



CHALLENGES FACED BY BRUNEI'S MICRO AND SMALL
ENTREPRENEURS ON THE UTILIZATION OF
SOCIAL MEDIA AS ONLINE MARKETING

BY

MS. NURUL IZZATI HAJI MAT SANI

A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE DEGREE OF MASTER OF ARTS (ASIA-PACIFIC STUDIES)
THAMMASAT INSTITUTE OF AREA STUDIES
THAMMASAT UNIVERSITY
ACADEMIC YEAR 2018
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ENTITLED

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was approved as partial fulfillment of the requirements for
the degree of Master of Arts (Asia-Pacific Studies)

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ABSTRACT

This research seeks to study the challenges faced by Micro and Small Enterprises (MSEs) on utilizing Social Media (SM) as an online marketing. Generally, Brunei stands out with online entrepreneurship through SM and websites in which the locals are more thriving with food and beverages industry. Among the ASEAN member states, Brunei achieved the status of the highest Internet penetration with 95%. However, the statistics of online entrepreneurship is quite low for both marketing and business activities statistics with SM usage. Thus, to identify the challenges, this research was conducted qualitatively with semi-structured interviews. About twenty food entrepreneurs and one semi-government agency, Darussalam Enterprise, were interviewed. The findings of this research confirmed that, social media is indeed widely accepted by both consumers and entrepreneurs. However, the ability to fully utilize such advanced and valuable tool is hindered by the lack of skills and infrastructures in Brunei, which involve Halal and telecommunication sectors. Undoubtedly, the challenges are lingering around the mindset of the Government side and the entrepreneurs themselves. Hence, having a highly educated pool of community is not enough for Brunei's economic growth. Instead, resilient, thought-out and steadfast actions are highly needed alongside the vast knowledge that the Bruneians already possess.

Keywords: Brunei Halal Industry, Challenges, Entrepreneurship, Online Marketing, Social Media

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LIST OF ABBREVIATIONS

Abbreviations	Terms
AITI	Authority for Info-communications Technology of Brunei Darussalam
APEC	Asia-Pacific Economic Cooperation
FB	Facebook
DARe	Darussalam Enterprise
ICT	Information and Communication of Technology
IG	Instagram
HACCP	Hazard Analysis and Critical Control Points
OECD	Organization for Economic Co-operation and Development
SM	Social Media
MoRA	Ministry of Religious Affairs
MSEs	Micro and Small Enterprises
MSMEs	Micro, Small and Medium Enterprises
MUIB	Majlis Ugama Islam Brunei
TAM 3	Technology Acceptance Model 3
UBD	Universiti Brunei Darussalam
UTB	Universiti Teknologi Brunei
WOMM	Word-of-Mouth Marketing

CHAPTER 1

INTRODUCTION AND BACKGROUND

1.1 Introduction & Problem Statement

With the existence of an online market through social media (SM) marketing, Sawyer (2011) states that the elimination of communication boundary through Internet connection is providing entrepreneurs with a platform to expand their businesses from the domestic to a more international scope. In addition, as Micro, Small and Medium Enterprises are being praised for their ability to be the “backbone of private sectors”, these enterprises became one of the contributors to the extension of a country’s economic, technological and innovative advancement (Al-Mahrouq, 2010). Brunei is no exception to such opportunity. In fact, with the widely-praised government jobs and high unemployment rate (6.9%) (CIA), His Majesty of Brunei has urged the impartial balance of the unprogressive issues of public and private sectors employment through entrepreneurship. According to the report made by US Department of Commerce’s International Trade Administration or export.gov, the online market in this small Sultanate state is focusing more on SM and websites. It also states that Bruneian entrepreneurs are more blossoming with food and beverages industry as compared to retail businesses (export.gov, 2017).

Looking at the circumstances of SM in Brunei, the state is excelling on active social media users in which it is the highest among ASEAN countries with 95% (We Are Social, 2018). Additionally, according to the report of Authority for Information Technology Industry in 2016, the most utilized SM applications in Brunei are Facebook (92%) and Instagram (87%). However, according to the same report from AITI, the rate of those using SM for marketing of products and services as well as business-related activities are 17% and 25%, respectively. On the other hand, 52% goes towards online shopping which indicates the partial usage of SM between entrepreneurs and customers. In addition, about 71.7% or 330 respondents have never done online entrepreneurship through SM as compared to the rate of those who have done the online business, which are 28.3% or 130 respondents (Rajami,

2015). In 2003, Seyal and Rahman, as cited by Looi (2005), argue by comparing Brunei and Singapore in which only 46.5% of private companies in Brunei utilized websites for e-commerce purposes whereas in Singapore, it was 90%. Not to mention, the New Brunei Daily, a newspaper company, in 2018, found that the local businesses in Brunei are likely to face two main challenges such as *“gaining recognition through SM and administering budget costs.”*

Thus, this research is to explore the challenges faced by Micro and Small Enterprises in Brunei on utilizing an online market through Social Media platform as an alternative option of an offline market as well to provide some suggestions to the government on the enhancement of online entrepreneurship in Brunei.

1.2 Rationale of the Research

In regards to the research of Brunei's MSEs, no work has been done to explore the development of the MSEs with the phenomena of social media for business. This is confirmed by examining the Bruneiana Collection of the country's main university library, Universiti Brunei Darussalam. The result is that most of the research on Social Media (SM) was done to monitor the social and cultural patterns and behaviors of Bruneians, particularly teenagers and young customers, towards the usage of SM as an online shop.

Due to this, the author has decided to explore the perception of the Micro and Small entrepreneurs on the usage of Social Media as part of a marketing channel as well as an alternative option apart from the offline market in Brunei. Furthermore, Brunei is well known to have a small market, hence the offline markets such as daily night markets are also limited to the Gadong (night) and Kianggeh (day) markets. In addition, both markets are located in Brunei-Muara district which further limited the markets' pool of customers to those residing in the district and excluding, to some extent, the potential market which the other three districts could have served as those living in Tutong, Kuala Belait and Temburong would have to undergo quite a lengthy excursion to Bandar to enjoy these markets. On the other hand, online market through Social Media enables orders to be placed in earlier time,

limiting waiting time, as the technology allows sellers and buyers to communicate in advance.

1.3 Value & Significance of the Research

1. This study will greatly contribute to the gap of Brunei's studies on entrepreneurship and SM.
2. To better understand the need and concept of Social Media as an online market in Brunei for the ease of Micro and Small Enterprises development.
3. To better understand the challenges that are specifically face by Micro and Small enterprises in using SM as an online market.

1.4 Scope of the Research

The research will focus only on Micro and Small Enterprises, excluding Medium businesses in its entirety, due to the overwhelming percentage of Micro and Small businesses in the country, which is currently at 35.9% and 42.9% respectively, while only 17.7% makes up the Medium Enterprise (Government of Brunei Darussalam, 2016b). According to the official definition of MSMEs in Brunei, the country follows the context of number of employees only (Ibid). For instance, for micro, it should be one to four employees whilst the small ones consisted of five to nineteen employees. In addition, the theme of the research is to include the potential of Micro and Small Enterprises in developing the food business under Halal industry of Brunei through the Social Media. Food sector is selected due to the global demand of Halal industry which is estimated to generate trillions of dollars in revenue as well as the fact that Brunei's Halal safety procedure is one of the most stringent (Zaili, 2016).

Facebook and Instagram are the two social media platforms that are used to observe the pattern of MSEs in Brunei, as these are the two widely used applications in the country. In addition, in terms of a messaging application, WhatsApp is also used as a tool of measure (AITI, 2016). In order to have a better

grasp on the concept of how local entrepreneurs structure their online platform and use it as a strategic tool, the utilization of website or retailer blog will also be mentioned.

1.5 Research Objectives

1. To study the challenges faced by the Micro and Small Food entrepreneurs in using Social Media as an online market in Brunei.
2. To provide suggestions to the government on the development of online marketing through social media for micro and small entrepreneurs.

1.6 Hypothesis

H₁: Micro and Small Enterprises are vital to the development of Brunei Halal Industry

H₂: Micro and Small Entrepreneurs are not able to fully utilize the applications of social media (SM).

CHAPTER 2

REVIEW OF LITERATURE

2.1 Introduction

The literature review covers the roots of social media and the shift of socialization from traditional to social media. It also reviews the role of Information and Communication Technology in businesses. Additionally, the culture of entrepreneurship in Brunei will be reviewed alongside the media mediums of Brunei.

2.2 Social Media (SM) and Its Roots

To understand this internet-based technology, one can first grasp the two keywords, which are 'social' and 'media'. Social is related to the concept of society, which, in this sense, refers to "*finding the company of others*" in the community (Merriam-Webster). Whilst media derives from a plural Latin word of medium (Dictionary) in which when defined, it is also known as intermediary (Merriam-Webster). Thus, media is a type of mediation for one to socialize with other people through several available applications as means of communication. The article written by Heilein and Kaplan in 2010 has been cited for more than five thousand times in which they argued that the real definitions of SM provided by scholars are in fact limited. Social Media is defined as "*a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user-generated content*" (Haenlein & Kaplan, 2012). In simpler term, SM can be condensed into a much simpler understanding such as online communication, online integration and Web 2.0 self-created profiles.

The creator of Web 2.0, Tim O'Reilly views the web as a "*community of connected users*" as part of the innovative strategy in economic context after the dot-com phenomena. It is in fact a strategy for Internet businesses such as Google, Wikipedia and Amazon. Before Web 2.0 existed, the internet revolved around the World Wide Web where the exchange of internet messages started in 1979 with

newsgroups system – a bulletin board news or discussion forum (Heinlen & Kaplan, 2012). This was later followed by the creation of User-Generated Content (UGC), which, today, has become a centre for customer knowledge (Ibid). Furthermore, by 1995, among the first of digital economies or e-commerce establishments was the corporate web page of Amazon and e-Bay (Heinlen & Kaplan, 2012). The sharing of messages from bulletin board news to UGC is also be widely known as online reviews in which users or customers are free to share their opinions of the products that they have purchased. However, Heinlen and Kaplan (2012) argues that even though the roots of Social Media is traced back to its 1970s creation, it does not simply mean that Social Media is a mere upgraded version of an old technology rather that it is part of the futuristic system of technology. To demonstrate, in Table 2.1 below, it is founded in 2010 that there are some discrepancies in the willingness of Social Media users in disclosing themselves and their online social presence in each of the Web 2.0 applications such as Facebook, Twitter and Second Life (Heinlein & Kaplan, 2012).

Table 2.1

Level of self-disclosure of Social Media users & level of Social Presence in Web 2.0 applications

	Social presence/media richness		
	Low	Medium	High
<i>Self-presentation/self-disclosure</i>			
High	Blogs and microblogs (e.g. Twitter)	Social networking sites (e.g. Facebook)	Virtual social worlds (e.g. Second Life)
Low	Collaborative projects (e.g. Wikipedia)	Content communities (e.g. YouTube)	Virtual game worlds (e.g. World of Warcraft)

(Source: Heinlein & Kaplan, 2012)

2.3 Integrating Socialization from Traditional Media to Social Media

Socialization derives from the term ‘socialize’, which is defined as “to make social” (Merriam-Webster). Business Dictionary describes socialization as a “process by which individuals acquire the knowledge, language, social skills and

value to conform to the norms and roles required for integration into a group or community.”

The impact of both traditional media (TM) and social media (SM) are very much different in initiating and integrating the human communication. Moore (2015) argues that to increase integration, one only needs to create a SM profile as it allows larger coverage, trustworthiness, interconnection and outstanding “online customer service.” Here, it can be deduced that, SM helps establish and maintain an online connection with another person. Moore (2015) further claims that to create a successful SM presence, users are required to evoke attraction through “human interaction”. It is believed that by structuring one’s social media profile, one can stand to gain followers - this is how online marketing strategy is manipulated. However, there are a number of factors that need to be taken into account: user-friendliness, cost and efficiency.

Evans (2010) asserts that SM is difficult to steer. On the surface, SM looks very accommodating to the users in that signing up is made easy however, Evans (2010) claims that the task gets daunting when it comes to the part of constructing a cohesive or a thematic profile that could attract new followers and continue to attract one’s existing following. The commitment of “resources and time” is the backbone of the SM masterplan (Ibid). As compared to the TM, which is known as the one-way conversation method, SM offers a much-integrated socialization (Alassiri, Muda, & Ghazali, 2014). Both carry out the same goal which is to send messages to recipients, i.e. customers, but the human interactions in SM is more potent than the one-way method of television, radio, printed papers or flyers. Thus, the two-way conversation technique is considered to be more valuable for businesses (Shabbir, Ghazi, & Mehmood, 2016). On the other hand, Ogidi and Utulu (2016) find that SM is not superior to traditional methods. Instead, both medias can be used as objects for comparative advantage and should be integrated as one useful tool along with ICT for international business communities (Ibid).

Nonetheless, Shabbir, Ghazi and Mehmood (2016) agree with Granovetter and Burt’s theory of weak ties concerning the utilization of SM. The weak ties theory assists the idea of maintaining and capturing the interaction from current and

prospective customers. This is exceptionally true when one relates it with the idea of marketing strategy, particularly Word-of-Mouth Marketing (WOMM). The image of WOMM in weak ties can be seen when Granovetter (2017) advocates that the weak ties is more preferable than strong ties because the former revolves around the people that the initiator is not familiar with. Nonetheless, it is important to acknowledge that as media is advancing, the strategy of WOMM is also being digitized. The existence of Electronic-WOMM has been intercepted to the arena of digital media through SM sites. Thus, the socialization between sender and recipient, or seller and buyer, in this two-way communication is not only restricted to the current recipient or buyer on the receiving end but also the potential recipients or customers in the occurrence that the sender or seller becomes 'internet viral' which is increasingly becoming not uncommon.

2.3.1 Information and Communication Technology (ICT) in Business

Both traditional and social media can be categorized under Information and Communication Technology, however, the change in demand, be it from firm- or consumer-based views, can now be easily monitored and measured with the introduction of Internet into the business world (Bria, 2013; Ogidi & Utulu, 2016). Hence, as businesses are driven due to the integrated communication through digital media, the potential of increasing business performance becomes far more accessible. This is made possible through the creation of User-Generated Content (UGC) in the ICT arena that has smoothly constructed convenient content for both sellers and consumers (Mackinnon, 2012). George and Scerri (2007) introduce their article by advocating the idea of UGC, which has the ability to deliver innovative contents, and users' ideas to the online community. They also claim that users have the power to modify several facets including economic matter. As compared to the traditional media, UGC gives more of an open opportunity to users to gain access in a wider context. As UGC becomes an increasingly powerful tool, it is likely to attract business-owners to utilize the digital media instead of its traditional counterpart. However, Wan (2000) argues that utilizing the Internet does not fortify the assurance of "success" and "competitive advantage" to businesses. Wan (2000) supports the

notion that online success depends heavily on how structured the contents are on one's online site, which creates a competitive advantage in strengthening the potency of a business', marketing strategy.

In addition, what influences the mindset of business owners is the value of ICT in producing several positive outcomes (Elsaadani, 2014; Wright, Khanfar, Harrington, & Kizer, 2010). For instance, Brown, Dant, Ingene and Kaufmann (2005) support the use of ICT in terms of logistic and communication that is the comparison from delivering goods using traditional transportations to transporting goods using train services, maritime, road and air transportation. With technology, the latter three enables shipments to be sent to retailers in a shorter period of time to long-distance markets. In the point of view of communication, this chain of supply poses some similarity to the meaning given to weak ties theory and Metcalfe Law due to the continuity of connected chain management from sender to multi-receivers. Apart from that, the idea of "*online booking and reservation*" is a useful tool for business owners to quantify their potential customers (Zafiropoulos, Vrana, & Paschaloudis, 2006). This idea is in line with the concept of pre-ordering goods online on sites such as Amazon, e-Bay and other existing online services, which also offer delivery service. All of these business activities become possible with the existence of ICT.

2.4 Micro, Small and Medium Enterprises through Social Media

Defining these enterprises depends on several elements such as "*number of employees, industry, assets, capital, investment*" and "*turnover*" (Kushnir, Mirmulstein, & Ramalho, 2010). According to the article made by Organization for Economic Co-operation and Development (OECD) on SME Policy Index: ASEAN 2018, European Union, the definition of SMEs is not aligned among the ASEAN countries as they adopted various criteria to suit their national policies. For instance, all ASEAN countries utilize the number of employees' context but exclude Brunei; the countries combine the employees with other elements (Tambunan, 2008). Many articles describe entrepreneurship as a survival game for economic activities of one's life (Das, 2017; Patnaik & B.Satyaprakash, 2015; Syuhada &

Gambetta, 2013). Awan and Hashmi (2014) claim that small firms are considered to be more efficiently productive and innovative in business performance and strategies whilst Mulhern (1995), cited by Al-Mahrouq (2010), reports that these three enterprises are the motor for the blooming of the economy, advanced technology and innovative change. In the arena of privatization, MSMEs are considered to be the “backbone of the private sector” (Al-Mahrouq, 2010). Al-Mahrouq concludes that technology, firm’s arrangement, financial pattern, marketing and productivity and the pattern of human resources are the mirror to the characteristics of these enterprises. Hence, it is believed that to strengthen and support these enterprises, one has to look at its characteristics and what kind of benefits it can bring to the support actors.

