

IMPROVING SALES PERFORMANCE :

RAFELLINNA SDN. BHD.

By

ZIFFA BINTI ZUBIR

Dissertation submitted in fulfillment of the requirements for the degree of

Master of Business Administration

(Service Science, Management and Engineering)

September 2015

DEDICATION

I dedicate this thesis to my parents; Mr. Zubir bin Hj. Harun and Mrs. Fadillah binti Mohammed, who gave me an appreciation of learning and taught me the value of perseverance and resolve. I also dedicate this to my husband, Mr. Hairi Shahrizal bin Mustafa and my daughter, Ms. Rania Sofea for their support and understanding while I was completing this project.

ACKNOWLEDGEMENT

First and foremost, a special gratitude I give to my supervisor, Dr. Tan Cheng Ling for the valuable guidance and advises in order to complete this report. With her vast experience and knowledge, she has definitely inspired me significantly to deliver on this project. Her willingness to motivate us during this research has contributed tremendously to the final outcome of this paper. Besides that, I would like to thank Raffellina Sdn. Bhd. founder, Mr. Rafi'e bin Ramli, Mrs. Nadia Felinna binti Abd Fatah, Ms. Nur Fadzillah binti Mohd. Ali, for providing me with good environment, facilities and not forgetting those valuable information during the interview as the guidance throughout the period of the project. Without the support from the particulars that mentioned above, I would face many difficulties in order to complete the project successfully.

TABLE OF CONTENTS

Declaration.....	ii
Dedication.....	iii
Acknowledgement.....	iv
Table of Contents.....	v
List of Figures.....	vii
List of Tables.....	viii
Abstrak (Malay).....	ix
Abstract.....	x
Executive Summary.....	xi
1.0 Introduction.....	1
1.1 Background of the Case Issue.....	2
2.0 Industry Background.....	5
2.1 Sunnah Supplement.....	6
2.2 Kids Supplement.....	7

3.0 Company Background.....	8
3.1 Overview.....	8
3.2 Vision.....	10
3.3 Mission.....	10
3.4 Core Value.....	11
3.5 Objective	11
3.6 Organization Structure.....	13
3.7 Responsibility of Sales Team.....	13
4.0 Details of the Case Issues.....	15
5.0 Case Analysis.....	18
5.1 SWOT Analysis.....	19
5.1.1 Strength	22
5.1.2 Weaknesses	23
5.1.3 Opportunity	23
5.1.4 Threat	24

5.2 Root Cause Analysis/Fishbone Diagram.....	25
5.3 Findings from Data Analysis.....	31
6.0 Discussion & Recommendation.....	33
6.1 Short to Medium Term Strategy.....	34
6.2 Medium to Long Term Strategy.....	35
7.0 Conclusion.....	36
8.0 Reference.....	37
9.0 Appendix.....	38
9.1 Research Questions and Data Linkage.....	38
9.2 List of Personnel have been Interviewed.....	39
9.3 List of Documents has been Reviewed.....	40
9.4 List of Interview Questions to Provide Insight for Research Questions.....	40
9.5 Interviewed Data and/Report.....	42

LIST OF FIGURES

Figure 1.1 : Sales Performance from November 2012 – September 2015	3
Figure 2.1 : Rafellinna Corporate Structure	9
Figure 2.2 : Rafellinna Organization Structure	12
Figure 5.1 : Fishbone Diagram for Highlighted Issue	29

LIST OF TABLES

Table 5.1 : Proposed Tools for Case Analysis	18
Table 5.2 : Summary of the SWOT Analysis on Rafellinna	21

ABSTRAK (MALAY)

Kesedaran penjagaan kecantikan dan kesihatan di dalam kalangan pengguna Malaysia semakin meningkat berdasarkan lambakan produk-produk sedemikian di pasaran baik melalui media sosial mahupun di premis-premis jualan. Bagi menjadi syarikat kecantikan dan kesihatan yang sentiasa kukuh dan berdaya saing, adalah penting bagi syarikat untuk mempergiatkan pemasaran penjualan produk. Namun, pencapaian syarikat mula menunjukkan penurunan bermula pada bulan Februari 2013 sehingga kini.

Tujuan projek ini dijalankan adalah untuk mengkaji, menilai dan membincangkan isu-isu yang berkait dengan prestasi jualan syarikat Rafellinna Sdn. Bhd. yang ditubuhkan pada November 2012. Kajian ini menggunakan dua kaedah untuk mendapatkan data dan maklumat seperti temubual dan pemerhatian. Analisis SWOT digunakan untuk memeriksa dan menentukan kekuatan, kelemahan, peluang dan ancaman yang dihadapi oleh syarikat diikuti oleh analisis Root Cause digunakan bagi mengenalpasti penyebab isu pekerja jualan tidak produktif. Kesimpulannya, bagi meningkatkan prestasi jualan, syarikat memperkukuhkan hasil jualan yang merangkumi jangka pendek dan jangka panjang.

