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Impact of Product Costing for Branding and Business Support on Small and Medium Enterprises in Malaysia

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ABSTRACT

This study examines the relationship between costing towards branding and business support on Small and Medium Enterprises (SMEs) of food and beverages (F&B) products supplying a hypermarket in Malaysia. Specifically, this study examines the mediating effect of branding on the relationship between products' costing and SMEs' product value. This study also examines the moderating effect of business support on the relationship of products' costing to branding. This study used a quantitative method by distributing questionnaires to SMEs with an F&B background. Four hundred questionnaires were collected from the SMEs. A theory, like transaction cost and the resource-based view, was applied to support the proposed five relationships and hypotheses. This study used partial least squares structural equation modelling (PLS-SEM). The results of this study show that cost is significant with mass-produced SMEs' product value. The result reveals a strong interaction of mediation in the implementation of branding for the SMEs' product value. In brief, business support acting as a moderator has no moderating effect on branding. Therefore, SMEs need to put aside a significant sum of funds to enhance their products' branding. This can help SMEs in manufacturing products according to the demands of consumers and the hypermarket. These actions can increase SMEs' income and contribute to national economic growth.

Keywords: Cost, food and beverage product, small and medium enterprises

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INTRODUCTION

In the modern urban lifestyle, consumers prefer an assortment of merchandise, including convenient foods and beverages (F&B). This ultimately creates loyalty for the products. Currently, due to the excessive cost of living, some consumers opt for cheaper products; however, at the same time, high-value products are important to consumers, as this ensures customers' satisfaction. Values are considered an influence of the determinants behavioural intentions towards gratification. It has been important to manufacturers, whose task is to embrace the responsibility to produce goods valued evenly; they spend money to understand and influence the consumer (Puccinelli et al., 2009; Vermeir & Verbeke, 2008). Since there are varieties of food and beverage products in the market, suppliers or manufacturers of these products need to strengthen their marketing strategies to attract consumers.

Even if a new consumer does not notice the products' brand at first, positive word-of-mouth from other consumers might influence their purchasing decision. Therefore, branding can influence consumers' purchasing decision and loyalty towards the product value, as a product's success leads from a good brand name (Kholi & Thakor, 1997). To sum up, SMEs products need to have good branding to attract consumers; therefore, companies should strongly establish their brand names. This incurs input costs to the F&B manufacturer.

Although 97% of business establishments in Malaysia consist of SMEs, most F&B SMEs in Malaysia remain micro-sized. They were the second-highest concentrated sub-sector in the manufacturing sector, where 54% comes from the micro size, followed by 38% and 8%, respectively, for the small and medium category (SMIDEC, 2014). This is because SMEs have average sales and smaller market shares owing to limited funding. Thus, SMEs are unable to conduct research and development, marketing, promotion, attractive packaging, etc. SMEs often face insufficient funding and limited capital; hence, they usually sell their products close to their premises. To reach consumers outside of their area, they incur higher transportation costs. A study conducted by Nikhashemi et al. (2014) mentioned that one way to increase the sales of SMEs F&B products was to secure a larger market share, which would further improve their profitability. The easiest way to access a larger market share is through distribution channels like hypermarkets. Hypermarkets have large numbers of consumers from the wide range of consumer goods offered. Therefore, consumers prefer to shop at hypermarkets.

Some SMEs manage to supply their products to hypermarkets; however, it is still uncertain that their products will sell, as consumers may prefer imported brands. The consumers are also inspired by social trends rather than the physiological utility of a given product (Wang et al., 2004). Branding represents the core marketing practices that constitute patent, trademark, existing reputable name, symbol, and logo names to

support specific products and the company (Kohli, 1997; Nyadzayo et al., 2015). Hence, it is important to consider the role of a brand name because strong branding influences consumers' thoughts, further enhancing SMEs sales in the long run. Therefore, SMEs should strengthen their brand through proper strategies and practices, and, more importantly, by managing the cost of mass-market distribution.