According to the research made by Barišić and Vujnović (2018) in Croatia, the reasons for the lack of using SM may vary from one company to another which includes budget constraint, company policy, inadequate knowledge of SM and expertise as well as IT resources. However, the power of SM in business marketing can lead to time constraint due to the construction of marketing technique behind the scenes of SM profiles. Hence, Barišić and Vujnović (2018) assert that the companies should establish proper plan of SM implementation as it can result in better business performance. It is either the efforts made by the companies themselves or solutions from the third party involvement. Shabbir, Ghazi and Mahmood (2016) argue that the guidelines of using SM by the entrepreneurs are non-existent, thus, the entrepreneurs have to resolve to the experimental approach of SM, which can be quite challenging for the entrepreneurs. In addition to that is, the entrepreneurs are require in creating clear goals to prolong their online presence in SM. Shabbir et.al (2016) also includes that the attraction of low costs is the cause for the self-experimenting of online entrepreneurship. It is believe that the entrepreneurs should be educated in order to comprehend the risks that relate to advertisement in order to prevent the misfortune consequences (Barišić & Vujnović, 2018).

Apart from that, Barišić and Vujnović mention that “tracking and controlling the competition” through SM are good strategies that can improve the customer relationship building as well as the entrepreneurs’ products and services

(Ibid). This is aligned with the research made by Alom et.al in 2016 in which they clearly compiled 10 success factors. For instance, entrepreneurs' features, SMEs features, knowledge and management, products and services, clients and markets, cooperation and businesses' method, resources and finance, strategy, external environment and lastly internet. But, Lussier and Pfeifer (2014) stated that different circumstances might face different success factors. This may be in accords with the markets, customers' preferences and the initiatives or strategies done by several actors in business environment.

2.5 Entrepreneurship in Brunei

Low & Sajnani (2015) have undergone a research regarding the challenges related to entrepreneurial thinking and ways in Brunei. The research is dedicated to the establishment of assistances by the government to lure the Bruneians in indulging the entrepreneurship jobs. The authors claim that psychological, environmental and demographic issues can motivate the people to be entrepreneurs. As a result, the authors found seven responses such as following the examples from family, government jobs as an easy way out, stable employment with steady income, avoiding risks of entrepreneurship, non-friendly business policies, avoiding abroad business and disliking the hard work of being an entrepreneur. The authors claim that the response based on the family contexts is due to the practice of Islam as the religion urges the Muslim to appreciate the importance of *“family, values, closeness and togetherness.”*

Hence, it becomes a habit for the Bruneians to follow what their eldest before has done. In another article entitled *“Becoming Bruneian”* wrote by O'Hara-Davies (2017), the idea of entrepreneurship has never occur to the minds of the Bruneians as they acquire common goals in three steps. First is the dream of graduating from high institution, which followed by marriage and the third goal is to obtain government job. Basically, there is no slot in establishing private sectors on the life goals of a Bruneian. Aligned with Low & Sajnani's research, entrepreneurship requires an open mind to face the expected risks of endeavoring a business. The

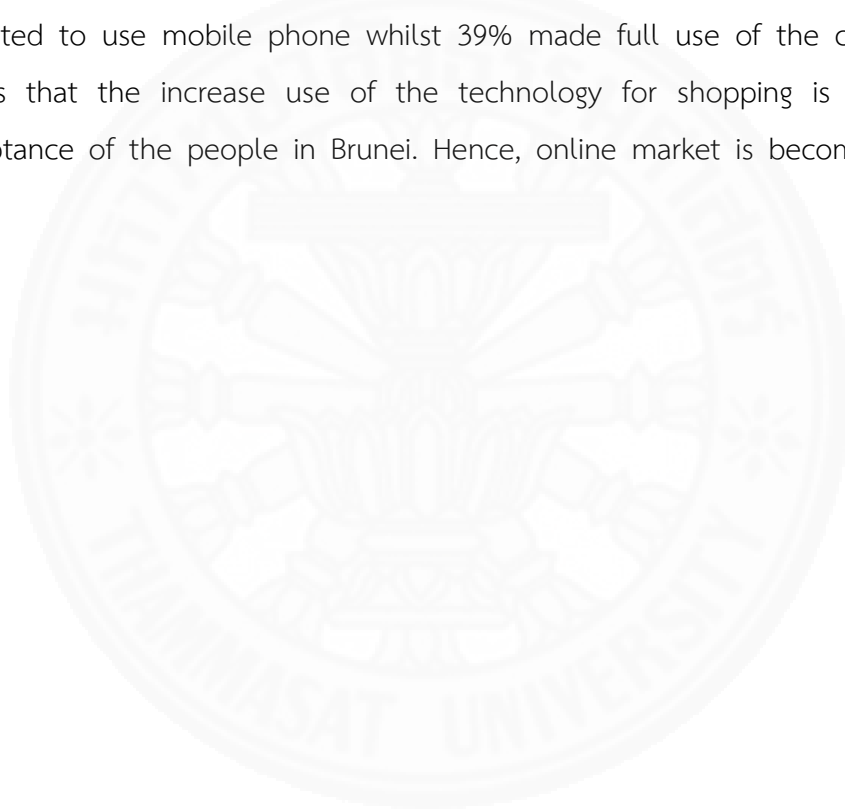
three goals above are affecting the growth of healthy and productive mindsets of the Bruneians. Getting out of the comfort zone and the safe shades of government's jobs salaries require the Bruneians to think independently in order to develop self-confidence for the entrepreneurship efforts. According to OECD (2018), excluding Brunei and Myanmar, all ASEAN member states are part of the Asian Productivity Organization (APO). By joining the organization, the members are able to keep track for the national productivity, which can strengthen and promote the development of MSMEs and society for the cultivation of innovative growth and healthy productivity.

2.6 Media in Brunei

Based on the statistic of Household ICT Survey Report in 2016 (AITI, 2016), Brunei's internet and medias as compared with other countries such as Malaysia, are developing much slower than the increase of people's demand over entertainment context. As Brunei is settling with political system of absolute monarchy, the medias in Brunei are basically monopolized by its Government. The only state-owned TV Station that the country has is part of the Prime Minister's Office control under the Ministry of Communication. This includes the 5 frequency modulation of Radio Station as well (Government of Brunei Darussalam). It can be said that the traditional media, particularly the television in Brunei remains limited for the purpose of business collaboration. However, hope for radio is slightly different from television as the integration between radio with social media is increasing nowadays.

In 2016, AITI founded that the people who can gain internet access in Brunei is only 75%. The types of internet access includes fixed broadband with 61% whereas mobile broadband, 38% and 1% of dial-up system. The perspectives on price of internet is contested as 49% has agreed that the price is expensive but 48% of Bruneians still think that it is affordable. Talking about cost of internet can be interesting, particularly when one compared it with other countries' prices. The most utilized social media in Brunei is Facebook (92%) then followed by Instagram (87%). Whilst Whatsapp championed the most used messaging application. In relation to

this thesis research, AITI also reported that only 25% and 17% utilized social media for business activities and marketing strategies. The low rate of the utilization of SM for entrepreneurship may be related with the close-minded people on moving from working for the government to online entrepreneurship. However, the report is also arguable in terms of Brunei's population which is consisted of more than 400,000 people but the respondents of the survey is in accords with household and only 10,533 households responded to the survey. Hence, there is a possibility that the other business owners might not take the survey. As for online shopping, 43% admitted to use mobile phone whilst 39% made full use of the computer. This shows that the increase use of the technology for shopping is indicating the acceptance of the people in Brunei. Hence, online market is becoming a reliable tool.



CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter aims to explain the design of the qualitative method used, types of data collection and the focal point of the case study that are best suited to ensure that this thesis remains cohesive. Also, ethical issue, conceptual and theoretical frameworks will also be discussed.

3.2 Qualitative Approach with In-Depth Interview

The research method used for this study is based entirely on qualitative approach in order to understand the challenges of Social Media as faced by food entrepreneurs of MSEs in Brunei. Thus, an in-depth interview will be undergone, as the interview is construct to obtain detailed and deep understanding informations directly from the participants through face-to-face. According to Boyce and Neale (2006), in-depth interview is used for a small number of participants or respondents to gain their opinion on certain circumstances or ideas. The researcher will acquire the primary data based on semi-structured questions in which it means specific questions will be created beforehand and as the conversation goes on, another sets of unstructured questions would be made. Willig (2013) states that semi-structured verbal questionnaires is a common technique used to gather psychological qualitative data due to its ability to simultaneously analyze other types of data. In contrast to the pen-and-paper questionnaire method, interviews allow for firsthand experience of human interaction between interviewer and interviewee (Alshenqeeti, 2014). In addition, as cited by Alshenqeeti (2014), Cohen, Manion and Morison (2007) add that interviews are a highly regarded form of methodology due to its capacity to explore and capture human emotions and discussions in a more natural setting. This in turn creates room for spontaneity, allowing for more detailed answers and opinions.

3.3 Collection of Data

3.3.1 Primary Data

Primary data for this research topic refers to the data collected through interviews conducted using semi-structured questionnaire in order to fully comprehend the strategies used in the food business in Brunei. Semi-structured questionnaire in this research means about thirty questions have been made by the researcher before the interview but there will be another sets of questions that will be asked during the interview according to the answers created by the participants. It is to better understand the decisions of the entrepreneurs in using SM for online market and to unclear the possible ambiguous ideas from the participants. In addition, two groups of participant will be interviewed; the micro and small food entrepreneurs and Darussalam Enterprise to further understand the viewpoint of the Government and its initiatives to generate a more accessible market that could create room for local entrepreneurs to infiltrate the international trade market through online platform of SM.

Another form of primary data that is used is online platform of newspapers from local news agencies such as New Brunei Daily, Pelita Brunei and Borneo Bulletin. The data accumulated through this method is used to further elaborate the demand of entrepreneurship in Brunei Darussalam.

3.3.2 Secondary Data

The data from this source will be from the physical books obtained from Puey Ungphakorn Library of Thammasat Universiti, Rangsit. Electronic books of Google will also be used. In addition to that is the documents or reports from Brunei's Department of Statistic and Authority for Info-communications Technology of Brunei Darussalam. Further informations will be acquired from international reports such as Central Intelligence Agency, World Bank, Organization of Economic Cooperation and Development, Oxford Business Group.

3.4 Focal Point of Case Study

3.4.1 Location

Since Brunei only has four districts; Brunei-Muara, Tutong, Belait and Temburong, the author decides to go with one district only: Brunei-Muara. Brunei-Muara is equivalent to the Central Business District of Brunei therefore, the market in this district is more invasive and superior especially considering the fact that more than half of the population of the country, 292, 705 people, resides in the district (Government of Brunei Darussalam, 2016a). Furthermore, AITI (2016) reports that a high amount of online users can be found in Brunei-Muara.

3.4.2 Participants

A number of 20 participants are interviewed for this research. This is believed to be a sufficient pool of participants considering the fact that fieldwork is limited to only a period of two weeks to conduct. On top of that, it is also important to acknowledge that the flexibility of employing semi-structured interview questions mean that more time is required to analyze and quantify the data gathered.

3.5 Ethical Issue

One of the contested factors regarding the usage of semi-structured questions is that ambiguity becomes a problem due to informal and formal conversations (Willig, 2013). Furthermore, some interviewees choose to not disclose informal information, which is collected through spontaneous questions during an interview session. This, in turn, gives rise to the problem of selectivity of data. Furthermore, as the food industry in Brunei is growing, it is more competitive and, hence, making entrepreneurs to be reluctant in disclosing their business strategies. As a result, comprehension on business management among SMEs becomes narrower. Lastly, confidentiality between interviewer and interviewee further limits the ability to examine valuable information.

3.6 Conceptual Framework

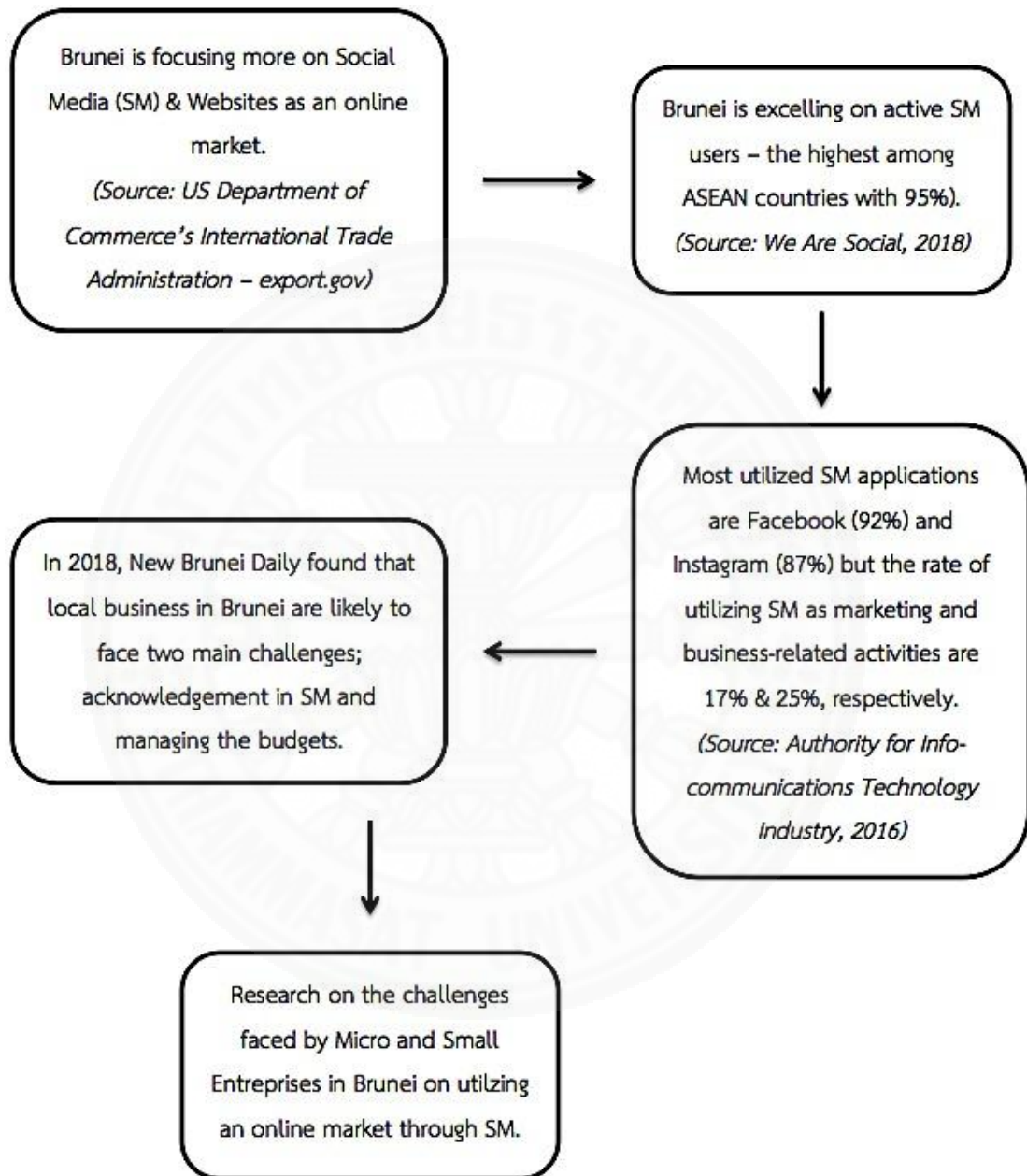


Figure 3.1 Conceptual framework of the research
(Source: Author's own compilation)

The framework of this research starts with the idea of entrepreneurship being urged to develop by His Majesty of Brunei. However, according to the statistic

of Government of Brunei Darussalam in 2016, the rate of enterprises in the form of Micro and Small (MSEs) are larger than the Medium and Macro ones. Hence, making the MSEs to resolve to the usage of SM, as they are likely to face financial stability. As what has been reported by New Brunei Daily in 2018, these online entrepreneurs are facing challenges in using SM as an online market. Hence, the researcher is focusing to explore the challenges faced by the MSEs on using SM for entrepreneurship in Brunei.

3.7 Theoretical Framework

Technology Acceptance Model (TAM) is the most used theory to justify the utilization of technology in which 75% of the research methodology were designed for the fieldwork (Korpelainen, 2011). Fred Davis created it in 1986 with a purpose of finding out or predicting the general reasons behind the behavior of using the advanced technological applications. This theory is in fact has relation with the Theory of Planned Behavior and Theory of Reasonable Actions (Lai, 2017). The important point of this theory is based upon the two factors of the model that are perceived of ease-of-use (PEOU) and usefulness (PU). The former is defined as the extent of a person's trust with the technological system in which utilizing it means efforts are not needed. Whilst the latter is described with the idea of using the system will eventually improve the person's performance (Lai, 2017; Davis, 1989). In addition, Davis (1989) explained on the firsthand that Information Technology (IT) provides a way to enhance the performance of the white collar but to gain such benefit is quite difficult due to the reluctance of IT users in accepting and acknowledging the existed system. The term 'ease' from PEAU is in fact meant to justify the idea of not creating the heavy contexts of physical and mental efforts (Ibid). In other words, Davis require the concept of PEOU in order to justify the users' behavior on using the IT as it is mentioned that difficulty of IT has discourage the users from using the system.

Davis then explained that PU has three main aspects such as "*job effectiveness*", "*productivity*" and "*time saving*". In fact, PEOU also has three main

features; physical and mental effort as well as the level of the easiness in learning the IT. Both PU and PEOU were justified with fourteen “*initial scale items*” based on several researches (Lai, 2017; Davis, 1985; Davis, 1986). Using the idea from Whiteside et.al (1985), Davis developed the point of PEOU by combining ease of use and ease of learning. Thus, the meaning of freedom from effort also means learning something by doing it by one’s self without guide from any sources. However, since the PEOU and PU are developed from other research, hence the findings made by Davis may be differed from future research. This is due to its relation with the behavior of human beings in which psychologically speaking, is indefinite or uncertain as times passed by.