ABSTRACT

Beauty and healthcare awareness among Malaysians on the rise based on the dumping of such products on the market through social media and sales premises. For being the leading beauty and health are always strong and competitive, it is important for the company to intensify marketing selling products. However, the performance of the company began to recede starting in February 2013 until now.

The purpose of this project was carried out to examine, evaluate and discuss issues relating to the performance of the company sales Rafellinna Sdn. Bhd. was established in November 2012. This study uses two methods to get data and information such as interviews and observations. SWOT analysis is used to examine and determine the strengths, weaknesses, opportunities and threats faced by the company followed by a Root Cause Analysis is used to identify the cause of the issue of sales employees unproductive. In conclusion, in order to improve sales performance, the company strengthened its sales revenue which includes short-term and long-term.

EXECUTIVE SUMMARY

Rafellinna Sdn. Bhd. is a manufacturer of beauty and health products. Besides, Rafellinna also involved as wholesalers and distributors in the fashion industry, established in November 2012. Their aim is to lead the nation's Muslim economy by delivering quality and unique products.

The aim of this study is to examine and discover the key issues faced by Rafellinna since February 2013. The study reviews a wide range of reasons contributed to the downturn of sales performance. This study is organized into five major sections: an introduction of the case, case write-up of Rafellinna, review of the challenges faced by Rafellinna, an assessment, and analysis of Rafellinna, and propose practical recommendations to enable them to compete effectively in the highly competitive health, beauty, and fashion industry.

To identify the issues faced by Rafellinna, the key person who involved in this scenario has been interviewed, followed by reviewing company reports and observation. An assessment of Rafellinna in promoting their products carried out in order to determine the factors and the root causes contributed to the downturn in sales performance as well as the strategies that Rafellinna should undertake in order to improve and enhance the sales performance. Root Cause Analysis is used to identify the cause of the issue of sales employees unproductive while SWOT

analysis was used to determine the internal and external factors that give impact to the business and provide useful insights to the short-medium term and medium-long term business strategy.

Recommendations have been made by proposing two ways of strategies such as short-term and long-term strategies. By implementing some of the recommendations given and combining more targeted approaches in order to improved sales performance. Rafellinna will be taking on more proactive approaches to attract more customers that should increase sales result and gain profit to the company.

1.0 INTRODUCTION

This is a case study about health and beauty products from Bumiputera manufacturer, Rafellinna Sdn. Bhd., who faced poor performance decreasing since February 2013. They assigned 10 salespeople to help them market their products. However, the downturn of sales performance has received attention by the top management, therefore, the company has taken the approach to solving the problems from the root cause and provide solutions to these problems.

Rafellinna Sdn. Bhd. was founded by husband and wife, Mr. Muhammad Rafi'e bin Ramli and Mrs. Nadia Felinna binti Abd Fatah. At Rafellinna's office, Ms. Nur Fadzillah binti Mohd. Ali has reviewed a performance report, she has found that the overall sales performance was a downturn. They need to understand the reason behind the downturn and poor sales performance. Ms. Nur Fadzillah is a General Manager of Raffelinna Sdn. Bhd., based in Baling, Kedah. Her roles include overseeing the manufacturer and sales team in Baling, managing sales performance, operations, and employees of the company. The company trusts that Ms. Nur Fadzillah and her sales team will give their best to promote the products and brings sales to the company.

After 3 years, Mrs. Felinna aware that the local customers are very conscious about health, therefore, the company has introduced a new product, Caliph Sunnah Supplement For Kids. Various marketing techniques have been implemented by the company in giving brand awareness to the community as an example celebrity

endorsement, sponsor program in Astro such as Astro Ceria Pop Star, celebrity review in Instagram, social media, and others. As a result, Rafellinna brands become phenomenal and well accepted by Malaysians, although the company faces competition from other products such as Appeton, Champs, Scott's Emulsion, Yummi Bears, Qaseh Gold Junior, and other small players in the market.

1.1 Background of the Case Issue

Rafellinna Sdn. Bhd. mainly focuses on the manufacturer of health and beauty products. Besides, Rafellinna also involved as wholesalers and distributors in the fashion industry. With their head office located in Baling, Kedah whereas marketing and distribution office in Bangi, Selangor. Ms. Nur Fadzillah is responsible for managing the marketing strategies and sales team in Baling, Kedah.

