

Marketing Strategies in Peninsular Malaysia: Case Study of Gardenia Bakeries Sdn. Bhd.

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ABSTRACT

This study was conducted in order to investigate the marketing strategies of Gardenia Bakeries in Malaysia. Gardenia is a very well-known name by the majority of Malaysians. Therefore, the researchers choose this firm as the best topic for this case study. Gardenia has 4 production plants, 3 in Shah Alam and 1 in Puchong, Malaysia. Gardenia's marketing strategies make the company have a large market share in Malaysia despite having many competitors. This study was conducted using data collection which is gathered from journals and websites. The researchers also distributed a survey for this study with 80 respondents taking part in the online survey. The result shows that the customers are satisfied with the product's packaging and the price.

Keywords: Consumers, Gardenia, Marketing, Malaysia

INTRODUCTION

International Executive Service Corporation (IESC) dispatched an American called Horatio Sye Slocumm to East Malaysia in 1969 to build a bakery. Slocumm joined the company with 35 years of baking expertise with one of America's largest bakery chains. Gardenia is the name given to a flower that blooms in the springtime. After 45 years of struggle, Gardenia was born successfully. Mohd Sedali (2017) said that Gardenia Bakeries began as a modest business in Singapore. In Singapore, there is only one in-store bakery and they had built a commercial bakery in Pandan Loop. Fortunately, due to their great demand and market share in March 1983, a commercial bakery opened in Pandan Loop with a capacity of 2000 loaves per hour. Originally built on the notion of a central bakery distributing a range of items primarily to retail bakeries, the company shifted its focus to making a white sandwich bread that was supplied to all retail outlets including supermarkets and general merchandise stores. On the creation of a white sandwich bread that was given to all retail locations, including supermarkets and general merchandise stores. Launched against established competitors, but with a superior product (softer-textured, tastier-flavored, and enriched bread) and a more contemporary approach. Gardenia has creative packaging and strong marketing (promotion, retail, and distribution). As everyone knows that nowadays bread grew in popularity over time. Within two years, it had become the most popular packaged bread brand in Singapore due to its benefits of being baked fresh, utilising the finest ingredients, and delivered fresh. In June 1993, a second bakery was opened in Singapore, with an 8,000-loaf-per-hour manufacturing capacity (Hasri & Azmi, 2016).

In 1986, Gardenia Bakeries (KL) Sdn. Bhd. rolled out its first loaf of bread. In just four years, it had risen to the top of the bread market, with a brand recall rate of 99 percent and a top-of-mind recall rate of 80 percent. Gardenia, based in Shah Alam, Selangor, produces baked goods. Lot 3 Jalan Pelabur 23/1 is where the organization is based. This private corporation was established in 1985. The organization's income is anticipated to be \$198 million each year and about 2,500 people work at Gardenia. Gardenia employs somewhat more people than the usual firm in Shah Alam, with a median number of workers ranging from 30 to 495. Gardenia currently manufactures a range of baked goods to meet consumer demand, leveraging its brand power. Gardenia's product line has grown and changed throughout time, improving with each passing year. Gardenia has achieved incredible development and supremacy with a unique type of bread-making, leveraging its brand power and receiving a fantastic response from Malaysians. Flour, water, salt, and yeast are the primary ingredients of bread. Biochemical and chemical-physical changes occur throughout the baking process, affecting many ingredients (Goesaert, et al., 2005). Every single loaf of Gardenia bread is made using the traditional sponge and dough process. This method of bread-making allows the dough to grow spontaneously, resulting in a delicious taste, texture, and flavor. The Original Classic, Gardenia's trademark bread is a soft and tasty sandwich bread that is a Malaysian favorite. Four slices of Original Classic have as much calcium as a glass of milk, and the flagship bread has enhanced throughout time with vitamin and mineral fortification. Gardenia Breakthru bread is a ground-breaking low glycemic index and low glycemic load bread created in partnership with a notable dietitian and a panel of local university experts. It possesses prebiotic qualities and is rich in protein and fiber. Not only that, the bread has a low carbohydrate and calorie content. The addition of Beta

Glucan lowers cholesterol levels. The Breakthru bread has even cleared a rigorous Glycemic Index trial protocol conducted in Washington DC, and acquired the coveted mark of approval from the Glycemic Research Institute (GRI) as a diabetic-friendly and diet-friendly meal. One of the marketing strategies that Gardenia uses in Malaysia is the promotion mix. According to Hedynata and Radianto (2015), Promotion is an activity aimed at influencing consumers so that they can recognize the products that the company has put on the market and are then interested in purchasing the products. Promotion is used to boost demand for a company's products or services. The promotional campaign goal is to educate, target audiences to persuade or remind them about the products. According to Rust and Verhoef (2005), customer centricity highlights the idea that organizations should recognize that consumers are unique and therefore only market to those customers who will benefit from the marketing effort. Next, promotional goals include increasing public awareness, encouraging customers to try out new products, information provision, keeping long-term customers and others (Gitman, 2018).