This theory keeps on being developed since it was first created. Currently, three versions of TAM can be found. The first two models were created by Davis himself in 1986 and were updated in 1989. Those models however do not have specific external variables that trigger the two factors; PU and PEOU. In addition, Davis added three stages after the stage of PU and PEOU with the idea of attitudes and intention in utilizing which lead the users to an actual usage of the systems. However in 1996, Davis’ TAM 1 was re-developed by Viswanath Venkatesh and Hillool Bala by renaming it as TAM 2. Under TAM 2, Venkatesh and Bala dropped the concept of attitudes and intention. Instead, behavioral intention was included in between the stage of PU and PEOU with usage behavior. It was in 2000 that Venkatesh and Bala specified the external determinants of PU and included the experience and voluntariness in relations with the subjective norm as the modifier towards the intention of having a particular behavior (Jeffrey, 2015). Furthermore, in 2008, the external determinants of PEOU were added but it is being divided into two divisions; the anchor and the adjustment construct (see Figure 3.2).

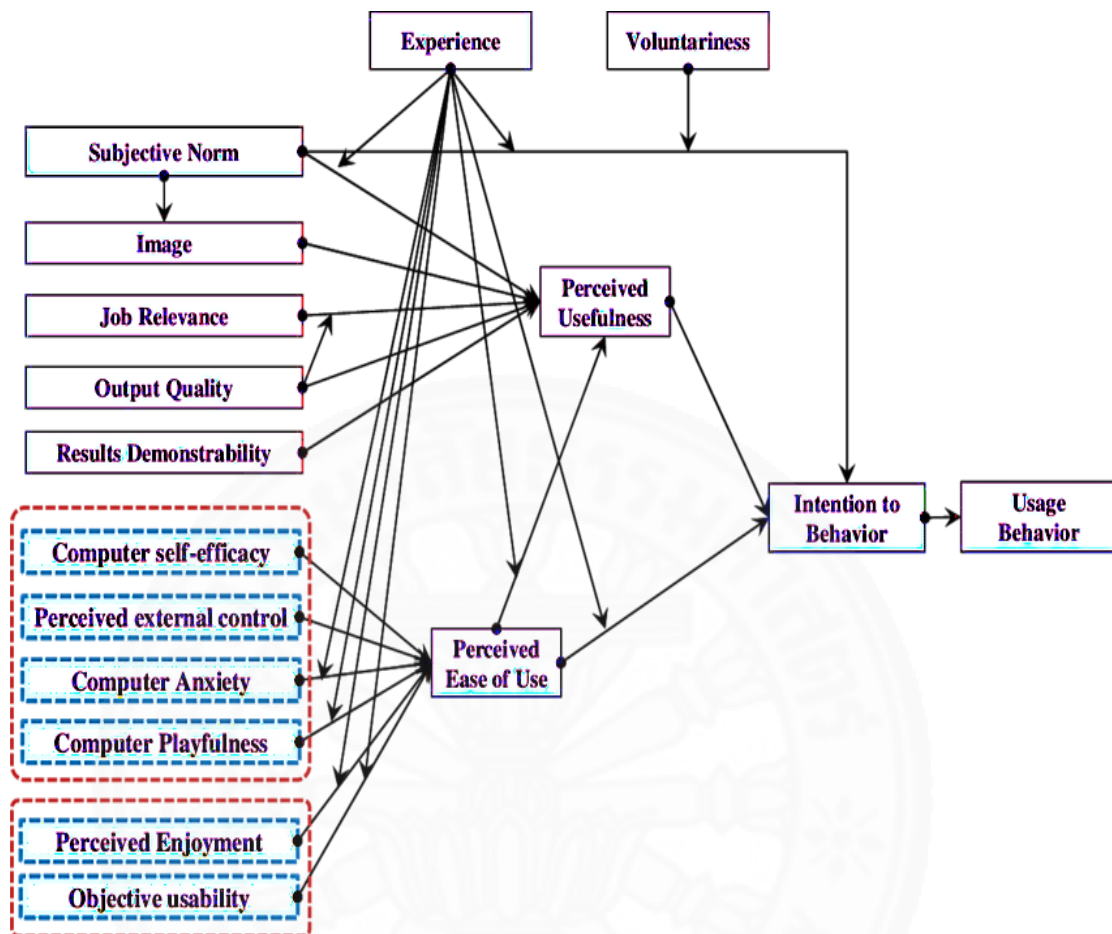


Figure 3.2 Third (latest) version of Technology Acceptance Model created by Viswanath Venkatesh alongside Hillol Bala in 2008.

(Source: Lai, 2017)

3.7.1 Definitions of each variable:

Perceived Usefulness:

1. Subjective Norm: The degree of how one perceives other people to prioritize and consider the usage of the system.
2. Image: The perception over the use of innovation as a booster for their social system.
3. Job Relevance: The belief that the target system applies to one's job.

4. Output Quality: The belief that the system will perform the person's job tasks.

5. Results Demonstrability: The belief that the results of using it are tangible, observable & communicable.

Perceived Ease of Use:

1. Computer self-efficacy: The (belief) ability to perform the specific task using the technology.

2. Perceived external control: Believing the existence of support systems - organizational & technical resource

3. Computer Anxiety: Individual's apprehension or fear (in this research, matter of security on privacy).

4. Computer Playfulness: Cognitive spontaneity in computer interactions.

5. Perceived Enjoyment: It is still entertaining to utilize the technology despite any results from the performances.

6. Objective Usability: The satisfaction of completing goals/tasks due to the effective usage of the system.

CHAPTER 4

SITUATIONS OF HALAL INDUSTRY, SOCIAL MEDIA AND TELECOMMUNICATION SECTOR IN BRUNEI

4.1 Introduction

This chapter talks about particular situations in Brunei especially on the Halal Industry as the research focuses solely on the food sector. Thus, it will include the position of Brunei Halal alongside the goal of regional Halal hub whereas Brunei certificates and permits will be explained separately. Furthermore, the achievements of having such industry in Brunei and the weaknesses of having a Halal industry in Brunei will also be discussed. Then, the second section of this chapter is on the circumstances of social media in Brunei. Additionally, the concept of social media will be incorporated with the telecommunication development of Brunei, which involves the education system, law and Internet companies alongside the government's initiatives on improving the telecommunication industry.

4.2 Existing Conditions of Brunei Halal Industry

4.2.1 The Competitiveness of Brunei Halal among other Halal Brands

The Islamic Economy focuses on bringing forward six Halal sectors such as food and beverages, finance, tourism, fashion, media, recreation and cosmetics as well as pharmaceutical. As reported by Thomson Reuters in 2017, Brunei Halal is considered to be top 15 under the indicator of Global Islamic Economy (GIE). However out of all six Halal sectors, Brunei is only on the top 10 of pharmaceutical and cosmetics whereas other five sectors are lead by both United Arab Emirates and Malaysia (*State of the Global Islamic Economic Report, 2017*). One of the reasons for the slow growth of the Brunei Halal industry is the size of the market in Brunei and Brunei late participation into the Halal industry. The dream of Brunei Halal was realized back in 2005 but it was only in 2017 that the efforts of prospering the brand started to get more vigorously encouraged by the government

(Oh, Hamir, & Shah, 2018). Despite being slow in flourishing the industry, according to Deputy CEO of Ghanim International Food Corporation, Feby Latip, the industry is big enough for the newly made Halal Brunei. This is due to the value of Halal industry in a global context as it reaches billions of dollars, hence, the exploration of Halal sectors for all Halal brands are widening opportunistically (Oxford Business Group, 2014a).

With the existence of conservative Muslims, the management of Halal certificates should ensure customers' confidence would be met. Halal logo is an important aspect for restoring customer confidence in food brands that claim to be Halal. However, this aspect is not unproblematic in itself as companies have misused the logo. In 2011, Brunei Times reported that Brunei is facing problems over imported products being non-Halal but were labelled with Halal logo. This led to outraged customers and, in turn, decreased the confidence level of consumers on the authenticity of the Halal logo (Ismail & Laidey, 2014). Due to such issue, the citizens in Brunei are becoming highly skeptical over how well Brunei Halal is managed as well. Even though a single standard of Halal procedure does not exist as the industry encompasses international participants with each country having a different set of procedure, however, such issue will push all Halal brand managers to compete in serving a much secure Halal service.

4.2.1.1 The Dream of Regional Halal Hub

With Malaysia, Brunei, Indonesia and Singapore being the siblings of the Malay world, the battle for Halal hub is a common goal in the context of leading regionally. The competition over becoming the regional Halal hub in Southeast Asia is quite intriguing: for Brunei, the idea of regional here includes the organizations of BIMP-EAGA and ASEAN regions (A. Othman, 2018) whereby all of the three countries from the Malay world are also present. Looking at the Global Islamic Indicator between 2016/17 and 2017/18 (Thomson Reuters, 2017; Thomson Reuters 2018), Brunei increased its score from 32 to 43. However, a step towards achieving the Halal hub means Brunei is actually being left behind by other Halal brands that are already rising. From the score of 121 in 2016/17, Malaysia is still leading the Islamic Economy with the score of 146 in 2017/18.

Be it domestically and internationally, Malaysian Halal brands have been in the market since 1980s (Azman, 2012). Hence, for Brunei to reach the Halal hub for the two organizations mentioned above requires intensive efforts from different players in Brunei. With the corruption cases are being widely publicized since late 2017 until now (Bandial, 2018), Brunei Government is struggling in cleaning up the kleptocracy within the government that comes from different departments and ministries (Ward, 2018). Unlike the corruption case in Malaysia whereby the latest general election resulted in a new government led by the long-time oppositions, being an absolute monarchy means Brunei is only able to reshuffle the cabinet. In addition, it is not only the public that does not receive transparency from the government, in fact, the corruption cases in Brunei indicate that the transparency within the government is also opaque to the Sultan. As a result, this can deteriorate the healthy growth of Brunei Halal in catching up to the regional Halal industry. For instance, one of the corruption cases is related to the former Minister of Energy (Ward, 2018) who had established the facilitation of Brunei Halal for Micro, Small and Medium Enterprises through Darussalam Enterprise.

4.2.2 Brunei Halal Certificate & Rules

As Brunei is known for having a strong Islamic identity as when compared to its Muslim neighbors, Indonesia and Malaysia, Brunei stands at a respectable position for its Islamic standards (Shah, 2018). Hence, the Halal process becomes trustworthy to the Halal consumers. In fact, Halal is defined as allowable or “*lawful*” from the lens of Islamic principles whereby the process of Halal includes the transportation and the places of where the products are made (Ibid). The industry is expected to be part of the diversification policy in Brunei under the Ninth National Development Plan from 2007 to 2012. Thus, in 2005, the Halal Label Order was released. However, it was not until 2008 that the rules were enforced to the public after the Brunei Halal brand was introduced in August 2007 (Oh et al., 2018). Majlis Ugama Islam Brunei (MUIB) or Brunei Islamic Religious Council is in charge of releasing and acknowledging the Halal certificates whilst Bahagian Kawalan Makanan Halal (BKMH) or Halal Food Control Division is responsible for monitoring and legalizing the certificates. These two divisions belong under one ministry: Ministry of

Religious Affairs (MoRA) (N. Othman et al., 2015). The cost of applying for the Halal certificate costs BN\$90 that expires after three years. In terms of processing time, Halal certification takes about 45 days (see Table 4.1 for the procedure of applying Halal Certificate and Permit).

The certificate is based on two rules, which are specifically related to the Halal Meat Act and Halal Certification Act. The former deals with the import of raw meat into Brunei. The places of Halal meat being packaged that are acknowledged by MUIB come from Australia, China, the Philippines, Indonesia, India and Malaysia - whilst the latter is a rule on the management of restaurant and business premises. As stated above, with the legal enforcement in 2008, it is indeed compulsory for any restaurants or physical stores that are meant to be served to the Halal consumers to have Halal certificates. However, Othman et. al (2015) reports that it was not until 2014 that the certificates started to increase up to 100 units. Hence, from 2008 to 2014, the progress in obtaining the Halal certificate by the food business owners was quite slow in Brunei (Ibid).

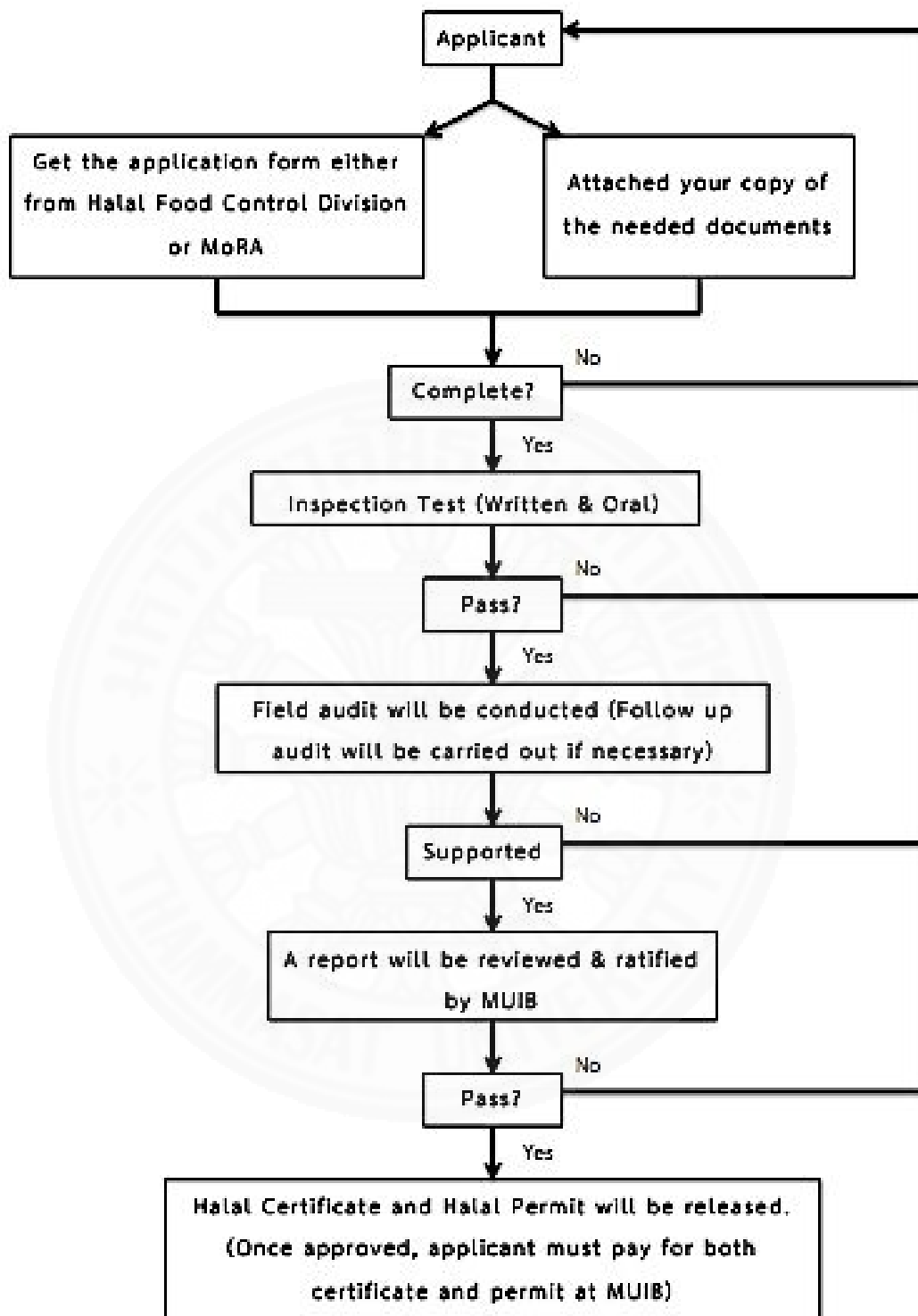


Figure 4.1 Illustrates the procedure of applying Halal Certificate and Permit in Brunei (Source: Ministry of Religious Affairs' website)

4.2.3 The Rules of Brunei Halal Permits and The Exemption

Halal permit can be considered as the second prerequisite that Halal entrepreneurs need to possess. It is related to the manufacturing of Halal products in which it is compulsory for the entrepreneurs from all Micro, Small, Medium and Macro businesses to have. The permit allows for the issuance of Brunei Halal stickers on each product. The cost of the permit varies according to the type of entrepreneurship (see Table 4.3). The stringent part of the permit is that the permit becomes void if any ingredients in the product are replaced or changed. However, the Head of Halal Food Control Division states that home-based businesses or temporary vendors as well as the permanent ones can be excluded from applying for both the certificates and permits if they “*legitimately cannot*” fulfill the conditions of the Halal Label Order (Azney, 2017).

To be given the privilege of exemption, the businesses require having an audit process in which it depends on the number of days that the stalls are going to conduct their businesses for. For instance, audit is required if the businesses operate between 15 to 30 days. In addition to that, entrepreneurs will need to list down the menu and ingredients used for each menu. On the other hand, stalls that operate for 15 days or less are required to provide a notification letter to MoRA. The audit will be conducted on-site (see Table 4.2– Source: Ministry of Religious Affairs) but to receive the approval of the exemption, the auditors from MoRA will pass the report to the committee council of examination (see figure III for the committee members). Once the approval is given, the exemption will last for one whole year but afterward the entrepreneurs have to reapply for the audit procedure.