After loss many of sales people last 3 years, Ms. Nur Fadzillah has reviewed a company performance report 2015 on the overall performance of sales for each team; she has found that companies lacked the expertise and skills of the sales team. It starts from the year 2012, where the company has 2 salespeople, due to ethical issues; the employee had to be laid off. Then in the year 2013, the company has once again hired 10 salespeople to market the company's products, due to ethical issues again, 8 employees had to be laid off. The company recruited additional 8 salespeople. As of the year 2014, the company has a total of 10 salespeople. Currently, with 10 salespeople the company

forged ahead aggressively to market the products and the company intend to go for corporate and global markets.

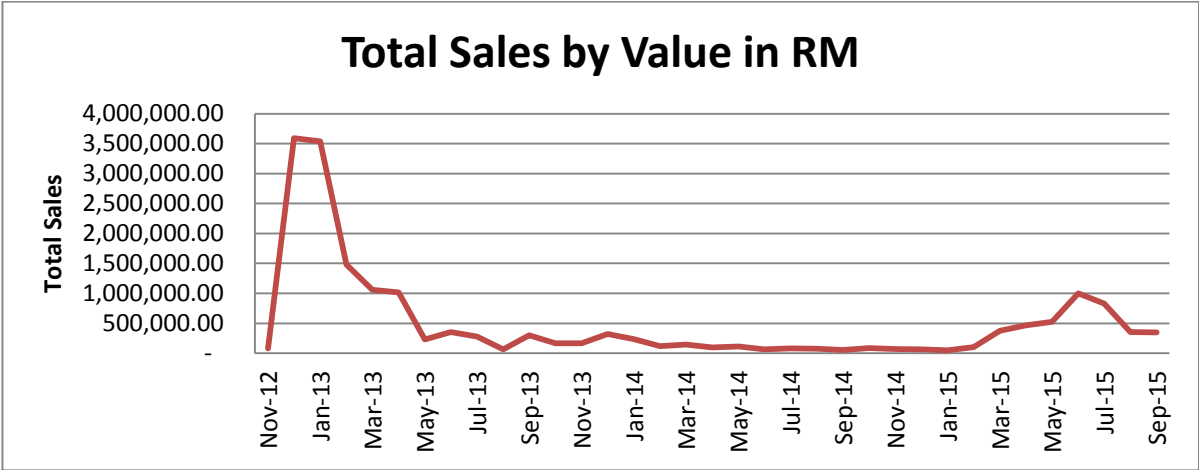


Figure 1.1: Sales Performance from November 2012 – September 2015

Source: Rafellinna Internal Data

This situation describes that the company is currently facing the biggest challenges and issues due to the downturn in the company's sales performance since February 2013. The increase in sales occurred in March 2015 however, the sale is not encouraging compared to its sales earned by the company in the previous year. Since, the company has invested a total amount of money to implement various marketing strategies in order to remain competitive in the industry; Ms. Nur Fadzillah has requested recommendations on how the company sales performance can be improved whereas the sales team is responsible for giving revenue to the company.

Internal factor such as lack of progressive and productive in sales activities cause of the failure in company's performance. Rafellinna should identify and use strategic approaches on what to achieve and how to achieve in order to accomplish the goals in a certain period of time.

In addition, there are a few other external factors that actually contribute to the poor sales performance. As explained by Ms. Nur Fadzillah, "In order to determine the root cause of the downturn in sales performance, the driving forces behind trends need to be identified". It is basically related to the reasons that influence the top management decision-making process. Therefore, Rafellinna needs to look at what is happening internally and externally that has affected the company's performance.

Based on sales performance reports Figure 1.1, the immediate intention for Rafellinna for the year 2015 is:

1. To make the company as well as or better than the competitors through enhancing the business environment and reinforcing the value proposition of the company
2. To improve company's sales performance

Now, the company expecting to receive the return of investment. However, the low sales case and closing rate prove otherwise. These are the most important issues that have to be overcome:

1. What are the root causes of the poor sales performance?
2. How to improve the current sales performance level to achieve the sales target?
3. What are the challenges faced by Rafellinna in order to close the sales?
4. What are the short term and long term action that needs to improve the sales performance.

