburan emas, ASB, pakej umrah dan pelbagai lagi.

Selain itu, Portal MyAzZahra juga berhasrat untuk memupuk amalan kewangan sihat kepada masyarakat khususnya penjawat awam. Melalui saluran ini, kita mewujudkan kesedaran akan kepentingan kewangan yang sihat secara individu. Ini dapat mendidik anak-

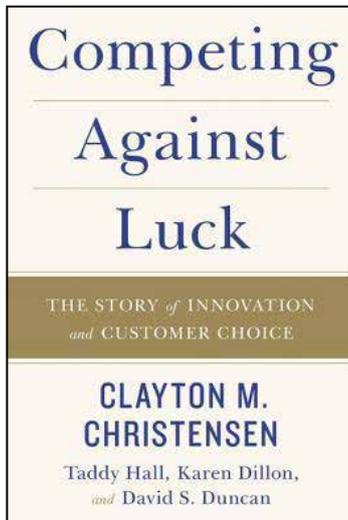


anak dan generasi seterusnya untuk mengamalkan pengurusan kewangan yang betul. Kebergantungan kepada pembiayaan peribadi juga mendedahkan mereka kepada pelbagai risiko, antaranya sindiket penipuan, along dan sebagainya.

Oleh itu, portal ini turut memberi kesedaran dan mendidik masyarakat untuk menggunakan cara yang betul dan platform yang selamat bagi mendapatkan pinjaman peribadi. Menerusi pembiayaan koperasi banyak manfaat lain yang diperoleh pemohon bukan hanya pinjaman tetapi juga dividen, khairat kematian dan sebagainya.

Sumber: bisnessinar.com





Competing Against Luck: The Story Of Innovation And Customer Choice

In *Competing Against Luck: The Story of Innovation and Customer Choice*, the authors offer a game-changing look at how companies can develop and market products and services that customers actually want and need. The answer, they say, can be found in the “jobs to be done” theory of innovation. This approach provides a powerful way to understand the causal mechanism of customer behaviour, and that’s the most fundamental driver of innovation success.

The book explores how innovators can use jobs to be done to:

- Transform how you define what business you are in and who your competitors are
- Provide clarity into why customers hire, and why they fire, products
- Open up new avenues for growth by identifying opportunities to create powerful new solutions for your customers
- Transform your market research efforts by helping you to understand not only current customers but also non-consumers
- Build a culture that’s unified around a customer-centric mission

Author : Clayton M. Christensen, Taddy Hall, Karen Dillon, David Duncan

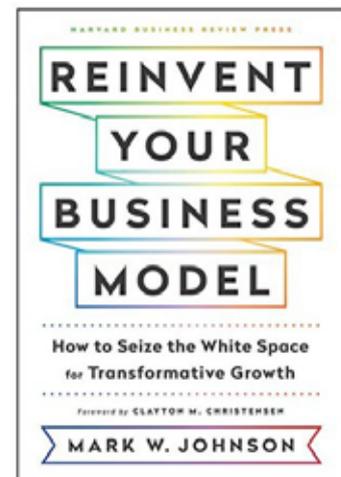
Pages : 288 pages

Publisher : HarperBusiness

Reinvent Your Business Model: How to Seize the White Space for Transformative Growth

In his pioneering book *Seizing the White Space*, Mark W. Johnson argued that business model innovation is the most proven path to transformational growth. Since then, Uber, Airbnb, and other start-ups have disrupted whole industries; incumbents such as Blockbuster, Sears, Toys “R” Us, and BlackBerry have fallen by the wayside; and digital transformation has become one of the business world’s hottest (and least understood) slogans. Nearly a decade later, the art and science of business model innovation is more relevant than ever.

In this revised, updated, and newly titled edition, Johnson provides an eminently practical framework for understanding how a business model actually works. Identifying its four fundamental building blocks, he lays out a structured and repeatable process for reinventing an existing business model or creating a new one and then incubating and scaling it into a profitable and thriving enterprise. This book gives you the tools to reshape your own company for enduring success. *Reinvent Your Business Model* is the strategic innovation playbook you need now and in the future.



Author : Mark W. Johnson

Pages : 240 pages

Publisher : Harvard Business Review Press