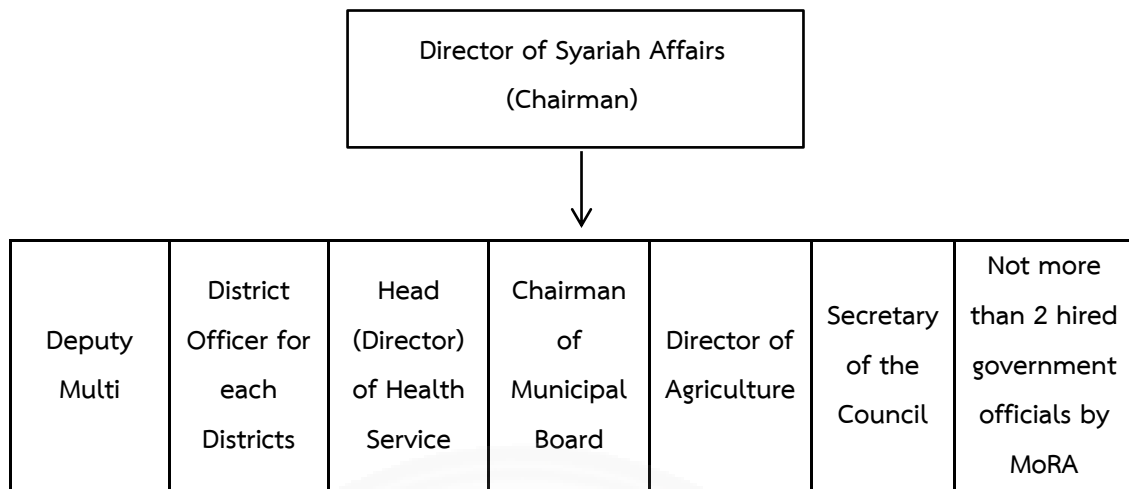


Figure 4.2 Committee Members that will approve the exemption privilege for the entrepreneurs.

(Source: Ministry of Religious Affairs' website)

4.2.4 Inspection of Place

The inspection tends to be made by the officers from MoRA, as it has to consider the cleanliness of the food. In accordance to Brunei law when it comes to issue Halal, it is required for entrepreneurs or restaurateurs to ensure that spaces used for cooking and preparing food need to be immaculate. The rules regarding the Halal businesses apply to public food places as well as home-based businesses. Hence, for home-based food businesses, it is required for entrepreneurs to have a separate business kitchen from the kitchen that is used for the entrepreneurs' family. The tools and equipments are also part of the inspection test (Azney, 2017).

4.3 Issues on Brunei Halal

4.3.1 Strengths and Achievement

Apart from promoting highly stringent procedure of Halal as compared to other Halal brands, close government oversight is also one of the strengths for the development of Brunei Halal. Two ministries are responsible for the development of the Halal industry: Ministry of Religious Affairs and Ministry of Energy

and Industry (for the purpose of research and development as well as promotion) (Zain et.al, 2017). The latter ministry has also set up Halal Science and Metrology Centre with the assistance from Japan Food Research Lab as well as Osaka University and Florida State University. The centre aims to detect any prohibited ingredients such as pork and alcohol. It is also to detect hidden materials through blood (Ibid). In addition to that, stringent procedure means the Government is directly handling the process of obtaining the Halal certificate and permit. The existence of third party auditors for some Halal brands can create some problems to the issuance of the certificate and misuse of Halal logo.

Another strength of Brunei Halal is the investment. Foreign companies that are interested to invest in the Brunei Halal industry by producing of their own products are given FDI privileges. Foreigners are able to fully own a business in the country without needing a local guarantor. In order to settle the disputes between the Small and Medium Entrepreneurs and the government, Darussalam Enterprise is created as the mediator. Furthermore, looking at the condition of tax incentives in Brunei, first timers are exempted from both corporate tax and tax on ingredients as well as machineries.–This exemption lasts for 8 years and entrepreneurs are allowed to opt for a 3-year extension. In fact, several abroad and local companies have been given a pioneer status such as Simpor Pharma (Halal pharmaceuticals) from Canada, Golden Corporation (seafood products) from Taiwan, Hana Soy & World (soy products) from Brunei and PDS Meat Industries from Brunei. Moreover, grant is also included in these investment incentives for the purposes of research and development (R&D) and training. Both purposes are allocatively being given BN\$ 5 million (Economic Research Institute for Asean and East Asia, 2016).

As the strength of the brand is extending to the R & D context, the main player of Brunei Halal brand on marketing, Ghanim International Corporation signed a Memorandum of Understanding with Universiti Brunei Darussalam. The signing of such MoU is to expand awareness and exchange ideas over the act of marketing for the brand as well as to improve the services of Halal products. In addition to that, the university will act as an opportunist to Ghanim Company for the

purpose of international marketing. Such action will be done through symposiums and conferences (Norjidi, 2017).

Apart from that, national carrier issue was once part of the weakness that Brunei Halal has to face (Oh et al., 2018). However, in 2017, Norjidi reported that Ghanim also signed the MoU with Brunei's main airline, the Royal Brunei (RB). It aims to ease the transportation of the products directly to its supposed location. Hence, in 2018, RB plans to expand its route by eliminating the transits as the air carrier is projected to incorporate seven A320Neos. Since Brunei only has Bilateral Free Trade Agreement with Japan, both countries are strengthening its bilateral economic ties through Halal industry as well. Therefore, with the new planes, RB is expected to directly fly to Tokyo by March 2019. However, since the direct flight is a new implementation, hence, the results of such strength could be analyzed in the next one or two years.

4.3.1.1 The Importance of Micro, Small and Medium Enterprises (MSMEs) for Brunei Halal Industry

(1) High Share in Total Revenue and Employment

In 2016, Brunei Halal industry produced about \$88 millions (approximately US\$64 millions), which enables the employment of about 835 people by 35 companies (Biz Brunei, 2017). As a matter of fact, in 2017, 31 out of 63 vendors at the Expo of Halal Tayyiban Products and Services are parts of the food and beverages category (Borneo Bulletin, 2017a). The former Minister of Energy and Industry, Pehin Haji Yasmin believed that the data is more than 35 companies as there are some companies that did not submit their reports to the Business Reporting Portal for further analysis of SME's participation. Additionally, the infamous offline market of Consumer Fair, which is organized by D'Sunlit Sdn Bhd, has reported that the participated entrepreneurs have increased years by years with only 80 companies and 200 booths in 2007 to 200 companies and 500 booths in 2018 (New Brunei Daily, 2018). By 2021, it is expected that the Global Halal Food and Lifestyle category to be increased up to US\$3,000,000,000,000. Thus, the former Minister of Energy and Industry, Pehin Haji Yasmin stated that such achievement and

high expectation indicates the vitality on the collaboration of the government and private companies to further flourish under Brunei Halal industry (Biz Brunei, 2017).

Furthermore, Halal market has been marked as the main growth sector for the SMEs in Brunei as the enterprises have been contributing to the private sector employment. For instance, in 2008, the total employment of private sector made by the SMEs had reached 58% with the businesses in Brunei are largely micro (52.3%) and small (43.8%) enterprises (Polsaram et.al, 2011).

(2) Contributions to Export Activity

The brand of Brunei Halal has manage to penetrate into the global market through export activities as Ghanim Company has given the opportunities to the SMEs to export their products. Companies such as Sabli Food Industries Sdn Bhd, Superwater Marketing Sdn Bhd, Sahamada Corporation Sdn Bhd and Hana Soy & World (B) Sdn Bhd received the opportunities of global markets with countries such as UAE, UK and China. In 2016, about 30 products were launched and are ready for export whereas in 2017, 50 products are exported (Kon, 2017). Currently, the blue shrimp crackers are receiving a warm acceptance from the global market and it has won an award from the Gulfood expo (Norjidi, 2016).

4.3.2 Weaknesses of Brunei Halal

With only Ghanim International Corporation Sdn Bhd is responsible to market the brand of Brunei Halal, it actually portrays the limitation of Brunei Government in exposing the brand, be it globally or locally. According to the SWOT analysis made by Oh, Hamir and Shah in 2018, the viability of Brunei Halal is facing more negatives than positives to largely expand. The authors find that the consumers themselves are not positively accepting the brand as Brunei has been importing food from other Halal brands for a long time.

According to Kwek in 2016 as cited by the three authors above, the importation of the food from other countries has reached 80%. As a result, self-sufficiency rate is low and the efforts of the local food manufacturing industry remains slower. The lacks of marketing activities made by the government are not quite appealing to the public, which makes customers lose interests in local brands. In addition, the prices of Brunei Halal products are considered to be expensive when

compared to other Halal imported products. Apart from that, the threats towards Brunei Halal appear in the form of long procedure of getting the certification and permit as well as the idea of small population that indicates the low demand and small market in a domestic context. On the other hand, looking outside of Brunei's borders also means intense competition with other well-known Halal brands (Oh et al., 2018).

In addition, it is unclear, which side is accountable for the slow development of the Brunei Halal brand, between the Government and the support from the local, it is as if there is no cooperation and understanding between the two important parties in the country in assisting the growth of the brand. Psychologically, cooperation here refers to the idea of productivity in which both parties (government and the Bruneians) are seemingly lacking for the development of Brunei Halal brand. As an example, the rate of unemployment in the country is at a high of 6.9%, the highest in Southeast Asia in 2017 (CIA The World Facebook). One of the reasons behind such a high figure is because the Bruneians themselves are oblivious to the importance of private sectors through Brunei Halal under the diversification policy of Brunei. The challenge starts to become worse when the people in Brunei are used to the culture of preferring the high salaries jobs from the public sector (Razak, 2012). One can see from the working environment in Brunei in which it is common for Bruneians to apply for the government jobs right after finishing their studies (Low & Sajjani, 2015). Hence, for the Bruneians to initiate particular activity without the encouragement from the government is a rare action. For instance, the government vigorously encourages entrepreneurship and private sectors after the global oil prices dropped annually since 2014. Looking at Sultan Haji Hassanah Bolkiah's speech regarding productivity, he states in 2014 that the productivity of the Bruneians should be divided between the private and public sectors to cure the unemployment issue (Kumpulan Titah, 2014).

4.3.2.1 Problems between MSMEs with Halal Certificates and Permits

Since 2017, Brunei Halal through the initiation of Micro and Small Entrepreneurs, have been problematic. Azaraimy from Borneo Bulletin

reported in July 2017b that Halal certificates were a compulsory component for the Halal food and beverages industry. After nine years of its establishment, the people in Brunei are still unaware and confused with the compliance of venturing into Halal entrepreneurship.

Apart from the Ministry of Religious Affairs and MUIB, Darussalam Enterprise (DARe) is also responsible in clearing up the confusion as it acts as a statutory body to any matters relating to entrepreneurship in Brunei. DARE explains that apart from the food industry, it is mandatory for other Halal sectors to apply for the certificate and permit. DARE also informs that home-based food businesses are urged to apply for the halal certification (Azaraimy, 2017). However, as DARE itself is a newly established body, operating only since 2016, it is safe to assume that productivity is also lacking on the part of the Brunei government. This shows that despite being a small country, the efforts to come up and relay clear guidelines regarding Brunei Halal to the public by the government from 2008 to 2017 have not been successful. However, on a more positive note, it prompted the establishment of DARE which now acts as a mediator between entrepreneurs and MUIB.

Furthermore, in November 2017(b), in another news article, Azaraimy published an article emphasizing on the amendment of the Halal Certificate and the Halal Label Order in 2017. It is specifically a lesson or a reminder to the canteens in educational institutions and schools regarding having Halal certificates. Before the official usage of Brunei Halal license, entrepreneurs were encouraged to apply Miscellaneous License that is included in the Law of Brunei in Chapter 127. In addition to that, criticisms around the Halal certificate and permit are also increasing. Mainly, critics (entrepreneurs) are concerned with the prices of such certificate and permit as well as the issue of non-halal eateries (Hayat, 2017). As the idea of implementing a Halal Certificate and Permit itself is a fairly recent creation, a handful of regulations have been passed and amended regarding prices and the timeframe of validity of such documents. Formerly, according to the old price, enterprises were to pay a one-time payment for lifetime validity whilst the new is renewable every three years.

Table 4.1

Old and new prices for Brunei Halal Permit

Type of Enterprise	Old Price	New Price
Micro	US\$36 (Per product)	US\$4 (each product)
Small		US\$109 (per 20 products)
Medium		US\$218 (per 20 products)
Macro		US\$509 (per 20 products)
Multinational		US\$728 (per 20 products)

(Source: Azney, 2017)

For the non-Halal eateries issue, they are given an exclusion rule of pertaining Halal certificate with a condition of annually reporting to the Halal Food Control Division (Ibid). Furthermore, the exemption is a new addition to the amendment law in order to clear the confusing monopoly of Syariah Law to the food and beverages industry. Also, those who do not fulfill the requirement of the 2017 Halal Certificate and Permits will be exempted from getting the Halal certificates. This includes the permanent and temporary food vendors that operate not more than 30 days (Bakar, 2017). However, this is quite debatable due to the idea of the food vendors being Muslims but the ingredients of the food are disallowing them to pass and getting the Halal certificate and permit.

4.4 Accessibility of Social Media

4.4.1 The Ease of Access through Gadgets Ownership

The ease of social media access can be assessed through several factors. For instance, the available or type of devices, Internet penetration, prices of the Internet, mobile or Internet subscriptions, household incomes and the subscription of fixed-line telephone throughout the years of 2010 to 2017. Since social media can be accessed through laptop, PC and mobile phone, hence, the access of social media to Bruneians can be said as being widely accepted. This can be seen with the increased number over statistics of owning laptop in 2010 and

2013. Even though the percentages were not quite far from each other but it is still quite high. It was 76% in 2010 and 80% in 2013 (AITI, 2013). However, comparing between laptop and mobile phone, the latter won the ease of access from gadgets perspective with 98% in both 2010 and 2013. However, in 2016, the ability of to use laptop increased up to 93% whilst mobile phone peaked to 99%. Meanwhile, the percentages of PC for the year 2010, 2013 and 2016 were respectively 51%, 38% and 39%. Fixed line telephone subscribers are important to be analyzed as well due to the comparison of the usage of such traditional communication with the digital and much advanced gadgets. For instance, in 2010, the percentage was 63% and 50% in 2013 but in 2016, it only reduced by 1% from the year 2013. Therefore, the subscriptions of fixed-line per 100 inhabitants in 2018 are only 16.8 as compared with the subscribers of mobile phone (per 100 inhabitants), which is 127.1 (ITU, 2018). In addition to that, the ability to gain access is upgraded with the new advanced technology of tablet that increased from 44% in 2013 to 62% in 2016.

In addition to that, as compared to the data in 2013, in 2016, AITI found that most of the Bruneians now have access to the Internet with 90% agreed that the most common place to gain access is at home. Whilst in 2013, those who selected access at home were only 69%. But gaining access everywhere with mobile phone only increased by 2% from the 2013 data with 52% in 2016. Nonetheless, the access to Internet from schools improved with 25% in 2013 and 48% in 2016. Unfortunately, the access at work dropped from 46% to 38% in 2016.

4.4.2 Access of Internet in accordance with Total Household Incomes

According to statistics provided by Authority for Info-communication Technology Industry (AITI) in 2016, there are three groups of household incomes, which are defined in the context of low, medium and high. The low group is based on total household income below B\$1000 whilst the medium group hold a total of B\$1000 to B\$6999, leaving the household incomes of high group with B\$7000 above. Most of the respondents on the survey made by AITI came from the medium income group (see figure 4.1) in which about 34.9% agree that the price of the internet fee perception fall to 'just right' and it is supported by at least 9.0% from the low

income people. However, 29.0% still believe that the fee is quite expensive and 4.9% from the high-income group agree with the expensive idea. This shows that the respondents are more likely to afford the Internet access.

However, looking back at the respondents' profiles, about 49.7% aged from 15 to 24 years old and 56.6% are students whilst 7.8% work under middle management sector and 5.8% as educators. The Internet uses by the students are likely to be paid by their parents or other family members. This is because most of those who cannot afford Internet access (see figure 4.2) agree that it is due to the Internet fee are quite high. As compared with the year of 2013 and 2016, the percentage for the reason of expensive fee jumps from 39% to 56%. Thus, there is a huge contrast to the statistic of using total household income and its correlation with Internet fee with the people who are lack of Internet access.

Nonetheless, despite the perception of moderate Internet fee, looking at the circumstance of the future generations in terms of employment, they are struggling to pay high expenses in Brunei with the high probability of dropouts and continuous youth employment rate which has now reached 30% (Wasil, 2018). Not to mention, the increasing rate of mental health among generation Y and Z (Bakar, 2018) may reduce the perception of just right in the near future as the problems persist.