Gardenia has utilized a variety of marketing techniques to advertise its products. According to Hackley (2005, pp.5) Advertising, as a type of representation, alters non-advertising culture's signals and meanings, generating new representations in opposition to advertised brands. With Social Media Marketing, companies can introduce their products and services more easily at a lower cost through online media, their market reach is also getting wider (Harjanti, 2021). Gardenia likes to employ radio commercials, television, and newspapers among the different alternative media. Radio is the most popular medium for reminding existing Gardenia clients about their goods, whilst television is typically used to sell new products. Television advertising has the benefits of broad reach, strong emotional impact on viewers, message repetition, flexibility, and prestige. That is all the reason why Gardenia chooses television to advertise their products. Gardenia, for example, advertises on Malaysia TV3 that their product is the number one brand in Malaysia for the family target market. Newspapers are an efficient technique for Gardenia to count down to the release of a new product since they may reach a specific target market. In brief, significant advertisements for Gardenia bread have cemented Gardenia phrases in popular culture, such as "so good you can even eat it on its own".

Gardenia additionally promotes its products on social media platforms such as YouTube, Facebook Fan Pages, Corporate Blogs, and their official website. In the digital age, the adoption of new media platforms for communicating in organizational communication is critical because it improves the rapid distribution of information between an organization and its strategic public (Igben & Ilaya 2021). Most individuals nowadays own a smartphone, tablet, laptop, desktop, and other devices. By merely touching on their smartphone, they may readily access various social media over the Internet. Therefore, Gardenia uses YouTube to promote its existing and new items through videos. Consumers will learn more about Gardenia items because of this, which may pique their interest in buying or acquiring the products. Furthermore, they had also set up a Facebook Fan Page for its fans. It aids Gardenia in promoting its brand and increasing its web presence. This is because when a person "Likes" or comments on the post, the action or information is instantly broadcast to the user's Facebook feed. Thus, helps the brand spread to the user's friends. Gardenia also created a corporate blog to

market its products. A corporate blog is a blog that is published and utilized by an organization, business, or other entity to achieve its organizational objectives.

The aspect of the promotional mix is sales promotion as Gedenk, Neslin, and Ailawadi, (2010) stated that the marketing programs of businesses, sales promotions play a significant role. Gardenia promoted their products through sales promotions as well. Gardenia ran a promotion in October 2003 where customers were needed to gather four empty packaging of Gardenia original classics white bread to receive one freeloader. Finally, this campaign was quite effective in raising public awareness, which resulted in a huge rise in Gardenia sales. Harris (1993) stated that public relations actions meant to promote marketing objectives such as creating awareness, informing and educating target audiences, gaining knowledge, building trust, offering consumers a reason to buy, and inspiring consumer acceptance are all examples of marketing public relations. Gardenia had participated in a philanthropic function with zeal. Gardenia donated bread to flood victims in Kuala Terengganu in December 2013 and provides free Twigils to kids on special occasions. Gardenia gets a reputation and becomes more well-known because of this. Another example is Gardenia, which has been welcoming visitors since 1991 to share their experience, objectives, and progress with consumers. Gardenia currently welcomes over 26,000 tourists each year and offers them a free personal tour of the Gardenia bread plant. During the factory tour, visitors will receive various tastes of bread for free. Every day, Gardenia provides fresh bread to approximately 45 charity organizations, including old people's homes, orphanages, and centers for the disabled. These institutions have been on Gardenia's distribution list since 1991. Gardenia is also beneficial in the battle against Malaysia's obesity crisis. It collaborates closely with the National Diabetes Institute (NADI) on the "Fight Against Diabetes" campaign, which raises public awareness about diabetes prevention and control.