2.0 INDUSTRY BACKGROUND

To produce sunnah supplement in Malaysia, manufacturers have to refer to the Malaysian Standard of Halal Food – Production, Preparing, Handling, and Storage – General Guidelines. There is also a Malaysian Standard for pharmaceutical known as Halal Pharmaceutical – General Guidelines to produce halal pharmaceutical products. It is the most current Malaysian Standard introduced by the Department of Standards of Malaysia in 2010 (Malaysian Standard, 2010). This standard was developed under the Malaysian Standard Development system under the wing of Department of Standardization Malaysia, Ministry of Science, Technology and Innovation of Malaysia to provide a guideline for a producer in preparing and handling halal product (Ab Halim and Nur Najihah Khipli, 2014).

2.1 Sunnah Supplement

Muslim's Supplement which is formulated to facilitate modern society a great benefit to the acquisition of foods mentioned in the Sunnah of the Holy Quran and Hadith. Sunnah supplements which stressed that halalan thoyyiban production, high quality, and maximizing consumers benefit.

Food-based products are often referred to as food the sunnah. It has become the latest food that has a high demand, particularly among Muslims. The case provides a new dimension in the world food market. Our society is seen to have the initiative to look for alternatives in health care. True once food-food that is mentioned in the Quran and the Prophet's practice of returning and has benefits and nutritional value. Plants referred to in his word is undeniable advantages perception these days to just notched the sunnah food at its best without any real spirit that the sunnah adopted either in cultural or not, in particular, manners and etiquette in nutrition. In particular, the nutritional Affairs are a halal concept and other food that tayyib, halal and healthy are also able to gain a reward. Manners and etiquette of nutrition on display. Allah also bestowed the diversity of other species on this earth to be enjoyed by his slaves. An important thing that needs to be dealt with in the context of this discussion was Prophetic recommended in curing disease with medications and foods that are commonly used. In its natural defenses, the prevalence of custom or habit for someone is as human beings. It has a large effect on the body. As a member of Arabic medicine, namely, Harith bin Khaladah revealed, ' prevention is the core medication. The stomach is the source of the disease. Always refer to the body devour something commonly eaten. Therefore, it is better if we also explore and appreciate nutrients, as well as the benefits of food and plants, are around us as a source of food medicine whatsoever. There is a wisdom that is hidden behind the foods mentioned in the Quran and practiced by the Prophet SAW. Some of these have been proven through research.

2.2 Kids Supplement Competitors

Nutrition is incredibly important during childhood, but unfortunately for some parents it can be difficult to get kids to eat a nutrient dense diet on a consistent basis therefore, deficiencies in the diet occur. Sometimes it becomes stressed enough to watch out on child's diet, if there are times where nutrients are lacking for whatever reason, then thankfully there are supplements for children that can help replace some of the missing things your child needs to grow up healthy and strong.

Not denying competition for so many supplement products in the local market, but it was a healthy competition. When the competition a lot, the company have to make improvements in terms of quality of the product so that it is not the same as the other products in the market.

3.0 COMPANY BACKGROUND

3.1 Overview

Raffelinna Sdn. Bhd. officially was founded on November 2012 in Baling, Kedah. One of the Bumiputera companies with 3 years of experience as a manufacturer, distributor, and wholesaler of beauty, health products, and fashion. The first product of the Raffelinna Sdn. Bhd. is the Fellina Body Lotion. After 4 months of Fellina body lotion, it appears this slimming lotion successfully steal the hearts of customers due to its effectiveness was proven when many users are satisfied after successfully lose weight and get the ideal body shape.

The founder, Mr. Rafi'e bin Ramli and Mrs. Nadia Felinna binti Abd. Fatah starts small businesses promoting the company's products, namely inaugural Fellinna Body Lotion through a social media platform, Facebook and sold directly to customers who come to their store in Baling, Kedah. Upon request to the product, they registered the company in the name of Raffelinna Sdn. Bhd. as the holding company and the establishment of Raffelinna Marketing Sdn. Bhd. as an operating subsidiary to market Felinna Beauty products.

In November 2012, officially they managed to become a beauty products manufacturer and became the founder of the products. Their aim was to expand the diversity of roles as producers of industrial goods. Since Rafellinna started its operation,

the company has expanded the industry from just being a producer company to manufacturer company and as well as in the new emerging product business.

Now Fellina Beauty is growing with the emergence of new products with high quality, initiated by way of packaging more effective and user-friendly. Among the products Felinna Beauty are Marine Collagen Vitamin C (PMCVC), Pure Teaberry Juice, Body Lotion Plus, White Coffee Vitamin C and Hygienic Foam Wash. Next will be the Caliph Sunnah Supplement For Kids. Below are figures that have shown a list of products that are featured under Felinna Beauty especially product Caliph Sunnah Supplement For Kids.