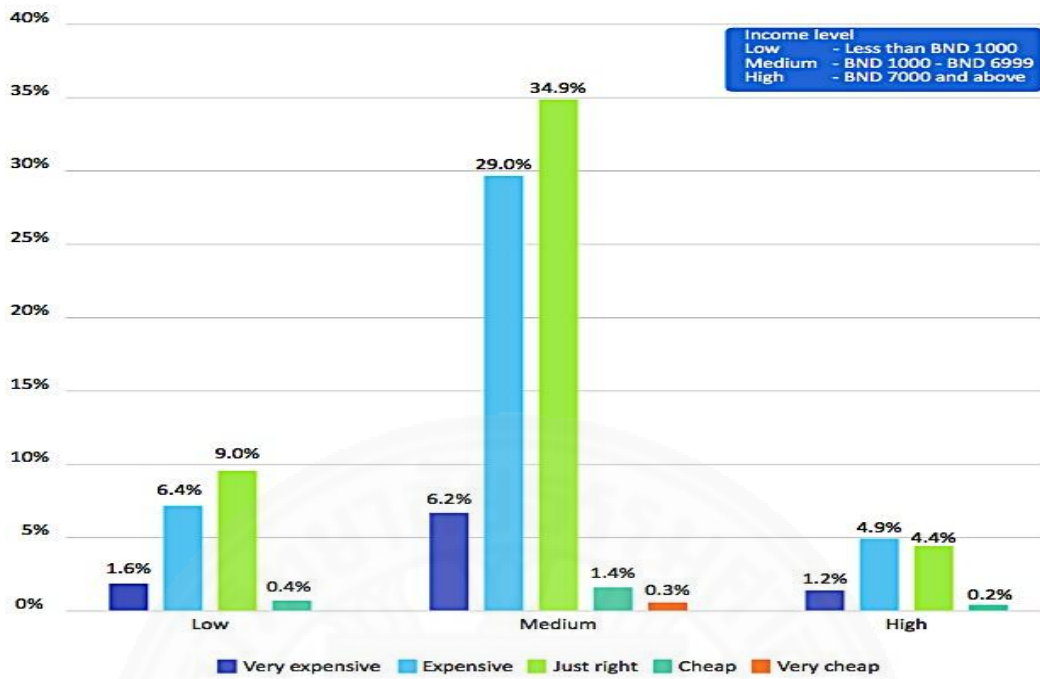


Figure 4.3 Perception of Internet Fee based on Household Income

(Source: AITI, 2016)

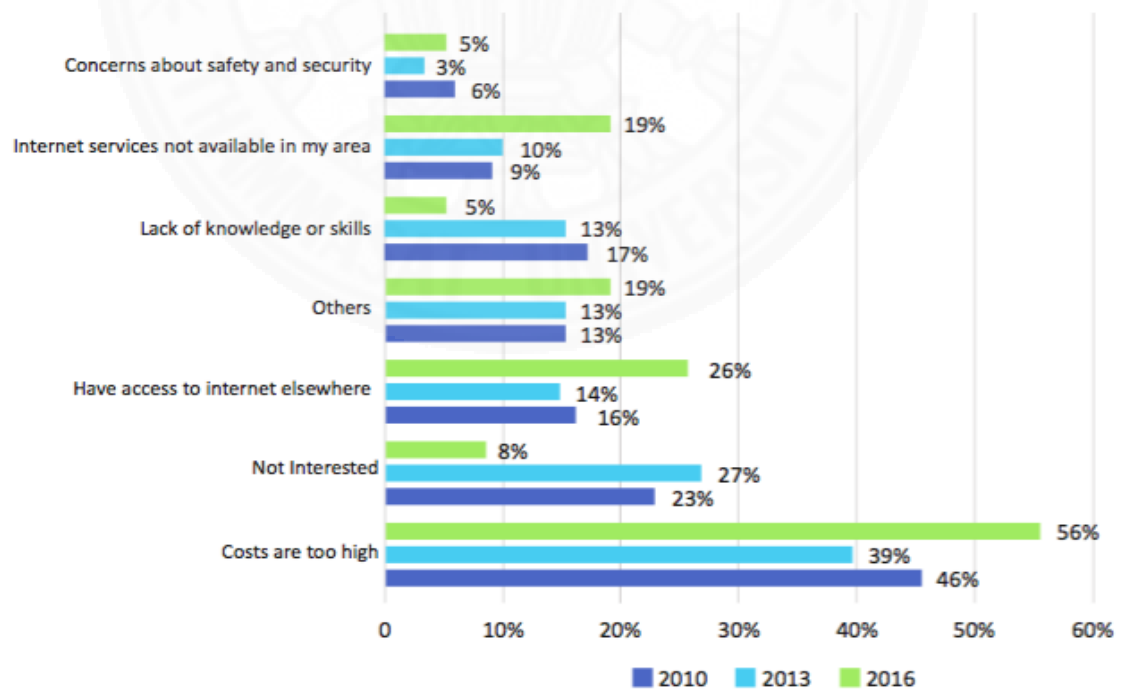


Figure 4.4 Reasons for lack of Internet access.

(Source: AITI, 2016)

4.4.2 The Utilization of Social Media

As for the statistic of social media usage, it seems that Brunei has been accepting the coming of such applications because in 2013, 78% of the people in Brunei was already using facebook whilst Instagram was accepted with 45% only followed by Google+ (33%) and Twitter (26%). Hence, this shows that ease of access towards social media is present for the people in Brunei as long as Brunei provides well-furnished infrastructure of telecommunication and the ability to purchase necessary gadgets. However, in 2013, there were only 68% of active social media users in Brunei with only 28% users who regularly update their Facebook status (AITI, 2013).

In 2016, Generation Z and Y are largely accepting the usage of social media and messaging applications with the age range of 15 to 34 years old. For the messaging applications, the top three most utilized are Whatsapp, Skype and Telegram while those who are aged between 15 and 24 prefer Skype to Telegram and Whatsapp. On the contrary, those who are aged between 25 and 34, the order of preference is different with 36% preferring Telegram, followed by Whatsapp 33% and Skype 32%. However, percentages for the ages that range from 35 to 65+ are less than 10% (See Figure 4.4).

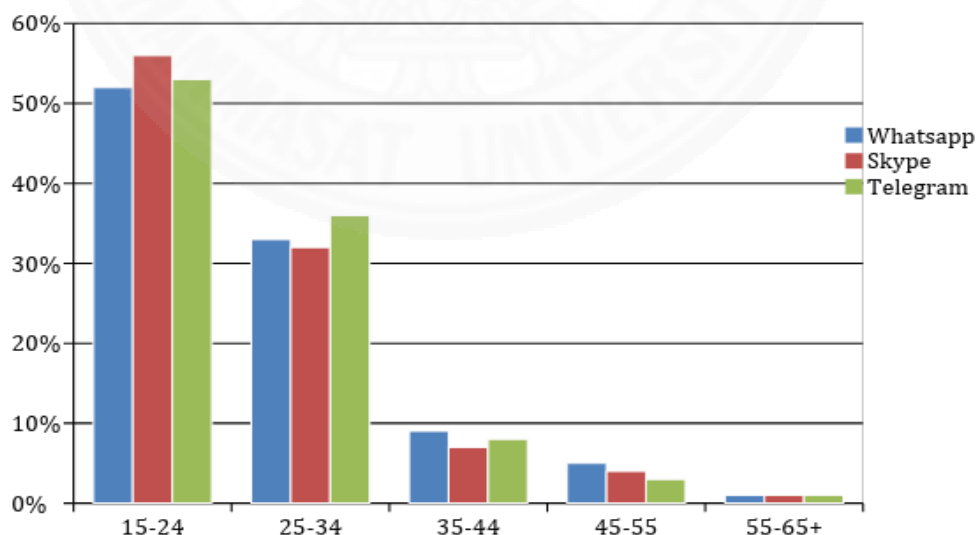


Figure 4.5 Most utilized social messaging application by age (2016)

(Source: Authority for Info-Communications Technology Industry for Brunei Darussalam, 2016)

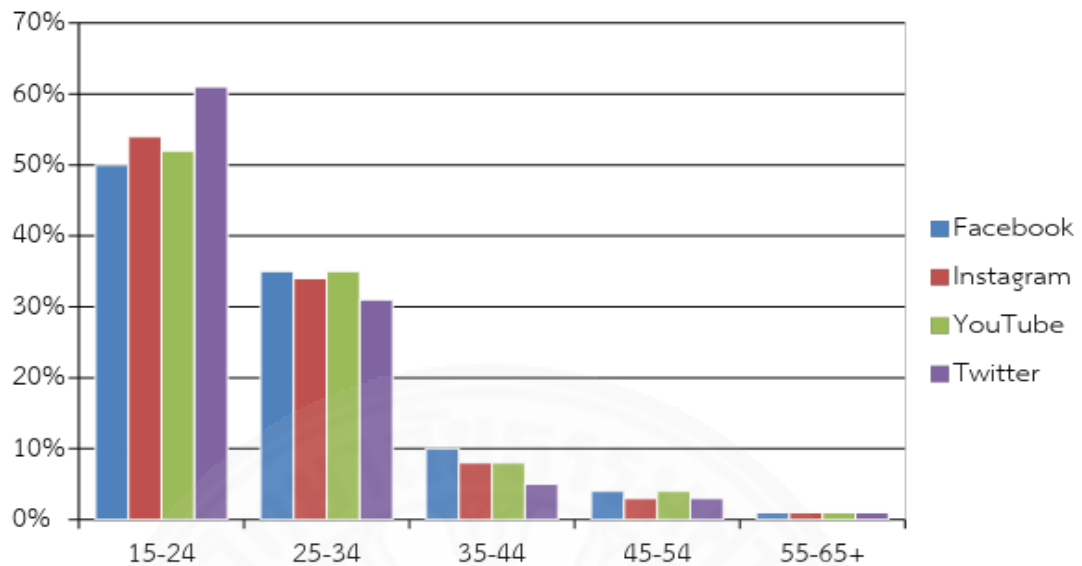


Figure 4.6 Most utilized social media applications by age (2016)

(Source: Authority for Info-Communications Technology Industry for Brunei Darussalam, 2016)

As for the most utilized social media applications, the Generation Z and Y are more interested to utilize it as compared to those who are in the 35-65+ age range encompassing as little as no more than 10%. For the age group of 15-24, 61% preferred to use Twitter, while the youngest of the age group preferred Instagram to Facebook with the percentages of 54% and 50% respectively. In contrast, those aged between 25 and 34 preferred Facebook (35%) and 34% Instagram while YouTube taking the lead. This indicates that the Generation Z and Y possess the skills and gadgets to gain access to utilize the modern applications. In addition to that, it also indicates that the younger generations are the more active social media users compared to older generations (See Figure 4.4).

According to the AITI (2016) findings, there are nine reasons why people in Brunei utilize these applications. The top reason with 84% is to keep in touch with family and friends. Followed by to share information (65%) and not far behind is to share pictures with the percentage of 64%. 52% utilizes these applications for online

shopping. The last two reasons are related to business and marketing activities with 25% and 17%, respectively. Other reasons also include sharing videos or music (53%), which is higher than making new friends (37%) and online gaming (40%).

Ahad, Anshari and Razzaq (2017) find that the reason why the youngsters have more access than the adults to the Internet is because of the financially capable parents as well as the drop in gadget prices in the market. Apart from that, payment methods are no longer restricted to cash or credit card, monthly loan deductions are also made available to sustain younger generations to accessing the Internet. Furthermore, the methods of paying are not only through cash and credit card but also with monthly loan service. The starting age of acquiring the gadgets is as early as 11 years old. But, out of the ratio of 100, 10 youngsters admitted that the permission to have mobile phones could be less than 10 years old. Not to mention, the parents also allowed their children to have more than just one mobile phone, however, this is merely due to some problems that the youngsters faced such as broken screen, glitch, broken switch button and keypad issues. The authors also mentioned that the youngsters use Twitter but most frequent usage of applications is in fact, Facebook and Whatsapp. Hence, there is a difference in conducting a research in general and specific contexts as Ahad, Anshari and Razzaq (2017) only focused on 143 Bruneian teenagers across the country from the ages of 13 to 19. The idea of owning a phone is to connect the ideas of generation Z as the customers for the entrepreneurs.

4.5 Social Media and Entrepreneurship in Brunei

The encouragement of online entrepreneurship through SM applications is relatively low as the emphasis of online market in Brunei is largely concentrated on the utilization of website (OECD, 2018). This can be seen when Rajami (2015) conducted a research on the usage of SM network among the higher institution students in Brunei-Muara district, in which she found that majority of the respondents are aware on the online entrepreneurship through SM with 91.7% (422 out 460 respondents). Despite that, the percentages of those who use SM for entrepreneurship

are considered to be low with 14.3% of female (66 females out of 460 respondents) and 13.9% of male (64 males out of 460 respondents). In addition to that is, Rajami discovers that about 71.7% or 330 respondents have never done online entrepreneurship through SM as compared to the rate of those who have done the online business, which are 28.3% or 130 respondents. Positively, about 386 respondents or 83.9% agree that using SM networks, the entrepreneurs are boosting up the country's economy as they are able to promote their products.

However, the ability to use SM may be hindered by several challenges such as receiving support and training to do business. In her research on motivations and challenges of Brunei women entrepreneurs, Takdir (2017) found that about 41% of women entrepreneurs (out of 100 respondents) do not receive proper support with only 5% of the women state that they acquire the support from private agency. While the remaining support sources derive from emotional motivations of family and friends. Based on Salaidah's research as well, she did not mention the specific training on SM or online entrepreneurship as she only touched upon the idea of management, leadership, technical, entrepreneurship, communication and marketing trainings. However, the top three challenges (out of twenty-five challenges) that are faced by the entrepreneurs before creating the business are access to finance (6.5%), followed by insufficient skills and knowledge (6.3%) and insufficient trainings (6.1%). Whilst the top three challenges during the business are high competition (8.6%), household and work responsibilities (6.7%) and management skills (6.5%). Nonetheless, around 42.2% agree on using an online platform for entrepreneurship, however, the researcher did not specifically write the types of media platform. On the other hand, about 34.3% conduct their business as home-based, which contradicts to the findings found in Chapter 5 as home-based business is considered to be part of online entrepreneurship as the entrepreneurs are staying at home and utilize SM as their marketing platform.

4.6 Assistance for Brunei Entrepreneurs by the Government

According to Borneo Bulletin Yearbook report for the year of 2017, Brunei has been working on attracting foreign investment by setting up Darussalam Enterprise to work closely with Brunei entrepreneurs. DARE has been the driver between the Government and the entrepreneurs as Government demands for the development of the private sector through entrepreneurship escalates. According to Brunei's Vision 2035, local entrepreneurship is deemed to be used as a strategy to kill two birds with one stone as it is seen to potentially improve the economy and at the same time amplify the development of local businesses. The Government's initiatives for entrepreneurs are divided into five categories; finance, market, business information, technology application and innovation as well as human resource.

In addition, assistance from several centres such as iCentre, Brunei Economic Development Board, LiveWire Brunei, Industry Business Academy (IBA) have been created for each category and these centres are controlled by DARE. The agencies are responsible for conducting activities such as seminars, learning programs, and bootcamps as well as providing resources such as supporting agents, for entrepreneurs in the effort to ease the process of conducting businesses in Brunei (Asia-Pacific Economic Cooperation, 2012). The LiveWire Brunei is established to encourage the young generations that are still unemployed by providing mentorship and training to prepare them for entrepreneurship. It is sponsored by Brunei Shell for community program and launched in 2001 to sustain economic development and infrastructures. Moreover, in collaboration with Ministry of Primary Resources (MPR), Baiduri Bank is providing the local SMEs with financial tools under the Micro-Credit Scheme and Enterprise Facilitation Scheme. Another bank that supplies financial support is Bank Islam Brunei Darussalam under BIBD SME 360 for the purposes of investments, deposits, banking solutions, financing and management team. However, the banks are aiming the small and medium enterprises only.

Brunei's efforts to elevate the position of local entrepreneurs can be seen through the activation of 11 indicators as part of Ease of Doing Business project. Out of all the 11 indicators, Brunei's top three positions are in the ease of getting

credit (2nd), electricity access (24th) and protection of the minority investors (40th) (World Bank, 2018). In 2012, Brunei was ranked 83rd out of the 183 countries involved in the project (APEC, 2012) while in 2018, Brunei ranked 56th among the 190 countries now taking part in the project (World Bank, 2018). The project serves as a guideline for Brunei and other countries to strengthen entrepreneurship.

4.7 Telecommunication Development in Brunei

4.7.1 Government's Initiative on Innovative Society for Technology Aspect

4.7.1.1 Creating innovation through Education

Education on technology sector was implemented as the National Development Policy from 1996 to 2000 to vitalise the research and development (R & D) works. Before 1996, the amount of students under Science and Technology was not large. It was only after 1996 that the amount increased from 28 to 114 in 2000. Incorporating science and technology in the 1996's policy was expected to construct a society that is productive, innovative, competent and creative (Sulaiman & Kifle). According to UNESCO, successful innovation looks upon several factors that include labour skills, product development, organization and process in which such success will contribute to the level of high competitiveness (UNESCO, 2005). As a result, in 2012, the Global Innovation Index (GII) reports that Brunei was at the place of 53 after climbing 24 steps of GI from previous years (Oxford Business Group, 2014b). However, in 2013, efforts of creating innovative development in Brunei was falling farther behind as compared to other neighboring countries, hence, Brunei's position dropped to the 88th position with a score of 31.67. Whereas in 2014, the GI shows that Brunei's position was also falling on output index and Efficiency Ratio (Ibid) despite being ranked 71st in 2017 with a score of 32.89 for the GI. The Efficiency Ratio for 2017 was at 124h place as compared to 139 in 2014 (World Intellectual Property Organization, 2017).

Thus, it is wise to say that the development in Brunei for any aspects is considered to be inconsistent as other countries are moving in a forward motion. It is true the level of literacy in Brunei is high (UNESCO, 2005), but it is after finishing schools that challenge the efficient development of Brunei, as the skills that are fostered during the schooling period do not match the government job criteria. This is where the government somewhat failed to resolve the problem of unemployment as it psychologically reconstructed the dependency of obtaining government jobs instead of venturing into the private sectors. Apart from that, Universiti Teknologi Brunei (UTB), formerly known as Institute of Technology Brunei (ITB), was established in 1986 for the studies of business, engineering, information and computing (UNESCO, 2005). However, looking at the current circumstances in Brunei, most of the graduates from this technology university are not moving towards contributing to the private sectors with regards to technology or the Internet. This can be seen with the Internet companies whereby all three available companies belong to the government and have to link with the government or Darussalam Asset. In 2016, The Brunei Times reported that it is quite difficult to reach the aim of having skilled ICT experts among the locals as software programmers and developers are very limited. Therefore, while waiting for the ICT graduates, Telekom Brunei has to play the role of giving training to its staffs. But the training will take place abroad as the staffs will learn from overseas companies (Oxford Business Group, n.d.). In addition, to bring in the young generation into the technology area, the Ministry of Culture, Youth and Sports collaborated with TelBru on polishing and fostering the skills of the youngsters and school-leavers for fibre-to-the-home technicians in Brunei (Ibid).