Gardenia can produce 700 million pieces of bread, cakes, buns hence making it the largest wholesale bakery in Southeast Asia (QAF Limited, 2015). Demand for Gardenia has increased dramatically and as a result of this, they have small warehouses open all over the country. Day after day fresh bread is being made and stored in the main warehouse in Shah Alam. Then, in the early morning, the bread will be delivered to a small warehouse. This small warehouse will store bread in the early morning and will be delivered to the store in the afternoon or evening. From small shops, all bread will be delivered to the store by truck. This is an indirect sale to the customer where the bread goes to a small warehouse before they go to the customer. However, there is a direct delivery truck where the bread will be directly delivered to the store from Gardenia to nearby stores and shops. Gardenia delivers fresh toast daily directly to the store or shop to over 23,000 stores.

Intensive distribution is a form of marketing strategy where a company tries to sell its products in many branches. Virtually, the customer will be able to find the product wherever he goes. Soft drinks are some examples where intensive distribution followed. Under an intensive distribution strategy, all possible branches can be used by the company to distribute products. It creates product brand awareness as well as increases sales. There are various advantages of intensive distribution. First, it increases the supply of products which increases the chances of more sales. More sales mean more revenue for the company. Another advantage is that the company can analyze the source of sales, whether a product

is more in demand from local vendors or hypermarket-type stores. With this data, the company can further plan its promotional efforts to increase sales and increase product presence. Looking at the data, a company can also analyze the causes of its failure in increasing its sales in several locations. In that case either it can reduce distribution or increase marketing efforts to build brand awareness.

Gardenia selects convenience stores such as 7 Eleven, TF mart, and Speed mart to distribute their products. This is because convenience stores have many chain stores in Malaysia. This convenience store is also the store of choice for the community in Malaysia. Most customers will also choose a convenience store like this to buy the latest food products from various food brands. Gardenia which markets its products here also pays attention to customers to choose their bread products, especially new products released.

Gardenia selects hypermarkets and Supermarkets such as Lotus, Aeon, TF Mart, and others to distribute the products. This is because these two market stores are well known and have a chain of hypermarkets in Malaysia. Hypermarkets are also known as major shopping malls in the community. Most people will visit supermarkets to buy various food items and other necessities. This results in customers only having to choose one place to shop and not having to spend time and energy to visit various other stores. This makes the hypermarket a top choice and has many customers from various places. The choice of hypermarkets will also further increase sales as there are many customers there. The latest products will also usually be more advertised in stores and will attract customers. This can help the new products reach every state in Malaysia.

Gardenia's product will also be on online store websites such as Lazada and Shopee. E-Commerce platforms continue to grow in Malaysia and another developing countries (Escursell, Llorach-Massana & Roncero. 2021). Moreover, online shopping has increased due to the global pandemic of Covid-19 (Kim, 2020). with the online store, customers do not have to go to the store to buy goods. so this will encourage customers to buy the product at home. The online store will be equipped with all things about Gardenia products such as packaging photos, references of product ingredients, flavors, and much more related to the product. Therefore, customers can find out about product information in the online store. Moreover, by using this method, Gardenia products will be wider to reach beyond the geographical area.

LITERATURE REVIEW

Gardenia's competitor also boosts Gardenia to always refine its marketing strategies. Gardenia faces emerging competition in Malaysia's market. the sales value of manufactured bread, cakes, and other bakery products in Malaysia had increased from RM2.61 billion in 2018 to RM3.03 billion in 2019 (Shaari, Perumal & Abdul Murad, 2021). Competition is described by a structural logic in the business-to-business literature, where organizations compete for the same consumer or aim (MacDonald & Ryall, 2004). The presence of one or more competitors will affect the price of the product because all the firms will attempt to gain the largest market share. Marketing effort divided by total marketing effort equals market share. The relationship is derived from the assumptions, which replace marketing effort with the consequent "attraction" (Friedman, 1958). For

instance, Gardenia's competitors in Malaysia such as brands Mighty White, Massimo, and High 5. There is a huge number of companies producing similar products which mainly is bread but the famous one are those four company in Malaysia.

In order to get the largest market share, the company should pay attention to putting the best price tag on its product. Price is one of the most dynamic parts of the marketing mix, influencing a company's profitability and cost-effectiveness directly and in the short term (Simon, Bilstein & Luby 2008). Therefore, price is critical for a buyer to decide. It also has a significant impact on a company's market share and profitability. It can also be used to strengthen client relationships and increase consumer value (Kotler & Armstrong, 2011). As for Gardenia's pricing strategy to identify appropriate pricing levels to be practiced by the company, competition-based pricing uses as important information rivals' price levels (Liozu & Hinterhuber, 2012).