Additionally, SMEs in Malaysia are important to economic growth, playing an active role through the rapid growth of the food and beverage industry. This is because SMEs F&B is the second largest sub-sector of SMEs in Malaysia. Government ministries and agencies have also given impetus to SMEs involved in the food manufacturing business. To ensure that the F&B industry continues to contribute to the Malaysian economy, support from the government, microfinance institutions, agencies, and others are needed for SMEs' sustainability.

This showed that with the existence of business support could help the SMEs sustain their business in the long term. Furthermore, this could enhance SMEs product to go to a global level. Apart from financial support, non-financial supports such as business advisors are also essential to motivate the SMEs to keep on track their businesses. Literally, a function of business support as same as a support system where it supposedly enhances firm business performance (Kurniawati & Yuliando, 2015).

Therefore, this study aims to examine SMEs' ability to supply their products to distribution channels and to attract consumers in a larger market. In addition, this study measures the gap between costing, branding, and SMEs' product value to hypermarkets. Furthermore, this study investigates the role of the business support in the branding of SMEs product value to access a larger market or distribution channel like the hypermarket.

THE PROPOSED CONCEPTUAL MODEL

There are many businesses operating under the SMEs category in Malaysia. This causes resource gaps and competitive pressure among SMEs. The limitation of SMEs is when costing towards branding consequently make SMEs encounter problems creating value for a product, further affecting interest among consumers and distribution channels of their F&B products. SMEs need to spend more for these branding activities within the marketing program of businesses. Thus, branding mediates the relationship between cost and product value.

Additionally, SMEs align their transaction costs so that they can pursue multiple goals. SMEs often assign different goals for different organisational units. These various goals can lead to a complicated decision about whether to make, buy, or use allies (Miles, 2012). Transaction cost theory examines all extra costs involved, rather than just costs related to the production of goods and services. These costs include production costs, transaction costs and costs of an organisation. SMEs usually have only

been operating their business for a brief period. Therefore, they gain less benefits from the economy. They often have limited capacity for expertise acquisition.

Thus, the measurement composite effect applicable for SMEs in the role of both buyer and supplier will incur higher transaction costs. This directly leads to higher costs transactions when applying their resources, like branding. In the latter case, the higher costs are always reflected to SMEs (Nooteboom, 1993). A resource is defined as anything that could be thought of as strength for an organisation (Wernerfelt, 1984). Thus, branding is an important category of resources and is also seen as SMEs' performance strength (Miles, 2012). A principal of resourced based theory defines a unique bundle of assets, resources, or capabilities that, if a company utilises it in distinctive ways, can produce a competitive benefit (Kamyabi & Devi, 2011). Utilising these resources to some extent improves every SMEs vision, mission strategies, and goals. This may result in SMEs' business performance enhancement based on the differences of users' resource.

A resource like branding always requires financing (Abor et al., 2014). Scholars have proven that SMEs are unaware of business support (Bennett & Robson, 1999; Fitchew & Blackburn, 1998; Mole, 2002). Thus, it shows that business support is expected to moderate the relationship between costing and branding. Hence, this research enhances and tests a theoretical model related to SMEs' F&B product value. Guided by resources-based theory and transaction cost theory, the proposed theoretical model is shown in Figure 1. The research model is adapted from previous studies (Backhaus et al., 2011; Harash et al., 2014; Mohammadjafari et al., 2011; Nyadzayo et al., 2015; Sahin & Kitapci, 2013). The following sections entail the discussion of the development of hypotheses that will be tested in this study.