4.7.1.2 Policy on E-Commerce in Brunei

The former deputy minister for Prime Minister's Office (now a Minister for Ministry of Primary Resources and Tourism), Dato Ali Apong once mentioned that an innovative society is needed to create a productive ecosystem. It is to lure in investment and fostering the talents of the locals as the youngsters are exposed to the advance high-tech and easily being stimulated with new ideas (Ministry of Communication). Hence, one of the technology development efforts is

the establishment of Anggerek Desa Technology Park to grow innovative entrepreneurship. However, it seems that such park is only responsible for the expansion of research on craft facilities, defense modeling and multimedia (Oxford Business Group, 2014b).

On the other hand, the establishment of Authority for Info-Communications Technology Industry (AITI) is meant to facilitate the Small and Medium Enterprises relating to online Business-to-Customer marketplace. The agency is targeting for 50,000 online businesses by 2020, hence, it aims to contribute 6% to the GDP through ICT sector (Ministry of Communication). According to the report from the Ministry of Communication, the country has been coming up with council and agencies to facilitate the technology development since the beginning of 21st century (see Table 4.5 for the timeline of ICT sector being established in Brunei). Moreover, Department of Economic Planning and Development has published consumer protection laws (refer to 4.6.3 for the laws) to encourage SMEs for e-commerce development.

Brunei government has established the policy of Digital Government Strategy, which includes six concentrated areas and six programs before the year 2020. The six concentrated areas are related with service innovation, safety, capability and mindset, enterprise information management, optimization and collaboration and integration. Whilst the six programs are approaching digital services, apply global access for government systems, strengthening safety, improving stakeholder engagement, fully utilize digital assets and develop enterprise information management capability (Competition Commission Singapore, n.d.). However, in 2003, Seyal and Rahman, as cited by Looi (2005), argue that compared Brunei with Singapore, only 46.5% of private companies in Brunei utilized websites for e-commerce purposes whereas in Singapore, it was 90%. Fast-forward to 2017, Asia Pacific Economic Cooperation (APEC) states that there is only a small amount of entrepreneurs those are aware about e-commerce platform as well as comprehending the basic information of e-commerce. The organization also reports that some entrepreneurs in Brunei still assume that e-commerce is a platform for window-shopping rather than for the purpose of online transactions. Such mentality

can affect the policy's focus on enhancing the capability and mindset of the locals. In addition, the policy's focus on service innovation involves new and innovative methods for delivery services, however, according to APEC's report in 2017, Brunei has issues on logistics services in which the cost of shipping for the same dimensions and weights from Singapore is 30% lower than shipping from Brunei. Thus, it reduces the consumer confidence on selecting Brunei as an e-commerce attraction. Not to mention, Brunei has no cargo flights from and to Brunei through the services of UPS, DHL and FedEx (Ibid). As a matter of fact, the Bruneians are usually using the logistics services from Limbang and Miri, which are located at Sarawak, Malaysia. However, this may create additional costs for the bank transfer from Brunei to Malaysia. Furthermore, Brunei is currently not open to PayPal services, which caused them to lose the advantages of luring foreign buyers.

Table 4.2

Timeline on the development of ICT sector.

Year	Efforts to Develop Telecommunication Sector
2000	- Formation of National Information Technology Council (BIT)
2001	- Enforcement of AITI Order
2002	- Formation of Telekom Brunei Bhd.
2003	- Formation of Authority for Info-Communication Technology Industry.
2004	- Ministry of Communication leading the works of EG Bandwidth. - Creation of Brunei National Computer Emergency Response Team (BruCERT).
2005	- The creation of second mobile service in Brunei – Bmobile Comm Sdn Bhd.
2006	- Replaced Telekom with the creation of Telbru Bhd by AITI Order.
2007	- Prime Minister's Office appointed as the executive owner for e-Government.
2008	- Strategic plan of Ministry of Communication for 2008-2017 was formed.
2009	- Formation of Brunei International Gateway.
2010	- Baiduri Bank created the interim payment gateway.
2011	- AITI strategic plan was formed.
2012	- Created the fiber-to-the-home (FTTH) service.
2013	- National Broadband Policy (2014-2017) included the broadband development to establish accessibility, quality, usage and affordability.
2014	- Created National Broadband Policy and ePayment Gateway System. - Progresif Cellular acquired Bmobile company.

(Source: Ministry of Communication & 2018 Borneo Bulletin Yearbook)

4.7.2 Issues on Telecommunication Companies

There are three existing telecommunication companies in Brunei, namely TelBru, DataStream Technology (DST) and Progresif Cellular. The Submarine Cable System that is placed at Tunku area in Brunei supports the telecommunication connectivity. In addition to that, Brunei International Gateway (BIG) was created in 2009, which was included under the Asia-America Gateway Cable System (AAG) and South-East Asia Japan Cable System (SJC). The former cable system based its landing stations in 8 locations; Brunei, Hong Kong, Malaysia, Singapore, Thailand, the Philippines, USA and Vietnam. Whereas the latter cable system currently has 7 landing stations; Brunei, China, Hong Kong, Japan, Singapore, Thailand and the Philippines. On top of that, Brunei also received the support from Chinese telecommunication company, Huawei in which in 2017, six students from Universiti Teknologi Brunei and Universiti Brunei Darussalam were sent to China for training course on the telecommunication sector.

The TelBru Company is said to be the leader in providing broadband services of fixed line Internet in Brunei. The Ministry of Communication was supposed to control it until it was corporatized from Department of telecommunication to Telekom Brunei Berhad in 2006. Hence, due to this transfer, the company is now also under the corporate governance of Darussalam Assets Pvt Ltd as well as the investor, Brooketon Pvt Ltd. To advance the usage of TelBru, the company set up a mobile application in 2015, which is called My TelBru, and it included the functions of payment of bills and buying data top-ups. Moreover, the report from Borneo Bulletin states that about 80% of the TelBru clients in mid-2017 has the ability to the secure access of faster connectivity through the FTTH system. However, it was only in September 2017 that the company managed to get the ISO certification, which indicates the ability of the company to serve high quality management according to the international standard. Additionally, Huawei has also been assisting the FTTH rollouts of TelBru alongside the DST's 4G services.

Furthermore, in the context of R & D, TelBru aims to achieve the enhancement of ICT industry in Brunei. Thus, the company started with educating the employers by sending 25 people that are now graduated from the Executive

Masters in Management in Asia e-University. The program is to nurture the leadership skills of the employees to produce reliable and effective decisions for the company and ICT sector (Borneo Bulletin Yearbook, 2018).

Meanwhile, DataStream Technology (DST) was built in 1995 and is known as the leader in mobile service provider in Brunei. DST also associated itself with the Kristal Astro of Malaysia. It offers both prepaid and postpaid alongside the mobile broadband with the broadband network of High Speed Packet Access. Moreover, DST has been liaising with a Swedish company, Ericsson, since 2008. Now, in 2017, the collaboration is set to provide a new infrastructure on personalized services for the prepaid clients whereby the clients will get to enjoy real-time information (Borneo Bulletin, 2017b). Recently, Ericsson is expecting to assist DST in expanding the mobile service to 5G and pushing Brunei to the advance usage of Internet of Things (IoT). In addition, the Swedish company is aiming to bring Digital Economy in Brunei.

The establishment of Progresif Cellular differs from the other two companies. The fall of Bmobile Company in 2005 paved the way for Progresif Cellular. The former was a subsidiary company of TelBru. Darussalam Assets took over the control of the company and rebranded it with a new name, Progresif Cellular (PCSB) in 2014. The establishment of this company was surrounded by the controversy of Bmobile in which its ventured company, TelBru sent a petition to the Supreme Court to close down Bmobile. It all started with the problem on the quality service whereby Bmobile was unable to serve high quality to the customers as the clients faced issues of SMS messages were not delivered, dropped calls and low performance of the data signal.

Nonetheless, despite steep competition with its rival, DST, PCSB attempts to extend its services beyond just a network provider but also as logistic company namely Dart which is a ride service, similar to the concept of Uber. It was created in May 2017 and currently assisting the extinguishment of the issue over labour market in Brunei. This initiative is also supported by the usage of social media marketing as well mobile application of Dart. In fact, PC is helping the startup programs under DARE by setting up PCSB's own StartUp Lab.

4.7.3 Internet Law & Cyber Security

Before the 21st century, Brunei depended on two regulations, which are the Emergency Order 1997, and Brunei Rules of the High Court 1999. Singapore's LawNet Project inspired the existences of such rules. Under the Section 292 of Penal Code of Brunei (Chapter 22), the government prohibits the sale of any obscene materials. Even though the rule is created before the flourishing era of modern technologies, such business also includes the transaction that is being conducted through the Internet (Tahir, n.d.).

However, in 2000, the formation of Brunei Information Technology Council saw the importance of having specific Act for the media and technology sectors. There are several significant laws, which relate to the three industries in Brunei – broadcasting, ICT and telecommunication. When the government monopolizes the Internet companies, it is in fact a common concept as establishing the companies are quite expensive, hence protection from the government is highly needed (Tahir, n.d.). The broadcasting industry is protected by the Broadcasting Act, Chapter 180 and Broadcasting (Class License) Notification, 2001, specifically for the Internet Content Provider as well as Internet Service Providers. In addition to the Act, Internet Code of Practice was created and based on the content of the code; it is in accordance with respecting the Sultan and to respect Islam. Therefore, such Code is also relevant to the concept of online business over regarding the selling of obscene materials. Whilst telecommunication is being regulated under the Telecommunications Act, Chapter 54 and ICT industry is legalized under AITI Order. The AITI Order has the power to converge the law on broadcasting and any services that are related with the ICT industry (Tahir, n.d.).

As for the online business transactions, the law was created in 2000 under Electronic Transactions Order (ETO). Even though the law does not mention any terms of 'selling' and 'buying', but according to the US' website on export.gov, such Order is inspired by the United Nations Commission on International Trade Law as well as Singapore's Law. Hence, such laws are part of a push towards the idea of e-commerce and it is a protection to both sellers and buyers. Furthermore, any activities that are related with e-commerce, AITI is the responsible agency. Apart from

that, ATI is also responsible for maintaining the cyber security in Brunei. The security includes tackling the cybercrime and securing personal informations, intellectual property rights, digital identities and the privacy of the users (Borneo Bulletin Yearbook, 2018b).



CHAPTER 5

ANALYSES OF FINDINGS

5.1 Introduction

This chapter has six sections which aim to analyze the findings derive from both entrepreneurs and Darussalam Enterprise (DARe). Starting with the perceived challenges of Brunei Halal procedure for SM food entrepreneurs and challenges of Internet as well as telecommunication sector. Followed by the entrepreneurs' thoughts on the government's initiatives as an external support alongside its differences with self-help concept and abroad marketing program. Next analysis will be on the motivational factors on entrepreneurs' decisions on their preferences of SM applications which may somehow create challenges to them. The demand of market preferences between offline and online platform will also be discussed and finally the author will include the relations of the findings with the selected theory of Technology Acceptance Model 3.

5.2 Challenges of Brunei Halal Procedure

The problem of offline market in terms of financial capability has resorted the entrepreneurs to take the advantage of using their home to replace the restaurants and eatery places. However, the lengthy procedures of Halal certificates and permits may affect home-based or online entrepreneurs in the contexts of complex structures of Halal and hygienic rules derive from both Ministry of Religious Affairs (MoRA) and Ministry of Health (MoH). The procedure of obtaining Halal certificate will take 45 days but the entrepreneurs have so far been waiting for the official certificate for almost a year. In addition, the entrepreneurs claim that the government officials may make mistakes on forgetting to proceed the entrepreneurs' certificates. This displays the inefficiency of government's officials productivity level in carrying their duties. As mentioned in chapter 4 on section 4.2.3, several government officials are needed for both inspection of business places and audit

reviews. Such action is a challenge to the entrepreneurs as the government officials from both ministries release different views of approval. For instance, the entrepreneurs claim that MoH may approve the hygiene of the places and ingredients but MoRA may reject the approval as certain ingredients of a product that are used for the food is considered to be non-Sharia compliant.

In section 4.2.3 as well, it mentions that temporary vendors may be exempted for the application of Halal certificates, but they are also part of home-based or online entrepreneurs. Hence, it creates some sort of confusion to the entrepreneurs as home-based business is require to be inspected for Halal and hygienic purposes. In addition to that, the online entrepreneurs perceive that it is more convenient to acquire the certificate and permits to boost the confidence of purchasing for the customers. Since social media can be ambiguous to the customers, hence, the display of Halal certificate as an evidence can reduce the customers' doubts on their businesses and products. Moreover, the entrepreneurs in this research stated that their opinions on the challenges derive from the experiences of other MSEs. Hence, this shows that the MSEs in Brunei is still facing challenges from the external control of the business. The issue on confusion may affect the usage of social media in terms of expanding the business strategy of impartial balance of offline and online markets.

5.3 Challenges of Internet and Telecommunication Companies

The prycies of the internet is the main issue of the perceived ease-of-use in Brunei. Most of the entrepreneurs stated about the easiness of utilizing Instagram (IG) and Facebook (FB) but the mention of internet alongside social media is what hinders them to further compliment SM applications in Brunei. The entrepreneurs perceived that the Internet in Brunei is quite expensive especially for the usage of IG. Not to mention the speed of the Internet can be lagged. Thus, as it takes time to load the image in IG, the data of the entrepreneurs' mobile broadband is reducing in a fast motion. Additionally, the WIFI services or the hardware system can be problematic as well due to the Internet is being used for both personal and business

purposes. Hence since the Internet companies for WIFI services in Brunei is still offering limited package of data, the entrepreneurs asserted that it is constraining the budget of financing both online business and ingredients for the food that they sell. However, there are entrepreneurs who are still satisfied with the price of the Internet in Brunei since they are aware over the lack of competitive advantage within the Internet companies as they are considered to be state-owned enterprises. Even so, these particular satisfied entrepreneurs have the ability to pay the prices of the Internet mainly due to the government's jobs that they have acquired as their first job. Thus, this produces financial stability for the entrepreneurs' online marketing strategies. In addition to that, looking back at the graph of household income alongside the internet access (Graph I on section 4.5.1), 91% of total household income for US\$11,000 above can gain access to Internet whilst household income of less than US\$1,000 is only 63%. This indicates that those below US\$1,000 of household income may face the issues of expensive Internet prices in Brunei. Additionally, there is a debated perception over the idea of the ability to enhance the Internet services in Brunei. As the companies are state-owned, thus, the government should have provided a better enhancement of Internet or telecommunication infrastructures.

From table 5.1, there is a huge gap between prices and speed from Brunei's Internet company, TelBru as compared with Singapore and Indonesia. With the currency interchangeability agreement between Brunei and Singapore, the currency value of these two countries are similar. Hence, looking at the situations of standard of living in both countries, Singapore is considered to be higher than Brunei as their GDP per capita are US\$57,714 and US\$28,290, respectively (World Bank, 2017). For only a speed of 300 Mbps, it costs US\$726 for the Bruneians to pay and the cheapest internet speed that TelBru offer is US\$18 with a speed of 10 Mbps and 50GB of Internet quota (see Table 5.1). In fact, the price of unlimited data starts at US\$144 with a speed of 30Mbps. As compared with SingTel, the company offers a speed of 1 Gbps at a starting price of US\$37 per month. Therefore, there is an imbalance between Internet prices in Brunei and the ability to pay. Such problematic context is largely caused by the idea of Dutch Disease as Brunei only focus on oil

and gas industry for economic survival which eventually led to the issues of cost-push inflation in which global oil prices continue to increase.

Table 5.1

Comparison between Brunei and Singapore on prices of Internet with highest available speed for Broadband Plan (Hardware System/WIFI Provider).

Countries	Internet Companies	Highest Available Speed	Highest Quota Data	Price (per/month)
<i>Brunei</i>	TelBru	300 Mbps	Unlimited	US\$726
<i>Singapore</i>	SingTel	1 Gbps	Unlimited	Up to US\$37

(Source: TelBru's Website & SingTel's Website)

Additionally, the price and speed of package deal offer by DataStream Technology (DST) called Data Add-On or DSTMBB is also mention by the online entrepreneurs. However, they stated that the offer of 3GB for 30 days can be inconvenient to those who utilize IG as an online market because the speed of the Internet may be lagged in certain areas in Brunei. Hence, the lag of loading the images on IG will further consume the quota of their DSTMBB. This hinders the online marketing strategies through SM platform. Furthermore, the package deal of prepaid services by DST is less captivated as compared to SingTel's various offers. Table 5.2 and 5.3 show the differences between the offer made by DST from Brunei and SingTel from Singapore. The former only offer a package on data add-on based on MBB services of mobile prepaid whilst the latter offers at least three main packages such as data plans, social data and entertainment plans. These three packages are divided into several data plans with different quota data and prices. SingTel provides separate data plans for FB and Whatsapp under SM plans whilst offering 30 days and unlimited plans.