Packaging also plays an important role in marketing strategy to attract consumers' attention to buy the products. Just like according to Simms and Trott (2010), Packaging is critical to product performance, particularly in the fast-moving consumer products market, and has a considerable impact on consumer purchasing decisions. According to Hellström and Saghir (2007) state that in fact, packaging performs three key communication functions: conveying information, such as substance, destination, and handling methods, promoting the product, and improving consumer communication. Given the importance of packaging for perishable items, for example, packaging informs consumers about allergies, nutritional preferences, and even discounts, and also the freshness of a perishable product can be read out from the information provided in the packaging (Heising, Dekker, Bartels, & Van Boekel, 2014). Gardenia has included all the important information on its product's packaging and keeps it simple such as the price, the ingredient, the expired date, manufactured date, and so on gain people's trust for their product.

Gardenia also uses the great color combination for its product packaging as stated by Singh (2006), color is an excellent source of information, with estimates ranging from 62 to 90 percent of people's assessments and evaluations being based just on color. The impact of color contrast on customers' attentive behaviors was investigated, and it was discovered that simultaneous color contrast had a substantial impact on consumers' attentive behaviors, perceptions of product quality, aesthetic attractiveness, and purchase intention (Bix, Seo, & Sundar, 2013). Gardenia's product packaging is known for the combination of white, blue, and red. This follows the suggestion by Crowley (1993) that designers can utilize more stimulating colors like red and blue to entice customers to make impulse purchases. Celebration, passion, strength, energy, love, excitement, and ambition are associated with the red color. Mohebbi (2014) says that youth, sterility, light, reverence, truth, and purity are associated with the white color. Depression, serenity, trust, confidence, reliability, wealth royalty, truthfulness, and creativity are all associated with the blue color.

RESEARCH METHOD

To perform a study of Gardenia's brand from the public perspective to know the effectiveness of its marketing, there are a few ways of collecting data. To comprehend the study's premise, the researchers looked at a variety of papers, websites, and journals. The researchers also distributed a survey for this study with the information that have been gathered. The findings and conclusion are based on marketing strategy. The researchers collect the data from consumer perspectives about Gardenia through the survey online using the Google Form. The results show the position of the Gardenia brand in Malaysia through consumers' eyes. The questionnaires were distributed to 80 respondents using the Google Form link, the link available in WhatsApp and Telegram to approach the consumers. Using this strategy, Gardenia consumers were able to provide information about the company's reputation in the Malaysian market.

The online survey used is the primary data for the study, the major part of the discussion is using data that the researchers collected using that method. There are two parts to the online survey with each table are listed down. In the first part, the respondents were asked about their demographics. The second part comes with 8 questions to know about consumers' opinions about Gardenia's product. The online survey was open o all consumers from different backgrounds. The consumers are mainly from Malaysia even though the researchers did not specify the nationality and the majority of respondents are among the youth. This is the only method to collect the primary data from the consumers.

The secondary data were sourced from various websites, journals, and papers. The researchers also collected the information from Gardenia Malaysia's and Singapore's websites to collect relevant data about the company. The researchers cited the Gardenia Singapore website to know more about this company's background because this company is originated from that country. From these various resources, the researchers gathered various information about Gardenia's marketing strategies in Malaysia.

RESULTS

This data is an important section of a company's marketing plan. The survey identifies their needs, consumer behavior and specifies how the product satisfies their needs to portray the effectiveness of Gardenia Bakeries' marketing in Malaysia. The researchers have targeted 80 respondents for the questionnaire. The questionnaire was divided into two parts which are demographics and consumer behavior.