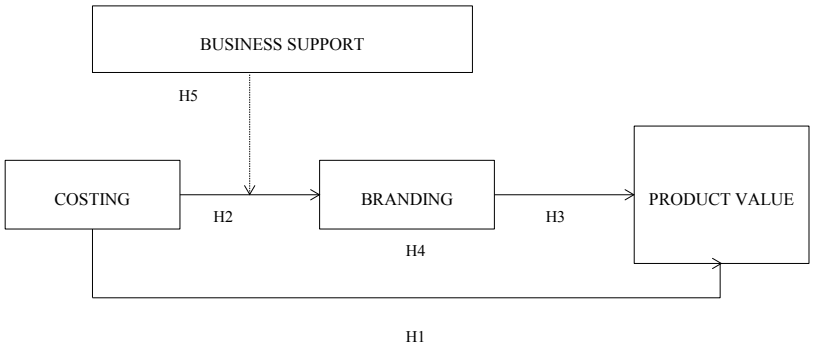

Figure 1. Theoretical framework

The Relationship between Costing and Product Value

It is costly to consistently retain or persuade consumers (Sahin & Kitapci, 2013). Cost is everywhere, from the beginning of the manufacturing stage, when purchasing raw material, until the finished product. SMEs frequently encounter problems related to costs from rising competition, threats from large firms, new SMEs' entrance, and substitute products in the market. They are small, with limited capital, financing, limited production sites, and have a lack of skilled labour and operational business equipment. Conversely, if SMEs spend a lot in high product costs, they will produce a high-value product to consumers. Furthermore, this relatively affects the high price if a high-cost product is implemented (Alban et al., 2015; Nooteboon, 1993; Sahin & Kitapci, 2013). Thus, it is hypothesised that:

H1: Costing is positively related to product value.

The Relationship between Costing and Branding

Previous researchers have mentioned that a strong brand is the most valuable intangible asset for any company (Chakraborty et al., 2013). Krake (2005) asserted that a large amount of money was needed for marketing. Marketing encompasses branding to build the awareness and promote the brand of their company. This is a core concern for large numbers of SMEs establishments in Malaysia. However, SMEs face major challenges concerning operation and growth, affected as they are by limited capital. Thus, they have low turnover, and some only focus on survival. To fully utilise their limited capital for product costs, SMEs are less concerned about branding. They just ignore the importance of a brand name, which could affect their product and consequently cease their business operation. However, if SMEs are concerned with improving their business performance, they will spend more money to develop their branding (Kamyabi & Devi, 2011; Krake, 2005; Pergelova & Angulo-Ruiz, 2014). As a result, SMEs' success in establishing their branding will further affect the added value of their products. This would appeal to consumers or distribution channels, to buy their product and increase SMEs' performance. Thus, it is hypothesised that:

H2: Costing is positively related to branding.

The Relationship between Branding and Product Value

A strong brand name can lead to an increase in companies' competitive strength (Spence & Essoussi, 2010). Consumers are attracted to or influenced to buy products that have established brand names because they believe the products have value added to them; consumers do not even mind a high price if that product has a well-established brand. Thus, when SMEs have strong brand names for their products, customer purchasing behaviour is likely influenced. This is suggested in studies done by Abimbola (2001) and Yee et al. (2011), where they found that products with good brand names were reflected in higher perceived value and higher prices. Thus, it is hypothesised that:

H3: Branding is positively related to product value.

The Mediating Effects of Branding

Establishing a strong brand creates value for both SMEs and consumer, as mentioned previously; a successful brand will have a long lifespan. For instance, strong brand names increase product values and can influence consumers more by positive word-of-mouth, enhancing SMEs' positive image. Certainly, strong brands represent an excellent future investment (Kohli, 1997). Even though the price of the product is higher, with good branding activities like knowledge of marketing skills, this higher price would be accepted by consumers. Hence, SMEs that have a strong brand will influence consumers to purchase their products. They will realise that products with good brand names will have high value even at a high price (Chakraborty et al. 2013; Pergelova & Angulo-Ruiz, 2014; Sahin & Kitapci, 2013). Thus, this hypothesis is proposed:

H4: Branding mediates the relationship between costing and product value.

The Moderating Effects of the Business Support

The creation of high brand awareness is always significant to a company's budget. It usually comes down to spending more on costs to develop a good brand. Nevertheless, with the assistance of support, SMEs can focus on decision-making for improving their brands. In addition, the business support will assist SMEs in upgrading skills and knowledge in their product marketing. This, coupled with a series of incentives, schemes, and support systems, moderates the SMEs in building a good strong brand and nurturing successful SME products value, further increasing the profits of SMEs. Thus, receiving this assistance will enable SMEs to perform better regarding their products' brands. For instance, through financial support, SMEs might be able to hire brand consultants. However, SMEs also can obtain non-financial support from governmental or related agencies to promote their products' brand to be more marketable (Krake, 2005; Pergelova & Angulo-Ruiz, 2014; Runyan et al., 2007; Spence & Essoussi, 2010). Hence, it can be hypothesised that:

H5: Business support moderates the relationship between costing and branding.