Moreover, the entrepreneurs of this research have stated the frustration of limited offer from the telecommunication companies in Brunei as they have to make-do with the offers. It is understandable, however, that the main issue of improving the data plans may be related with the amount of population in Brunei as

it is only 0.5 million. Thus, it is quite difficult to offer different division of data plans as it depends on the demands of the people in Brunei. Even so, according to Table 5.4 on the wifi services provided by TelBru for business purposes, the prices are not convenient to the group of MSEs as the entrepreneurs tend to have limitation or small budgets in establishing the business.

Table 5.2

Mobile data (prepaid services) offered by DataStream Technology (DST) in Brunei.

COUNTRY: BRUNEI			
Telecommunication Companies	Package Offer	Available Quota Data	Price
DataStream Technology (DST)	Data Add-On	200MB	US\$2 (3 days)
		400MB	US\$4 (6 days)
		1GB	US\$7 (30 days)
		3GB	US\$15 (30 days)

(Source: DST's Website)

Table 5.3

Mobile data (prepaid services) offered by SingTel in Singapore.

COUNTRY: SINGAPORE			
Telecommunication Companies	Package Offer	Available Quota Data	Price
SingTel	<u>Data Plans:</u> i) Value+ Data Plans	1.5GB (anytime) & 750MB (12am-8am)	US\$7 (7 days)
		Same as above	US\$9 (30 days)
		4GB (anytime) & 2GB (12am-8am)	US\$18 (30 days)
	<u>Data Plans:</u> ii) 30 Day Plan	1GB	US\$7
		3GB	US\$15
		5GB	US\$22

Table 5.3

Mobile data (prepaid services) offered by SingTel in Singapore. (cont.)

COUNTRY: SINGAPORE			
Telecommunication Companies	Package Offer	Available Quota Data	Price
	Data Plans: <i>iii) Ultimate Plans</i>	2GB	US\$5 (1 day)
		6GB	US\$12 (3 days)
		15GB	US\$22 (7 days)
	Social Data Plans: <i>i) Facebook Plans</i>	-	US\$0.73 (1 day)
			US\$3 (7 days)
			US\$6 (30 days)
	Social Data Plans: <i>l) Whatsapp Plans</i>	-	US\$0.40 (1 day)
			US\$2 (7 days)
			US\$4.4 (30 days)
	Entertainment Plans: <i>i) App Shop</i>		Starting from US\$0.73

(Source: SingTel's Website)

The WIFI services for business companies as offered by TelBru is also not quite suitable for Micro and Small entrepreneurs as the highest speed is 300 Mbps with unlimited quota data but the price is also costly at US\$870. Whilst the lowest price is US\$57 with 105GB of quota data and a speed of 10 Mbps. But there is a price cap for the latter deal with US\$276 (see Table 5.4).

Table 5.4

WiFi services offered by TelBru for business purposes.

Speed	Price (per/month)	Quota Data	Price Cap
10 Mbps	US\$57	105 GB	US\$276
15 Mbps	US\$72	160 GB	
20 Mbps	US\$79	220 GB	
30 Mbps	US\$123	320 GB	
60 Mbps	US\$254	Unlimited	Not applicable
100 Mbps	US\$327		
300 Mbps	US\$870		

(Source: SingTel's Website)

The partial view of overpriced Internet and slow speed lead to the perception of limited time to spend on SM which may cause problem to the online entrepreneurs. Nonetheless, the entrepreneurs see the issues of Internet prices and speed as an inevitable situation as the telecommunication companies in Brunei is being monopolized by the monarch. In addition to that, is the awareness of small market issue is due to the small population in Brunei. The online entrepreneurs are disappointed over the Internet price as the speed do not match the expensive value of the Internet. Also, the radar of the Internet services do not reach certain areas in Brunei which indicates that the government's need to enhance further the infrastructures of telecommunication. However, it is still a massive hope for the online entrepreneurs for the impartial balance of the Internet and broadband package deals.

5.4 Challenges on Social Media (SM) Preferences

Table 5.5 demonstrates the motivations that drives the entrepreneurs to establish their micro businesses through SM in which the first is due to cost reduction or standard of living. The second factor derives from the entrepreneurs' family as most of the entrepreneurs will have to consult their ideas on establishing a business

to the closest ties first, however, the ages of the family members can construct the challenges of using SM. Finally, the third factor is related with education in which it can be based on the entrepreneurs past educational background and the knowledge of entrepreneurship and SM gained from joining marketing class. The inclusion of motivations and challenges in one section are to indicate that each motivation can be the entrepreneurs' challenges as well.

Table 5.5

Motivational factors on selecting SM as an online market

Motivational factors on selecting SM as an Online Market <i>(Entrepreneurs answered with the same factors)</i>	
Cost Reduction (<i>Standard of Living</i>)	35.7%
Influence from Family	32.1%
Education (Knowledge on SM & Business Studies)	17.9%
Ease of Use	14.3%
Total: 28 (100%)	

(Source: Author's own analysis)

5.4.1 Cost Reduction

Most of the participants in this research pursue entrepreneurship as a career due to the continuous problem of unemployment rate and the selective option towards the government's jobs. They claimed that being an entrepreneur with SM as an exposure can generate side incomes while waiting for a full time career. The entrepreneurs agree that online marketing through SM can be considered more cheaper than the offline marketing services of newspaper and television. Hence, with SM as an online marketing, these online entrepreneur can save their budget for other business plans. Other than the aim to expose the business through online platform, the entrepreneurs' goal is also to increase sales in which most of them agreed that online market is quite convenient to achieve such goal. This is merely due to the idea of budget-wise as the usage of social media is often considered to be easy and cheap as the registration of FB and IG are free.

Additionally, the people who have selected cost reduction as their motivational factor do not only come from the unemployed group. In fact, those who have a full time job with the government is also pursuing business as their second job. This shows that the entrepreneurs are facing the problems of standard of living in Brunei which may cause another set of dilemma on the usage of SM as it requires the operation of Internet as mentioned in section 5.3 on the perceived challenges of internet and telecommunication companies for the utilization of SM as an online market.

5.4.2 Types of Establishment (Self-Established or Family Business)

According to Azizi, the owner of Uncle J's Grill, the age of being an entrepreneur is immensely significant to the development of a country. Hence, to utilize the advanced digital system, the prime player is in fact the youth. He further added that to pursue a micro or small business by leaving behind the digital marketing system is an act of retrogradation and entrepreneurs are inefficiently under developing the positive expansion of an online market in Brunei. Since the influence of SM applications can derive from the generation boomers' intervention, hence the knowledge of SM is limited as the old people are not quite familiar with the digital marketing studies. Hence it is up to the generation Y or Z to study the online entrepreneurship through SM (see more on education part).

Hence, in this research, most of the entrepreneurs aged between 23 to 38 years old but the preferences on the utilization of certain SM applications vary due to the perceived structure of the business management according to the entrepreneurs and customers' ages. The decision to use both applications are merely due to the experimental of exposure in which most of the entrepreneurs perceive that IG is highly beneficial than FB due to the ease of use through the available functions in IG. However, the entrepreneurs also argued that despite the modern concept of IG in attracting the youngsters to sign up, the price of using IG with internet is a limitation to their online business management. Moreover, most of the entrepreneurs mentioned that each applications have their own target of audiences because the entrepreneurs believe that IG is used more by the young people and FB is a mixture of parents and their young children. The reason for their decision is due

to the type of food they are selling online. Since most of the participants in this research are selecting cupcakes or dessert kind of food, such entrepreneurs would rather choose IG to fit in their target of audience as old people may not prefer the taste of sweet.

However, this argument can be sidelined by the opinion of thirty-eight years old entrepreneur that has selected FB as the most prominent application with the idea of brand loyalty in which she regularly advertise only through FB instead of IG. The customers have the tendency to seek what they are craving for in one way or another. Hence, when brand loyalty is established between the entrepreneurs and customers, the entrepreneurs may not have to confront the difficulties of online marketing through FB and to some extent, IG with the strategies of target of audiences. This is because the kind of food that the entrepreneur has decided to pursue is a mixture of 'sweet tooth' taste with a twist of traditional dish – namely 'Malaya Cake' or 'Kueh Malaya'. The strategy of this entrepreneurs is basically combining what the youngsters and the old people would have purchase in Brunei. But another reason why this particular entrepreneur is able to establish brand loyalty among her regular customers may be unfair to the newcomer of entrepreneurship. Apart from the contexts of customers' age, the age or the duration of the business also plays the role of influencing the choice. For instance, the family business that has been operating since 1990s will prefer FB than IG. Hence, the regular customers derive from the lengthy marketing experiences. Additionally, since FB is first introduced before IG in Brunei, therefore generation boomers is leaning towards the former application. Even so, the age of the business may not be the cause of the brand loyalty through FB. Another family business that was established in 1998 stated that IG is much preferable than FB as this twenty-four years old entrepreneur is less active with the latter application. The entrepreneur added that it is merely due to the ability of IG to liaise personal with the business account.

According to table 5.6, 75% entrepreneurs from the age category of 23 to 31 years old prefer IG from FB. Thus, the thirty-eight years old and the twenty-four years old entrepreneurs justify their statements based on the choice of SM applications on the entrepreneurs' age, the level of exposure (based on the age of

their business and marketing experiences), types of food and target of audiences. In addition to that, since FB is first being exposed in Brunei than IG, thus the old generation starting from thirty-five years old feel more convenient with the utilization of FB. Whilst those who are at the age of thirty-four below adopt IG as their online marketing platform. Furthermore, the thirty-eight years old entrepreneurs dislike the functions of IG as it largely highlight the image and the captions on IG can be useless as some buyers often disregard the captions and inquire informations that have been stated. Most of the entrepreneurs agree with such issue as it produces time-consuming to them to reply the customers' repetitive questions. This is a dilemma to the entrepreneurs as part of SM marketing is to appreciate the value of customer engagement. But as a micro or small entrepreneurs, it is quite distressing to manage the online marketing due to their financial ability to hire SM marketer. Therefore, the one who has to cook, bake, advertise and reply the customers' messages are the entrepreneurs themselves. Even when the tasks are divided among the entrepreneurs' workers, the qualification of the workers may not be suitable as SM marketers. However, between FB and IG, the entrepreneurs claim that the former is quite complicated as compared to IG that is more direct and clear.

Table 5.6

SM preferences according to age.

Age	% of Entrepreneurs	Preferences on SM Applications
23-31	90%	Instagram
38	10%	Facebook
<i>Total = 20 entrepreneurs</i>		

(Source: Author's own analysis)

Table 5.7

How did the entrepreneurs establish the online marketing?

How it was established?	% of Entrepreneurs
Self-Established Business	80%
Family Business	20%
<i>Total = 20 entrepreneurs</i>	

(Source: Author's own analysis)

5.4.3 Education on Entrepreneurship and Social Media

As mentioned in Table 5.5, around 14.3% perceived that SM is easy to be used but at the same time, the entrepreneurs claim that it is easy when one has the right knowledge of online marketing. The usage of SM is massively different between utilizing it as customers and as entrepreneurs. The latter has to constantly think on new ideas to attract the customers into checking their SM accounts and buying their products. The techniques of digital marketing mix, SM analytical tools and online competitive advantage are basically among the knowledge that should be acquired by SM entrepreneurs. This is because it assists the increase of incomes by largely attracts the customers through constant new and fresh ideas of their products in SM presentation. As mentioned by two students from Institute of Health Science

Analytically, the entrepreneurs' background has help the entrepreneurs to establish the business itself for online market in Brunei. For instance, one of the entrepreneurs comprehend the concept of marketing mix and competitive advantage techniques which he adopted it in his ice cream business. According to the owner of Kyna.Bn, an ice cream enterprise, the market research for such food category is due to the inspiration from ice cream demand in Australia. Hence, the demand of traditional flavors alongside international flavors are combined under this enterprise. The know-how business management with competitive advantage and marketing mix may not clearly related with the construction of online market. However, the entrepreneur claim that the demonstration of certain food categories require the function of image in SM for the purpose of 'mouth-watering' strategies. The entrepreneur argue that education on

business studies extend the knowledge of marketing strategies in which the options of exposing a micro enterprise may require digital marketing services. One quality of an entrepreneur is self-confidence but for those who are still new with entrepreneurship and are not accustomed with marketing that involves exposing themselves, hence it is wise to utilize the services provided by the SM influencers. However, applying the SM influencers can be a budget-constraint to the new micro entrepreneurs as the prices of the service can be quite expensive as well.

Thus, this is the reason why online entrepreneurs often resolve to the strategies of improving and attracting through their contemporary style images that prevail for the eyes of the young generation in IG (see 5.7.1 for further explanation on online marketing strategy). Moreover, this educational experience of business also means the entrepreneurs comprehend the services of online marketing more easier as they are able to structure the business management in accordance with their business goals. Moreover, DARE mentioned that most of the entrepreneurs that have applied the assistance from the agency do not possessed the right foundation on establishing the business. Therefore, it is indeed a privilege for the entrepreneurs that have been exposed early to the business studies. However, the entrepreneurs may face challenges such as the business classes provided by DARE is not sufficient to the online entrepreneurs and the class itself is not in an advanced business mode.

Additionally, with educational background on business, one is able to easily comprehend the data analysis of social media. For instance, Kyna.Bn's owner argues that IG can be quite complex and it is not easy as it seems because one has to find the right timing to post the images. Not to mention, the posts need to be limited to avoid the displeasure from the online customers. He also added that the most convenient time for online marketing or selling is during the festive seasons in Brunei such as Eid and Ramadan. However, according to Azizi, owner of Uncle J's Grill, by attending the SM classes abroad, the entrepreneurs are exposed to the usage of SM analytical tool that can assists the knowledge on online engagement of customers through online platform. Basically, lack of education on SM hinders the full utilization of SM by online entrepreneurs as the analytical tool, digital marketing

mix and online competitive advantage can be parts of the entrepreneurs' knowledge on when and how to post the images.

5.5 Entrepreneurs' Preferences between Offline and Online Market

The demand of offline and online market are divided into three preferences; offline, online and both markets. The entrepreneurs believe that SM may not be the most influential tool but it is indeed the most important and relevant to their business. There are multi-faceted reasons of why the entrepreneurs prefer on certain or both markets (see Table 5.8). In this case, the online market is desirable than the offline one. But most of them also agree that it is highly important to impartially utilize both markets due to the idea of customer's engagement and increase the exposure through various sources.

The responses on the market preferences are quite debatable for the entrepreneurs as they have to refer to the customers' views. As a matter of fact, the offline market is utilize to identify the potential customers based on their taste preferences and trends for certain ages. It is considered as a method for market research through genuine face-to-face engagement with the customers. For instance, the online cupcake sellers do not necessarily focus on cupcake. In fact cupcake is the main brand of their business. Since it is part of the appetizer, hence, the entrepreneurs will have to strategically mix their main brand with other desserts or pastries to expand their food business to match their rival, the well-established bakery as the preferences of food is a seasonal matter. From the perspective of an offline selling, this kind of entrepreneur will face competition from other food vendors as the placement are not quite strategic in the contexts of a sole business for such particular demand. However, the entrepreneurs agree that the placement of the booth provides a competitive advantage of learning from other competitors in terms of the food appearances. Yet, the prices of the food may become problematic to the offline sellers as they have to match their prices with other sellers to avoid the disadvantage of being compared by the customers. But the situations may be

differed with those who have been receiving great exposure before which resulted in an immense followers on their SM accounts.

As mentioned in section 5.8, the strategy of an online WOMM includes the entrepreneurs sending their business ads through Whatsapp. But the counter-argument of such strategy is when the entrepreneurs refer the offline market as a reason to show their existence to the customers. Since it is indefinite to measure the effectiveness of the offline and online WOMM, the entrepreneurs have to also resolve to the idea of offline strategy. However, this again depends on what kind of offline markets they are pursuing. The biggest offline market in Brunei that can provide immense exposure for the entrepreneurs is the annual marketing event, Brunei Consumer Fair that is organized by D'Sunlit Pvt Ltd. In spite of that, the challenge of such event is the fee for the booth which costs up to US\$3000. Some entrepreneurs will have to divide the fee between 2 to 6 businesses and the advantage of such collaboration is the exposure of the businesses in other entrepreneurs' SM accounts. Even so, some entrepreneurs claim that the event is losing its appeal as the products that are being sold can be considered repetitive.

Additionally, as for the international competition, the owner of Kyna.Bn mentioned that the mindset of the Bruneians are quite unique which signifies the idea of partiality on selecting the international and local brands as well as the creativity of online posts. The ongoing economic activity on importing foreign brands may prolong the times for the locals to accept the transition of purchasing foreign to domestic brands due to the perception of quality-wise. Hence, being an online entrepreneur can be quite challenging as they have to overcome the grand marketing of foreign brand in Brunei which may leads to the idea of insufficient knowledge of SM marketing. Thus, when such circumstance occurs, offline market is considered to be a wise option than the online one. However, the ability to open up an offline store alongside the utilization of online marketing of SM will cause further affliction to the micro and small online food entrepreneurs due to the budget constraints on marketing. Not to mention, the lack of SM marketing skills will be a burden to establish a creative and innovative images or online posts so as to challenge the foreign brands' online marketing.

Thus, the context of image under perceived usefulness of technology acceptance model 3 (TAM3) may become less useful to the job relevancy of the entrepreneurs in increasing the sales as the image is the main player to stimulate the customers. In addition to that is when online market can be quite irritating for the micro entrepreneurs whom do not have enough workers to carry out the tasks of cooking, delivering, marketing and replying to online messages. About 15% of the entrepreneurs think it is a time-wise for offline market as it is considered to be direct selling. However, the entrepreneurs stated that even without their own delivery workers, they will utilize delivery service provided by Dart company. However, the privilege of utilizing the online market for the MSEs is the exposure of the business flows easily outside of Brunei as compared with the offline market. The exposure to the neighboring countries has attracted customers from Singapore, Malaysia and Indonesia into coming to Brunei to purchase the entrepreneurs' food.