Table 1. Summary of respondents' demographics (N=100)

Response	Frequency	Percentage (%)
Gender		
Male	26	32.5
Female	54	67.5
Age		
Below 17 years old	1	1.3
18-24 years old	74	92.5
25-34 years old	5	6.3
Above 35 years old	0	0

Ethnicity		
Malay	77	96.3
Chinese	1	1.2
Indian	1	1.2
Others	1	1.2
Nationality		
Citizens	80	100
Not a citizen	0	0
Permanent Resident	0	0
Occupation		
Working	8	10
Not Working	5	6.3
Student	67	83.8
Average Income		
RM500 and below	62	77.5
RM600 – RM1,500	8	10
RM1,600 – RM2,500	8	10
RM2,600 and above	2	2.5

The demographic profiles of the respondents are summarized in Table 1. the survey was conducted online to 80 respondents. Based on the table, there are 54 out of 80 respondents of female with 67.5% which means females made up more than half of the respondents. Male responders accounted for 32.5 percent of the total. The overall number of respondents mostly are female. This could be due to women's preference for carbohydrate-rich, stomach-satiating foods like bread. It can be assumed that all of the respondents were Malaysian citizens based on the data in the table above. This is due to the fact that the surveys were only conducted in Malaysia. The majority of those who responded were students and most respondents are aged around 18-24 years old with a percentage of 92.5%. None of the 80 people who took part in the survey were over the age of 35. For the group of 25-34 years old, there are 5 respondents with 6.3% while only 2 respondents of a group of below 17 years old with the percentage of 1.3%. It can be concluded that Gardenia has reached their target market because Gardenia segments their consumer into teenagers, adults, and senior citizens (Hasri & Azmi, 2016). The researchers distribute this questionnaire to the respondents to get more information about consumer behavior about Gardenia products.

The majority of Malaysian respondents (96.3%) were Malay, while Chinese and Indians accounted for 1.2% both. There is only one person who is not Malaysian, Chinese, or Indian, namely Idahan. Idahan is an indigenous ethnic group found in Sabah and lives around the Lahad Datu district on the east coast of Sabah, Malaysia (Wikiwand, 2021). This may be because the Chinese and Indians are most likely to prefer to buy bread and pastries from other brands. Usually, if the people of Sarawak and Sabah return from the Peninsula, they will bring a large supply of Gardenia brand bread as handicrafts or for themselves (Kedung, 2020). The reason is that the people of Sabah and Sarawak find it difficult to get Gardenia bread in their place. The researchers can conclude that the Malays are regular consumers of Gardenia products.

Based on the data above, the majority of the responders are students with no income who buy Gardenia items regularly. Because the majority of the respondents are students, 83.8% of them have no income. However, 10% of respondents have income or are now employed, while 6.3% are not working. Only 2 of the respondents reported having earned more than RM2,600 per month. As a result, the consumer sector in this survey is primarily made up of young adults who rely on allowances or unearned money to get by. Gardenia items are also reasonably priced, allowing these young adults and teenagers to select to enjoy Gardenia's products. Apart from its popularity among Malaysians, this shows that more consumers are choosing Gardenia products.

Table 2. Gardenia Bakeries' Marketing in Malaysia

Response	Frequency	Percentage (%)
Do you familiar with Gardenia Sdn. Bhd. Products?		
Yes	80	100
No	0	0
How do you know about Gardenia?		
Family	41	51.2
Friends	6	7.5
Social Media	18	22.5
Television	15	18.8
Newspaper	0	0
How often did you purchase Gardenia bread?		
Very Often	31	38.8
Often	34	42.5
Rarely	15	18.8
Never	0	0
Where do you often buy Gardenia products?		
Grocery Store	65	81.3
Supermarket	15	18.8
Online Shopping	0	0
Which products that you always purchase?		
Bread	77	96.3
Spread	2	2.5
Muffin Cake	1	1.2
Do you like Gardenia products? If no, why?		
Yes	80	100
No	0	0
What do you think about Gardenia's product price?		
Expensive	5	6.3
Cheap	5	6.3
Affordable	70	87.5
What do you think about the Gardenia product's packaging?		

Good	73	91.3
Not Good	0	0
Need Improvement	7	8.8

Table 2 shows the results of the survey on Gardenia Bakeries' Marketing in Malaysia. 100% of consumers are familiar with Gardenia products. Gardenia products were acknowledged by 100% of the 80 consumers that responded to the survey. This demonstrates that Gardenia's customers have remained loyal to the brand and continue to purchase the company's products regularly, demonstrating that Gardenia has a good relationship with the customers. That means Gardenia's products are famous among Malaysian citizens and most people are using their products. Furthermore, Gardenia has always been at the forefront of providing fresh, delicious, and nutritional food for customers.