METHODOLOGY

This study used a quantitative method by distributing questionnaires to SMEs from an F&B background. Currently, SMEs manufacturing F&B have a products to a total population of 6,016 business establishments (SMIDEC, 2014). Hence, the required sample is at n = 362, referring to Krejcie and Morgan (1970). This is also supported by the G-Power Sample Size calculator (Raosoft.com., 2004) that recommended only 362 for the sample size of this study. To ensure precise results of the data findings, 400 questionnaires were collected from the SMEs. Hence, the target population of this study emphasises owners or managers of the SMEs in the F&B manufacturing sector. The sampling method

used in this study was non-probability sampling, because the sample size was selected through the availability and ease of access to the SMEs. The authors visited and conducted formalised interviews to distribute the questionnaires. SMEs were also chosen from the main events held in every state in Malaysia. Most SMEs hosting the events are the manager or are highly position in their company. So, the questionnaires were distributed and answered.

The questionnaire is divided into three parts: Section A identifies the profile of SMEs (demographic, type of products, business information, and hypermarket placement); Section B determines the measurement of costing, branding, and product placement in the hypermarket; and Section C assesses the business assistance of SMEs. Sections B and C used a five-point Likert scale ranging from 1-5 (1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree).

This study used partial least squares structural equation modelling (PLS-SEM). PLS-SEM is best suited for theory development and illustration using a framework. It also works in this study when exploring new theories by incorporating other theories or concepts into the model or having a soft theory (Resource Based View Theory & Transaction Cost theory). Essentially, PLS-SEM path models were defined using a two-step process: 1) assessment of the measurement model 2) assessment of the structural model. The measurement model concept assesses the relationship between indicators and a latent variable. The measurement model in this study was reflective. Thus, the important criteria to test the right measurement were validity and reliability. Byrne (2013) and Hair et al. (2014) said that factor loading values above 0.6 were at least acceptable, if the summation of loadings results in high loading scores, contributing Average Variance Extracted (AVE) scores of above 0.5 and the Composite Reliability (CR) above 0.7. Meanwhile, the structural model concept estimates the coefficient maximising the R^2 values of the target endogenous constructs.

Based on the proposed theoretical framework, branding is the mediating element of effective marketing that enhances the growth and performance of SMEs, while business support is the moderating element that represents the support system for developing SMEs. This assistance is

Table 1

SME products in hypermarket

Variables (s)	Frequency	Percentage (%)
Yes	151	37.8
No	195	48.8
In Process	39	9.8
Others	15	3.8
Total	*400*	*100*

divided into two types: financial support and non-financial support. The financial support is measured in the form of monetary funds, while non-financial support is measured in the form of business advisory services.

RESULTS AND DISCUSSION

The results of SMEs' product placement in the hypermarket are presented in Table 1. Out of 400 respondents, there were about 195 respondents (48.8%) who did not supply hypermarkets and only 151 respondents (37.8%) supplied hypermarkets. Meanwhile, about 39 respondents (9.8%) are in the process of supplying hypermarkets and 15 respondents (3.8%) answered 'others'. This means SME products in the hypermarket still occupy less shelf-space, thus making it more difficult for SMEs to access a larger market and increase the performance of their F&B products.