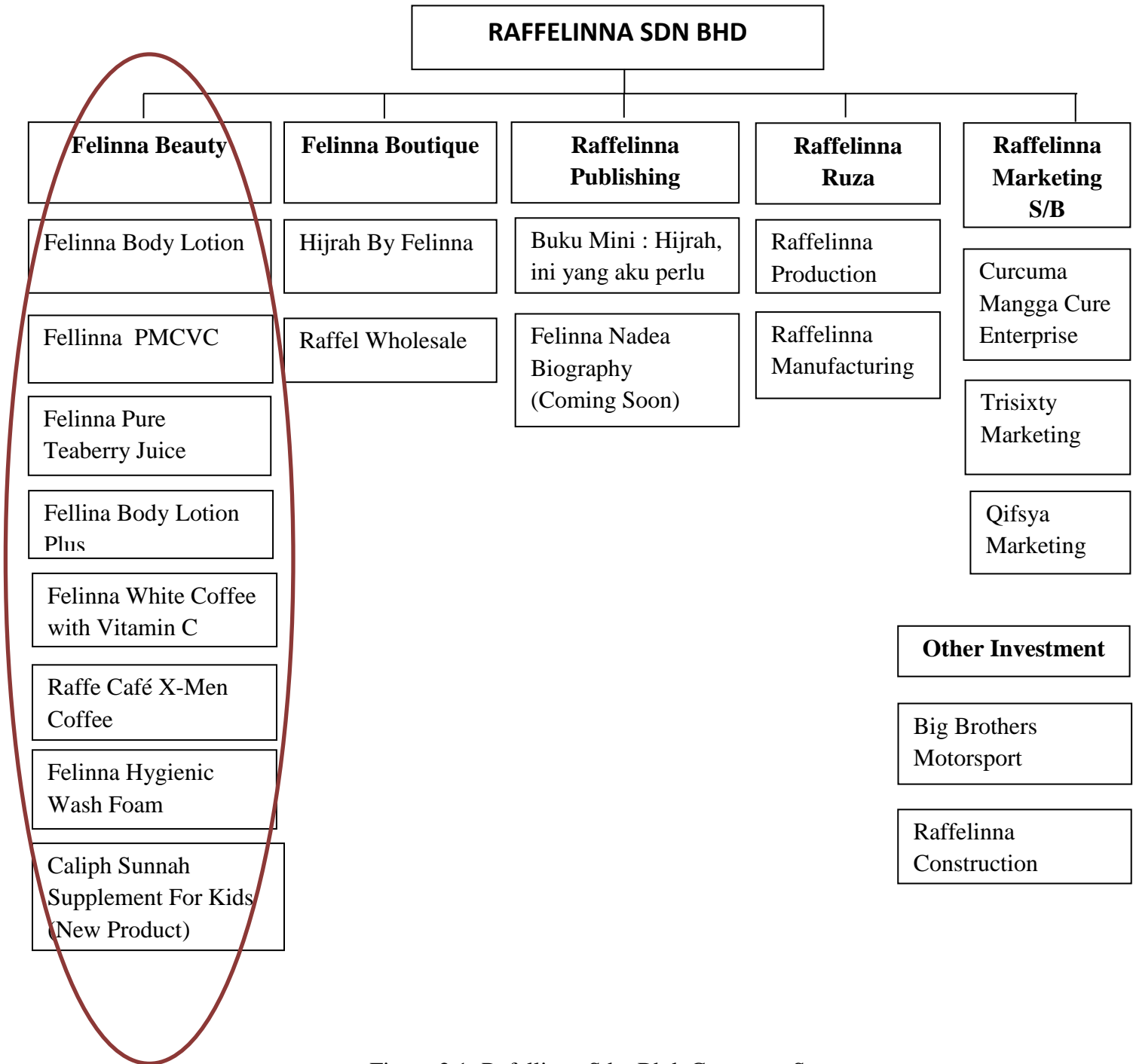


Figure 2.1: Rafellinna Sdn. Bhd. Corporate Structure

The latest release is the brand name of Caliph Sunnah Supplement For Kids of Raffelinna Sdn. Bhd. will focus to products to help your growing child. Guaranteed products halal and safe form the basis of the production of this product and will help the parents to educate and enhance the ability of their children's minds. Any materials contained in the Caliph had its own juice, which can be themselves cure a variety of diseases and the development of the mind is not only scientifically proven, but also certified nutritional value by the Prophet S.A.W through Hadith and verses of the Holy Quran. The combined acquisition practices the sunnah through food Caliph not only able to juice a catalyst leading health but help our children acquire the blessed food by applying the sunnah in everyday life. Caliph of the factories produces in GMP standard and Muslim approval JAKIM and standards from the Ministry Of Health (MOH). Caliph juice is a product under the classification of food and drink and registered with the Ministry Of Health.