Based on consumer perceptions of the Gardenia product, most respondents know about Gardenia is from family and there is 51.2%. The least respondents are from friends which are 6 respondents (7.5%). Options of social media and television have 18 respondents (22.5%) and 15 respondents (18.8%) respectively. This is because the majority of the respondents are youth. Thus, most consumers are aware of Gardenia products from family and also social media. Moreover, nowadays people often use social media platforms to find information because it is easier and faster especially when the Covid-19 pandemic hit the world.

DISCUSSION

Gardenia is famous because of its bread product in Malaysia, so the question wants to see how often people would buy it. From the questionnaire above, it can be seen that 31 out of 80 respondents with 38.8% buy Gardenia bread very often. The percentage of consumers who often and rarely buy Gardenia bread is 42.5% and 18.8% respectively. From the table above it can be concluded that all respondents had bought Gardenia bread. That means consumers are often purchased Gardenia bread and mostly among family members. Bread is one of the people's food source choices during the enforcement of the PKP which aims to prevent the spread of the Covid-19 epidemic in Malaysia. Many virtual citizens expressed difficulty in finding a supply of Gardenia white bread, whether Gardenia Original Classic, Classic Jumbo, let alone Bonanza White (Big Value) savings pack. The reason for this is in line with Brader (2020) who states that it happened due to high demand as consumers buy more than their daily needs.

Based on findings on how often respondents purchase Gardenia products. Most of the respondents like to purchase Gardenia products at the grocery store because 65 out of 80 respondents (81.3%) chose this option. The second place where consumers chose to buy Gardenia products was in the supermarket with a total number of 15 respondents (18.8%), while none of the respondents above ever had purchased Gardenia products using online shopping. From the data above, we can say that most consumers prefer to buy Gardenia products at the grocery store rather than using online shopping. This may be because the grocery store is closer to the consumer's residence and easier for the consumer as they don't have to be crowded in the supermarket just to get Gardenia's product.

Based on the results of the survey above, we found that 96.3% of the respondents are mostly purchasing bread, and only 2 out of 80 respondents (2.5%) purchase spread. The least option is muffin cake with only 1 respondent. It shows that consumers are more likely to buy bread because Gardenia is better known for the high quality and deliciousness of their bread. Besides, Gardenia has its song to convince customers of their bread which is "*So good...you can even eat it on its own*" (Gardenia Bakeries, 2021). All customers (100%) reported that they liked Gardenia products because Gardenia provides consumers with affordable prices. About 87.5% of respondents agreed with this statement and without reducing the quality of the product. This means consumers are willing to pay the price offered by Gardenia for every product they sell. Most importantly for Muslims is because "*all Gardenia products are certified Halal by JAKIM.*" (Gardenia Bakeries, 2021). From the data, the researchers can analyze that Gardenia is very well known by all races in Malaysia because Gardenia is a popular brand.

Based on the data above, the table on how consumers think about Gardenia product's packaging shows that 91.3% of respondents agreed that the packaging is good and none of the respondents think it's not good. Secondly, 7 respondents think that Gardenia product's packaging needs improvement. Therefore, it can be concluded that most consumers are satisfied with the packaging of Gardenia products.

CONCLUSION

In conclusion, the data that have been collected were used in this study. Gardenia also has to implement an effective marketing strategy in promotion, distribution, and price to earn a big market share in Malaysia. The goal of this study is to discover the determinants of the marketing of Gardenia Bakeries Sdn. Bhd. Besides, the data analysis shows that customer satisfaction with Gardenia products is good because most consumers are satisfied with the products offered by Gardenia Bakeries such as products packaging and product price. Also, consumers often purchased Gardenia products especially bread because Gardenia is the largest bread production in Malaysia. So, the demand for gardenia products is the highest demand for bread in Malaysia. Malaysians prefer to get Gardenia products compared to other products because this product has gained the trust of society. Other than that, Gardenia products that are better known will be manufactured by small manufacturers in producing the product and sold at a lower price. It is suggested that Gardenia should maintain and improved the quality and marketing strategies to get more loyal customers in the future because retaining existing users is simpler than attracting new ones.

The study has provided useful insights into customer behavior and advice for better understanding and improving customer satisfaction. However, due to the Covid-19 pandemic, questionnaires were conducted using Google Forms online. It was difficult to collect more responses since many people did not want to do the online survey and were mostly not interested to do it. However, the purpose of this study was fulfilled according to the analysis of responses from 80 Malaysian respondents. As a result, future researchers interested in examining Gardenia product information and identifying customer satisfaction characteristics will benefit from the findings of this study.

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