Assessment of the Measurement Model

Table 2 shows the scores obtained from the analysis of the measurement model. Based on Table 2, all composite reliability values are larger than 0.7, demonstrating elevated levels of internal consistency reliability. The composite reliability value for costing

Table 2

Results summary for reflective constructs

Construct	Items	Loadings	CR	AVE
Costing				
C1Q5	Transaction costs include costs of transporting product(s) in production sales	0.652	0.841	0.515
C1Q6	The company involve policy and enforcement cost after successful sales been made	0.660		
C1Q7	The company have a specialized in producing the product(s)	0.755		
C1Q8	The cost company inclusive different activities and levels	0.771		
C1Q9	The cost of organization covers the cost labor and capital	0.741		
Branding				
C3Q1	The company make a focal point for brand management	0.702	0.896	0.519
C3Q3	The product has a strong image compare to other products	0.733		
C3Q4	The publicity of the brand is effective	0.668		
C3Q5	The product brand equivalent the choice of branded/establish product	0.753		
C3Q6	The consumer consider your product(s) as brand preference	0.740		

Table 2 *(Continued)*

Construct	Items	Loadings	CR	AVE
C3Q9	The product has the perceived quality as the establish brand product	0.699		
C3Q10	The product meets the consumer's expectations	0.725		
C3Q11	The product has direct impact on consumer purchase intention and brand loyalty	0.741		
Product value				
C4Q1	The product issued have a good value	0.737	0.901	0.603
C4Q2	The product is good value of money for consumer	0.802		
C4Q3	The product is worth to buy other product	0.814		
C4Q4	Product sold at a price in line with the cost of product	0.765		
C4Q5	The price shown on product is acceptable for public	0.798		
C4Q6	The price of the product is economical compare other product	0.738		

Note. CR: composite reliability, AVE: average variance extracted

is 0.841, branding is 0.896, and product value is 0.901. These results indicate that the items used to represent the constructs have satisfactory internal consistency reliability. Indicator reliability shows a value less than 0.50 will be removed from the measurement model to improve the assessment of convergent and discriminant validity, as shown in Table 2. The pre-test result has prompted the deletion of a few indicators with low factor loadings of less than 0.50. These indicators are C1Q1, C1Q2, C1Q3, C1Q4 (indicators of costing), and C3Q2, C3Q7, C3Q8 (indicators of branding). Additionally, the convergent validity of costing is 0.515, branding is 0.519, and product value is 0.603, which exceeded the recommended threshold value of 0.5. These results shown in Table 2 indicate that the study's measurement model has demonstrated adequate convergent validity.

Assessment of the Structural Model

Figure 2 and Table 3 reveal all hypothesised relationships at the level of 95% confidence interval with p-values less than 0.05. First, H1 states that costing has a positive effect on product value. The findings revealed that products' costing is positive and significantly related to SMEs product value ($\beta = 0.126$, p-value = 0.007). Thus, this hypothesis is supported by this study. This suggests that provision for products' cost will affect product value. If SMEs only reserve a small budget for products' cost, they will

produce the low-value F&B product. On the other hand, SMEs with a large budget for products' cost will manage to produce high-value F&B products. When SMEs buy in small quantities, they cannot get bulk prices for raw material, which is cheaper and can reduce production costs. Thus, with the limited cost they manage to produce an average-value product where most of the time the selling price is higher than the product value. Therefore, SMEs need to have a good strategy for getting the low input of cost to produce a product of good value at a lower price that is ready to be acquired by consumers. This can be done with a strategy through manufacturing cost like logistics, rent, overhead, marketing, labour, and more (Hasnan et al., 2014). A strategy suggested by Berman (2012) also proved that these SMEs might reduce costs through changing the quality of interchangeable parts, minimising inventory levels, using contract employees, and selling through warehouse clubs. This can be implemented if SMEs can find raw materials at a lower cost, helping reduce manufacturing costs. Despite that, SMEs can start their business with low rental costs and lower inventory holding costs. Some suggested being part of a low-cost manufacturer, who outsource their workers to outsiders. However, a beginner entry SMEs can reduce labour costs by hiring a part-time worker only in peak seasons to assist peak production for limited operational hours only.

Second, H2 states that the costing is positively related to branding. The hypothesis indicates that SMEs reserving high cost will lead to a strong brand name. The findings revealed that products' costing is positively and significantly related to branding ($\beta = 0.429$, p-value = 0.000). Thus, hypothesis H2 is supported in this study. However, most SMEs are doing business under budget constraints; hence, they have low budgets for products' cost, which leads to low product branding. This happens because some SMEs simply ignore the importance of branding as a tool in marketing programs. It is true that adopting a brand is costly, and, with fewer resources, a company could build their desired image using a standardised and non-meaningful name (Kohli et al., 2005). Hence, SMEs cannot just ignore the importance of branding in their marketing programs for targeted consumers. Some SMEs work with a brand consultant to build trustworthiness for customers. They certainly restrict the marketing creativity level, and need more cost to build a strong brand name (Huang & Lai, 2011).