3.2 Vision

The vision of Raffelinna is to lead the nation's Muslim economy by the end of 2014. With the establishment of a WISMA which monopolized the Islamic economy.

3.3 Mission

Rafellinna's aims to achieve mission:

- Improving the knowledge of the importance of food supplements to maintain health and beauty naturally.
- Provide an opportunity for more entrepreneurs, particularly women
- Provide quality, professional, efficient and effective with the standard compliances.
- Working with various parties, whether individuals or organizations in revealing the ability of the company overall.
- Diversification of economic Muslim community.

3.4 Core Value

The company's core values are:

- ❖ A performance culture within the set goals that challenge directly from the commitment.
- ❖ Customer satisfaction through high-quality products, value, and innovative solutions are really important for the company.
- ❖ The company is also doing business with full professional and integrity without compromise and emphasizing teamwork as a way to achieve together thus maximize the potential of each employee.
- ❖ The company also appreciates the diversity of customer needs and the customer is important to recognize the improvement and success of the company.

- ❖ The company is ready to accept changes and realigning to compete in domestic or global level so that the performance of the company always ahead of the competition.

3.5 Objective

The company's objectives are to ensure the company's stability is assured in the face of any challenges that come on an ongoing basis. Support collaboration among staff in the success of the mission and vision go hand in hand to achieve the company's objectives. Bringing a corporate image can be underlying strength and the high attractiveness to investors and customers in particular. Provide transparency and consistency in implementing quality administration up to the international level. Become an added value to the company in an effort to become one of the Bumiputera companies constantly and esteemed by others.