Thus, SMEs take an alternative by spending more on advertising, another part of marketing. This may enhance the awareness of the SMEs' brand. However, too many SMEs are seduced by advertising consultancies. Some SMEs may have an elevated level of creativity, and are very good in advertising, but that is not branding. This is one of the reasons why some SMEs have good branding, yet their products are not known. Hence, the funds that SMEs invest in branding are wasted. This is a lesson to other SMEs, especially those with limited financing for business operations.

They disregard the significance of branding, so they can divert its cost to other matters in producing F&B products.

Third, H3 states that a product with a strong brand is positively related to product value. The findings revealed that branding is positively and significantly related to SMEs' product value (β = 0.419, p-value = 0.000). Thus, hypothesis H3 is supported in this study. The findings reveal that good products' branding will increase product value of SMEs F&B. Furthermore, superior product value will attract consumers. Consumers also buy a product based on brand recommendations by others, if they are using it for the first time. Once they have used it, the consumer would acknowledge the products' brand. The results of this study reveal that most SMEs that maintain and expand their business to export markets have brand names that are more general, clear, and simple. These SMEs consider brands that give product value, which can attract all consumers from diverse backgrounds, races, and religion. These consumers admit to using all sorts of F&B products with acceptable brand names. In addition, the brand must reflect its meaningful product value in local markets. This must reflect the attention given to the products' shelf-space and grab the attention of consumers in the aisles, especially in the hypermarket (Kohli et al., 2005). Thus, H1, H2, and H3 were supported in this study.

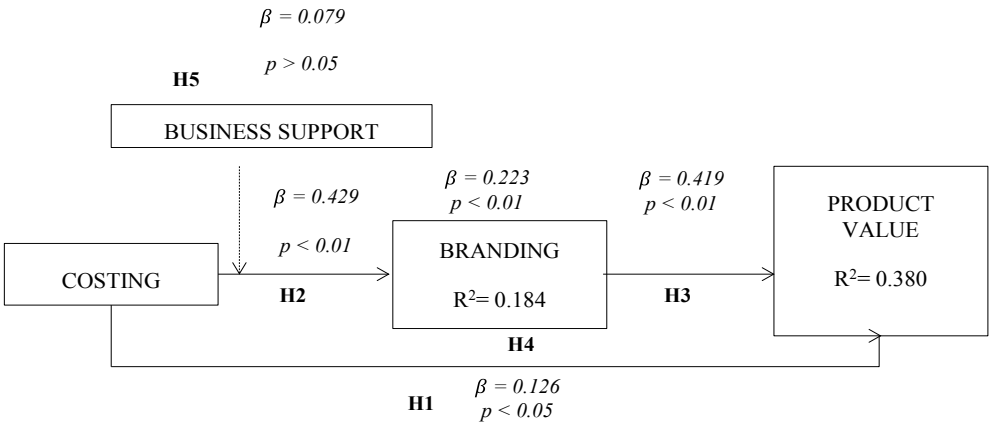

Figure 2. Structural model

Table 3

Results of the hypothesis testing

Hypothesis	Relationship	Std Beta	Std Error	t-value	Decision
H1	Costing → Product Value	0.126	0.051	2.457	Supported
H2	Costing → Branding	0.429	0.043	9.943	Supported
H3	Branding → Product Value	0.419	0.052	7.995	Supported

Table 3 *(Continued)*

Hypothesis	Relationship	Std Beta	Std Error	t-value	Decision
H4	Costing → Branding → Product Value	0.223	0.030	7.344	Supported
H5	Business Support → Branding	0.079	0.065	1.205	Not Supported

To test H4, Table 3, above, exhibits the results of branding on the relationship between cost and product value. The result indicates that it is supported at the level of 95% confidence interval, with p-value less than 0.01 (β = 0.223, t-value = 7.366, p-value = 0.000). Preacher and Hayes (2008) indicated that the mediation effect was evident since the 95% bootstrapping confidence interval (0.179, 0.278) did not straddle a 0 between the lower and the upper intervals. Thus, the authors concluded that the mediation effect was significant, indicating that H4 is supported. The results reveal that branding plays a strengthening role in SMEs' product value. It also suggests that SMEs who are willing to invest part of their products' cost in brand names might influence the SMEs' products' value. This means that a product with good branding will increase its product value, further attracting consumers and distribution channels like the hypermarket (Pergelova & Angulo-Ruiz, 2014; Sahin & Kitapci, 2013). This also applies when the demand for F&B products of SMEs increased, when consumers or distribution channels were attracted and influenced by the products' branding because they knew that the products have substantial value. They are willing to buy the higher-price product because the product's branding is convincing. An increase in product demand will result in rising SME profits and finally expand SMEs' performance, contributing further to the growth of the Malaysian economy.

However, the interaction effect results for branding, as shown in Table 3, are not significant, with p-value larger than 0.05 (β=0.079, t-value=1.205, p-value=0.114). Thus, H5 was not supported. This indicates that SMEs who have a higher practice of business support are less likely to perceive the cost subjected to low branding. The results suggest that business support does not influence the effect of cost on the branding of F&B of SMEs' products. Even though the business support has proven to act as a moderator on branding in previous literature, it is not supported in this study (Pergelova & Angulo-Ruiz, 2014; Spence & Essoussi, 2010). For this reason, the findings seem not suitable in the Malaysia. Some SMEs had misleading thoughts when business support from the government or agencies replaced their brand names. With assistance from the government or agencies, SMEs thought that rebranding their brand would be something that they should do in return. Besides, some of the SMEs might manage products' branding personally

without business support. A lack of support relates to personalised SMEs branding. Therefore, they just ignore the importance of the brand name to sell their F&B product. As a result, these SMEs have difficulty expanding their businesses and remain the same size. The effect is worsened when SMEs are unable to continue their business and must cease their operations.

CONCLUSION

The results of the study indicate that products' costing was significantly related to F&B of SMEs' product value and branding. Products' brands were also associated with a product value of SMEs. The mediating role of branding in the relationship between products' costing and product value was significantly achieved. The results further strengthen the empirical evidence that branding is a key factor in the performance of SMEs' product value. However, the moderating effect of the business support on branding was found to be non-significant in this study.

The findings of this study provide a general guideline for SMEs manufacturing in the F&B industry on how to improve their products, starting with the costs of the production passing through the branding determined in marketing activities. It helps SMEs to understand better how to react to external factors significantly influencing their products. In general, SMEs need to set up a strategy to have efficient costs of manufacturing, signifying a way for SMEs to improve their shortage of capital. Besides, SMEs also need to produce products with good branding at limited cost while offering high-value products to customers.

These findings suggest that the government should focus on SMEs in F&B manufacturing, since they were one of the sectors that had dominated the economy's wealth and development. The government can use this study as a guideline to reformulate the policy for strengthening SMEs in Malaysia. The government should dedicate more effort to eliminating SMEs boundaries and create effective ways for helping SMEs develop their strengths and potentials of their products' branding. This can be tailored specifically to their necessities. For example, when SMEs have no knowledge about designing a brand, the support needs to improve and directly reach these SMEs. Finally, this study may encourage distribution channels like the hypermarket to help SMEs supply or distribute their products. Conceivably, distribution channels can revise their rules and regulations to SMEs who produce F&B products—for example, they could assemble a workshop guide for SMEs. Some SMEs face a lack of knowledge and opportunity to market their products in distribution channels. For instance, the hypermarket only accepted a SMEs product with a unique brand, different name, and its own specialties to compare other similar local products. These SMEs need an explanation about the rules and regulations of distribution channels, thus providing a way to assist SMEs in promoting the products, making them attract more consumers.

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