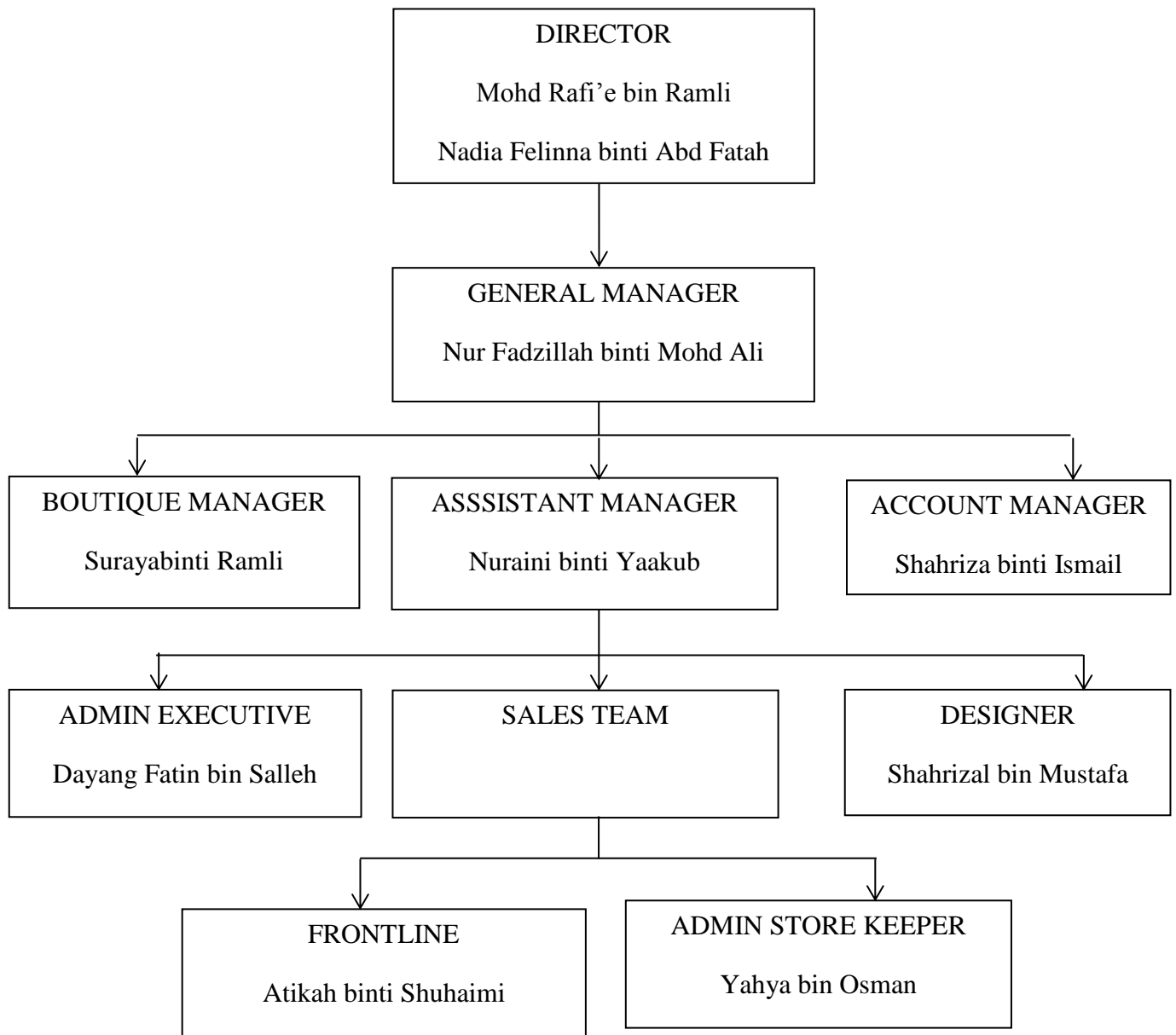


Figure 2.2 The Organization Chart of Felinna Beauty

3.6 Organization Chart

With a small team of 20 staff members (including top management), the Felinna Beauty organization chart is divided into 2 levels: Director and General Manager. Director and General manager are responsible to approve policies, annual and monthly plans and budget, approve programs and monitor performance as well as to provide strategy and direction to the Sales Team. Under General Manager, they have 3 levels: Boutique Manager, Assistant Manager, and Account Manager who responsible for developing business plans, budget, day to day execution of policies, strategies, and programs in accordance headed by the General Manager. Operational functions of Felinna's are Admin Executive, Designer and Sales Team who manage by Assistant Manager. In the other hand, under Sales Team, there are Frontline and Admin Store Keeper.

3.7 Responsibility of Sales Team

Based on organization structure, the operational functions consist of five units which are Admin Executive, Designer, Sales Team, Frontline and Admin Store Keeper. The Sales Team is one of the main unit who contribute most to the company. The sales team headed by Assistant Manager, Ms. Nuraini binti Yaakub who is reporting directly to the General Manager of Felinna Beauty, Ms. Nur Fadzillah. The main focus of the Sales Team is as follows:-

1. Promoting a product to the customer in order to create brand awareness and increasing company revenue.
2. Selling and secures orders from existing and prospective customers.
3. Establishes, develops and maintains business relationships with current customers and prospective customers in the assigned territory/market segment to generate new business for the organization's products/services.
4. Makes telephone calls, manage orders or inquiries through social media, and presentations to existing and prospective customers.
5. Develops clear and effective quotations from current and prospective customers.
6. Dealing with customer problems and complaints.
7. Participates in the event / roadshow.

In summary, the Sales Team required to make sales activity aggressively in order to maintain the competitive advantage. To achieve these goals, it is important for the Sales Team to work progressively and productive.

4.0 DETAILS OF THE CASE ISSUE

After 3 years, Mrs. Felinna is rather sure that the local customers are very conscious about health therefore, the company has introduced a new product, Caliph Sunnah Supplement For Kids. Various marketing techniques have been implemented by the company for giving brand awareness to the community as an example celebrity endorsement, sponsor program in Astro such as Astro Ceria Pop Star, celebrity review in Instagram, social media, and others. As a result, Rafellinna brands become phenomenal and well accepted by Malaysians.

Internal Performance

According to the progress performance report on Sales Performance of Rafellinna Sdn. Bhd. from November 2012 – September 2015 describes that the company is currently facing the biggest challenges and issues due to the downturn in the company's sales performance from February 2013 through February 2015 but on March 2015 the sales have been ascending slowly.

External Performance

Nowadays, the trend where local companies and international companies produced various sunnah supplements for kids such as Appeton, Champs, Scott's Emulsion, Yummi Bears, Qaseh Gold Junior, and other small players in the market.

Based on internal and external performance, three problems that could contribute to the situation of downturn company sales performance such as:

1. Lack of self-development and self-initiatives of the sales team.
2. Strong competitions with immediate competitors.
3. High expectation of the company.

Lack of self-development and self-initiatives of sales team

The company had planned towards corporate and globally in 2016, it might be challenging for the company due to lack of competitiveness among sales teams, wasted expenditures, especially on product because the sales team unable to sell even though a lot of promotions has been done, unable to do any big advertisement and branding of the product and the company because of insufficient fund, waste of resources, and unable to retain good staff and the company will not survive. Therefore, the company really needs to search other method or right tools on how to improve sales performance and increase sales team performance without having to lay off existing employees, improving the efficiency of the sales team, take another look at sales strategy, execution and continuous process improvement, and recruit the right talent or sales person to increase sales effectiveness by proposing the right tools. The company gets dilemma which the company can't do anything or do not know what other methods to offer or apply in order to motivate their sales representatives even though the company has offered rewards and incentives to their sales team such as commissions (RM2.00 per bottle), bonus, and trip 2 tickets (per annum). However, the sales agent was not tempted to make more sales and it affects the company.

Strong competitions with immediate competitors

The company faces competition from other big company such as Appeton, Champs, Scott's Emulsion, Yummi Bears, Qaseh Gold Junior, and other small players in the market which offer the same products which is kids supplement. However, for kids supplement market information regarding local market size and potential are limited. Rafellinna has to further investigate and do more research their market position in Malaysia and conduct in-depth analysis, the right strategy is needed to improve sales closing rate and desired return on investment.

High expectation of the company

The issue in the downturn of sales performance can also be related to incapable of meeting the criteria required by top management. To replace the existing sales people with poor performance, it is not an option for a company. This kind of option never brought up by Rafellinna's top management and they believe "every person have their own sustenance". As such, Rafellinna will still try their best to retain existing sales people and train them until they succeed. Furthermore, the top management expects their salespeople to commit to their sales activity such as entertain any inquiries from customers in social media, prepare the quotation and do the closing.

Moving forward, based on current issues and challenges identified, the company needs to provide solutions for:-

- i. What are the drivers for the performance of the company to be the top company of choice for customers.

- ii. How to improve company's sales performance via the quality of the product in order to make Rafellinna as good as or better than the competitors.

A detailed analysis needs to be done to achieve the above solution and the questions that need to be answered are:

- i. What are the strengths, weaknesses, opportunities, and threats faced by Rafellinna (SWOT Analysis)?
- ii. What are the performance gaps and potential causes that lead to the poor performance (Cause-and-effect Analysis)

5.0 CASE ANALYSIS

Several analytical tools such as SWOT analysis and Cause-and-effect analysis has been used to analyze and resolve the obstacles faced by the company. Varieties of a method including interviews, data compilation, and on-site observation are used. The process owners, internally related resources, including the documentaries and management staffs have been interviewed.

Technique	Objective
SWOT Analysis	To examine and to determine the strengths, weaknesses, opportunities, and threats faced by the company.
Cause-and-effect Analysis	To identify potential causes of the issue in the underperformance.

Table 5.1: Illustrates a set of tools that will be used for this case analysis in order to develop effective strategies for improving sales performance in Rafellina.

Table 5.1: Proposed Tools for Case Analysis

5.1 SWOT Analysis

The analysis of the macro-environment as well as a micro-environment is important to take stock of the company's strengths and to assess the weaknesses, opportunities, and threats. Assessing the favorable and unfavorable factors from the external and internal business environment could help to discover issues of staff's underperformance from the strategic management perspectives.

A SWOT (strengths, weaknesses, opportunities and threats) analysis looks at internal and external factors that can affect the business. Internal factors are the strengths and weaknesses. External factors are the threats and opportunities. SWOT Analysis is a simple but useful framework for analyzing organization's strengths and weaknesses, and the opportunities and threats that face. It helps the company to focus on their strengths, minimize threats, and take the greatest possible advantage of opportunities available.

SWOT Analysis is a simple framework, useful to help companies to focus on their strengths and take advantage of opportunities available to the company. By understanding the weaknesses of the business, one can manage and minimize the threats. After that, the company can start to craft a strategy that helps to distinguish themselves from their competitors and be prepared to complete successfully in the market. Rafellinna uses a SWOT analysis as part of their strategic planning tool to help them

reach their objectives. Strengths and weaknesses are internal aspects within the control of the company such as management, marketing, finance, manufacturing or organization. Opportunities and threats are external factors. It is something that can't control, that could negatively impact the business such as environment, political stability, economic situation, social change, and technological advances. A threat to the company is an external factor, something that the company can't control, that could negatively impact the business.

In order to improve the sales performance, Rafellinna must assess their internal and competitive environment. This will reveal the key opportunities that benefit them as well as the threats they must deal with. The SWOT analysis provides a good framework for reviewing strategy, position, and direction of a company or business proposition.

The world has become borderless and information is easily transferred. As such, the business world is exposed to dynamic competition and vast technological evolution. Being strategically agile is not easy for Rafellinna as they need to revisit their organizational portfolio periodically to decide what will be their core focus and competency. A good business plan is just starting point. Rafellinna needs to design a personal, corporate strategy to ensure that the company can quickly adapt and react to the dynamic marketplace and competitive environment in Malaysia beauty and health industry.