The online market is considered to be convenient by 45% of the entrepreneurs as the business are only a part time job as they have full time employment with the public sector. It is part of time-wise strategy as offline market can take times for preparation of vendors. Hence, pre-order system is by far the easiest method as the entrepreneurs can post the opening of their business and wait for the customers to order through Whatsapp. In addition to that is the pre-order system allows the entrepreneurs to limit the food that they make. As compared to online market, the offline ones can cause food wastage as the entrepreneurs have to wait for customers to come and purchase the food.

Nonetheless, for those who select both offline and online markets as their preferences, it is merely due to the perception of using any methods of exposure can boosted up the awareness of their business. Some of the entrepreneurs claim that the usage of both markets is to earn extra incomes as they are unemployed, hence, it is more beneficial to impartially select both markets to cope with the standard of living in Brunei.

Table 5.8

Reasons for market preferences.

Market Preference(s)	% of Entrepreneurs	Reasons
<p style="text-align: center;">Offline <i>(Less usage of online platform)</i></p>	15%	<ul style="list-style-type: none"> - Face-to-face engagement with customers – credible and genuine reactions for market research. - Inability to reply all comments. - (At times) The function of caption in SM is useless and inconvenient due to lack of creativity skills. - Customers do not read captions in SM. - Owns a restaurant. - High profitability (depending on the selected types of food). - Less knowledge on SM marketing/SM analytical tools - The conveniency of food tester method.
<p style="text-align: center;">Online <i>(No experience / have experiences on selling at offline market)</i></p>	45%	<ul style="list-style-type: none"> - Food wastage for offline. - Pre-order system. - Ability to set a limit on selling. - Regional exposure – Malaysia, Singapore, indonesia and The Philippines. - Time-consuming – for offline preparation. - Convenient for a part time entrepreneur. - Have not try offline. - Budget-constraint to pay for booths. - Budget-wise for online platform. - Intense competition for offline.

Table 5.8

Reasons for market preferences. (cont.)

Market Preference(s)	% of Entrepreneurs	Reasons
		<ul style="list-style-type: none"> - Lack of self-confidence – Communication skills are insufficient. - Catching up with the trend of digital technology. - Offline market is distressing due to lack of external support and competition from foreign brands. - Existence of delivery services.
Both	40%	<ul style="list-style-type: none"> - Brunei’s market is too small, hence entrepreneurs need every possible exposure methods. - Standard of living in Brunei is too high – Require extra incomes despite having a full-time job. - Customers may think going online is not a daily essential in their life, hence offline market is needed to balance and limit the usage of online platform.
<i>Total = 20 entrepreneurs</i>		

(Source: Author’s own analysis)

The ability to fully optimize SM by online entrepreneurs may influence the development of Brunei Halal industry considering the importance of MSMEs for such industry (as mentioned in section 4.3.1.1). With online market through SM, the increase of sales can be obtained easily as compared with the offline ones due to the budget that the MSEs have to spend on. However, according to the entrepreneurs in this research, acquiring an educational background on online

entrepreneurship or marketing and business studies can extend the advantage of using SM. For example, they are able to view when and how to attract the customers from several groups of people or ages as well as the use of competitive advantage technique in terms of food presentation and prices. In addition, the entrepreneurs claim that they are able to bottle their products due to SM, as they are able to earn incomes faster than the offline market. Thus, with zero knowledge of related SM education, the competition gaps of Brunei Halal brand with others (as mentioned in section 4.2.1) may widen as the efforts from online MSEs are slowing down.

5.6 Challenges on Government's Initiatives to Support the Entrepreneurs for Online Marketing

The marketing class can be applied through the program provided by DARE or applying it in other countries. However, both classes come with several high risks. From the government's side, the establishment of DARE is being seen as the pivot for the entrepreneurs' business facilitation. The agency offers a wide range of business programs from bootcamps, basic business classes, domestic market facilitator to the international market advisor. However, the SM teaching, specifically for micro and small enterprise is lacking in Brunei. From DARE's website, it offers an educational course on digital economy (ICT) by its subordinate agency, Industry Business Academy (IBA). Even so, DARE stated that the demand of digital economy as in e-commerce of Alibaba or Lazada is not yet being well-developed by local entrepreneurs in Brunei due to the small number of population. In addition to that, the business classes facilitates by IBA are divided into three levels; business plans for the start-ups and MSMEs alongside strategies to sustain the business. The second level is dedicated to increase the knowledge of sustainability for SMEs whilst the third one involves the knowledge of franchise business in other countries.

Hence, despite the high relevancy of SM for entrepreneurship, SM marketing class is not mentioned in the website. However, according to the interview with DARE, the agency did offered the SM marketing class but due to some constraints with payment and availability of experts, the class is temporarily

inoperative. The agency understand the issues of finance for micro and small enterprises in attending the provided classes, hence it is being offered for free. Even so, it becomes a drawback for the agency when the issue of inoperative course derives from the willingness of the facilitators in conducting the class for free. Additionally, some of the facilitators do not acquired an educational background of business studies. Thus, it will lead to another issue of advance business classes. The entrepreneurs stated that the classes that are being offered by the agency is quite basic for them as they have obtained business courses from their bachelor degree. This shows that the agency is inefficient with the division of fundamental class of business with the advanced ones. Furthermore, the fulfillment of demand on facilitating the entrepreneurs is only based on the comprehension of newcomers of entrepreneurship with no proper plan of business.

The representative of DARE also mentioned that there is no insufficient acts in the agency on providing assistance to the entrepreneurs. Such statement however, indicates that the agency requires both intensive and extensive research and development (R & D) on the perceived demands and challenges of micro and small enterprises. The need to understand these kind of enterprises do not only derive from the gap of basic business knowledge but it comes from the internal issue of the government which is the ability to provide a high quality course. The agency is aiming for resiliency actions but within two years of its establishment, not a single massive achievement can be provided by the agency during the interview. With the year of 2035 is coming closer, Vision 2035 for Brunei's diversification of economy is in a grave position. Thus, creativity and proactive from the agency is lacking in this case. Therefore, the absence of SM marketing for the micro and small online entrepreneurs implies the difficulty to notice the existence of SM analytical tools. The analytical tools for SM is highly relevant for the knowledge of entrepreneurs due to its ability to apprehend and predicts the audiences' preferences on products and brands through the data analysis. This tools is highly required simply for marketing analytical and improvising the entrepreneurs' products. Additionally, it eliminates the limitation of insightful interpretation of customers' inclination in SM. Furthermore, using SM for online business without the utilization of this particular tool reveal that

the entrepreneurs will have to resolve to the analysis of followers, likes and comments which some of them argue that those three SM functions may not be useful for the enhancement of their business. This is due to the limits and obscure interpretation on ascertaining and detecting the increasing amount and the static position of followers.

Apart from the provided SM class, the entrepreneurs also question the reliability of DARE in assisting micro enterprises as some of them complaint the promise that DARE has once offered is not yet being fulfilled. However, the promise is not related with the establishment of online market, instead it is the offline one. But this may deterred the trust relationship of the agency with entrepreneurs as the latter should have been able to put their reliance to the government. This eventually lead to the reliance of online market as the offline market such as Pusat Pembangunan Kapasiti or Capacity Development Centre (training school for oil and gas courses) is considered to be a flopped project by the entrepreneurs due to insufficient care of the exposure. Most of the customers mainly derived from the centre itself which is the students. The entrepreneurs claim that DARE is only responsible to search for entrepreneurs to be located under the centre's canteen or vendor. Further problems of the canteen is not under the care of the agency. However, such action is unwise to the continual success development of entrepreneurship as the agency's vision is to be a stakeholder to push the entrepreneurs in becoming a resilient driver to the country's economic growth. Since the agency also includes the idea of assisting the entrepreneurs's products into an international arena, hence realistically, the centre should not only receive most customers from the students. With the support from the government or the agency, the centre should be vastly exposed to the foreign customers. Additionally, the view of the place itself is a problematic as most of the local customers concluded the centre as a canteen made only for the students. Hence, such perception displayed the lack of exposure and marketing services.

Nonetheless, the agency deserves to be praised for its effort on developing the assistance for the MSMEs. DARE urges the entrepreneurs to establish a self-help method alongside the agency's assistance. The culture of 'spoon-feed' or

overindulging for the government's help in Brunei has been immensely intercepted into the locals' mindsets. Hence, the self-help method will be a constant reminder to the locals for the true meaning of an entrepreneur. As what Azizi, owner of Uncle J's Grill stated that to be an entrepreneur, one has to move from the comfort zone of being a 'Bruneian' and seek the knowledge abroad.

5.7 Entrepreneurs' Solutions on the Challenges of Online Marketing

Despite the ability of SM in exposing the entrepreneurs' accounts, the initial effort of marketing for the entrepreneurs is merely through the traditional marketing method which is offline WOMM. This traditional marketing aims to reach the offline audiences into checking the online platform of the entrepreneurs' business. The entrepreneurs tend to provide free sample of their products as they put the details of their SM accounts on the products. They also claim that in order to start an online business, one has to verbally expose the business first to the closest people. This is in accordance with the strong ties theory in pursuing the weak ties of the entrepreneurs. Thus, offline WOMM has to be utilized through family and friends in order for the news of the entrepreneurs' business reaches the acquaintances of the entrepreneurs' strong ties. But as the technology is becoming more advanced, the entrepreneurs apply the method of an online WOMM. This is made possible with various available functions of SM such as the concept of sharing the users' profiles in IG by the customers through 'direct message' and sending a screenshot of the entrepreneurs' profiles through other messaging application such as WhatsApp. Moreover, to maximise the business' exposure, the entrepreneurs would have to send messages to their regular customers as a reminder that their business are still exist and to reiterate the attractions. Apart from that, the temporary story function from both Whatsapp and IG has become the entrepreneurs' strategy as well to avoid the customers' exasperation from posting similar images or posts.

In addition, as SM provides the space for commenting in both FB and IG, it displays the authenticity of customers' reviews. However, not every participants in this research agree that reviews at the entrepreneurs' commenting posts are

authentic as it may be written by the entrepreneurs' relatives or friends. This displays the lack of entrepreneurs' confidence on online WOMM through SM even though such method can be considered as free in exposing the business. Moreover, the customers have the tendency of having doubts with the products from online market which may lead to the delay of purchase. Hence, the entrepreneurs require a strong credibility alongside the exposure of their business through online marketing strategies.

One of the entrepreneurs in this research enhance the approach of online WOMM by strategically posting a profound post that had eventually attract the attention of FB users through Bruneifm account that has 250,000 followers. The account's role is to share the personal messages from other FB users. Basically, the entrepreneur advertised and introduced his post with negative and provocative sentiment by acting as a customer but such strategy is in fact to lure the users to read the post. In accordance with the comments from the post, the entrepreneur stated that the strategy was praised by the public as the confidence level is quite avant-garde in Brunei. This particular entrepreneur has no business background but the study of such marketing level was obtained from the international classes in Malaysia. According to Bob Gilbreath as cited by Barker et.al (2013), there are three reason why people go online; first is to associate themselves with people, to be entertained and to obtain information. Gilbreath believed that one needs to at least utilize one of the three basic reasons above to fascinate the public. Thus, the entrepreneur is merely providing an entertainment in advertising his business. Looking at the situations in Brunei, such marketing level is extraordinary due to the fact that Brunei is lacking with creative marketing ideas. This can be justified with other entrepreneurs' reason on the usage of SM in which their goal is only to expose the business. The basic creative strategy by these entrepreneurs started by creating astonishing and contemporary kind of style for the images in SM accounts as they claimed that the customers feast with their eyes, hence the quality of the image plays major role of presentation. Even so, some of the entrepreneurs agreed that there are insufficient knowledge on constructing dramatic, provoking and unusual captions for the images in SM.

Nonetheless, from the context of price, most of the entrepreneurs from this research agree that offline marketing is preferable than the online one as the latter require the internet. The price of the internet becomes a hindrance for the online entrepreneurs which resolve them to limit the time of signing in to their SM accounts. Apart from that, the obstacle of WOMM is the inability to measure the effectiveness of both platforms. The only way for the entrepreneurs to comprehend the results of the WOMM is through the amount of replies, likes and the increase of followers. Even so, the entrepreneurs are confused on which WOMM that assists such phenomena. Hence, this is the part where the entrepreneurs agree that SM can be difficult for them to handle as they do not have full control of their own accounts due to the insufficient skills on SM marketing and the study of online market. This establishes the idea of inability to fully utilize SM as an online market. Basically, the entrepreneurs are not aware with the existence of SM analytical tools and the programs of SM marketing that are available domestically and internationally. However, some of the entrepreneurs argued that they are aware over the establishment of DARE but the comprehension of the agency's tasks is indefinite to them.

5.7.1 Online Marketing Program

Out of all 20 entrepreneurs that were interviewed in this research, only two have acquired the opportunity of attending marketing class abroad, specifically Malaysia. One of them stated that DARE is quite slow in providing the SM programs or classes. Thus, they resolved to the classes that are available overseas. The results from such decisions are the entrepreneurs receive an opportunity of acquiring a mentor in online entrepreneurship through social media. The mentors will teach the entrepreneurs on the social media analytical tools. It involves the ability to read the time of each age on logging into their social media accounts. Azizi, the owner of Uncle J's Grill claim that as a burger entrepreneur, the followers in his online business account is mostly the youngsters in which the time spend for IG usually starts at 10pm. Hence, with such knowledge, the entrepreneur is able to limit the repeated posts that may cause displeasure to the customers. His mentor also

advises that online market contributes more to the increase of profits rather than the offline one which Azizi claims the advice as accurate as he received an approximate annual profits of BN\$32,000 to BN\$42,000 (approx. US\$31 to US\$40). As an entrepreneur that was once unfamiliar with marketing and business, Azizi proves social media can be complex but with the right knowledge, the social media marketing becomes an easy platform for micro and small entrepreneurship.

Additionally, the importance of hashtags is also being coached by his mentor in which such function is highly relevant to online entrepreneurship due to the viral concept of marketing. The selection of hashtags should be taken into consideration as each hashtag is eminent in accordance with the location. Apart from that, he argues that the feature of ads in FB is quite complicated but such difficulty is not unattainable as the access of gaining knowledge can be achieved from the overseas classes. But most importantly, the lessons from this overseas program is to balance the offline and online market.

5.8 The Relation of the Findings with Technology Acceptance Model 3 (TAM 3)

The subjective norms from Perceived Usefulness (PU) is connected with the idea of age and family due to the preferences in selecting SM applications. Based on family business which tend to be established in the 1990s, the old members in the family relies more on FB and may influence their children's control on online marketing tasks. It is also due to the mutual friends of the old members which may consisted of their own strong ties (mostly generation boomers). Hence, since FB is first introduced in Brunei before IG, the generation boomers prefers the former application more. Additionally, the kind of food should also be taken into account due to the attraction of traditional dish with the improvisation of sweet taste. But the difference between the case of family business in terms of age is when the old members allow Generation Y to control the online marketing through SM. This caused the change of selecting FB to IG as the function of image from PU in the latter application is considered to be more attractive to customers from generation Y and Z. However, the idea of useful from the function of image is due to the easiness

of SM applications which derives from computer playfulness and perceived enjoyment of PEOU as the entrepreneurs are able to post the images of their products without complications. Thus, it fulfills the objective usability, particularly to the entrepreneurs that aims to increase their sales and exposure through online WOMM. In addition to that, since SM applications are considered to be free in terms of registration and posting, the entrepreneurs resolve to online marketing as the traditional platform of marketing such as newspaper may cost up to US\$3000 per advert. With standard of living in Brunei considered to be expensive, thus entrepreneurs are likely to utilize the cheapest marketing channels.

Yet such circumstances may become complex due to the lack of awareness and knowledge over the availability of SM analytical tool. Such tool is highly vital to the entrepreneurs for the studies of consumers' engagement finding the right time to post as different ages has different time of online. Furthermore, the tool is convenient for future products' enhancement. Hence, the association of entrepreneurship with competitive advantage is inevitable as the entrepreneurs are require to constantly innovate their products to compete with other entrepreneurs. However, due to computer anxiety or fear of creativity being stolen by other online entrepreneurs, it is ceasing the growth of certain online entrepreneurs that sell similar types of food such as cupcakes.

With advanced knowledge of SM marketing, the perceived enjoyment can boosts up the objective usability of PEOU as the entrepreneurs are able to assess the substantial understanding of online market with SM analytical tools and availability of mentorship/experts. However, this advanced education is available overseas as the SM marketing classes in Brunei by DARE is considered to be lacking with quality of the teaching is quite disheartening to the entrepreneurs who have acquired advance business knowledge. The perceived external control from Brunei Government over Halal industry is complicated to the entrepreneurs due to the existence of different views from MoH and MoRA. Another issues is from the lack of restrictions of Ministry of Communication on the standard price of Internet in Brunei provide by three telecommunication companies as it beats the price of internet in Singapore and Indonesia but loses to both countries' internet speeds. As a result, the

belief under computer self-efficacy of PEOU is reduced as the entrepreneurs has to limit their time on posting and using IG as it is quite expensive. This contributes to the idea of inability to fully utilize SM as an online market for the MSEs.

Table 5.9

Relations of Findings with both Perceived Usefulness and Perceived Ease-of-Use

Challenges	Variables of Perceived Usefulness	Variables of Perceived Ease-of-Use
Family Business & Self-Established Business	Subjective norms & Image	Computer Playfulness
Education, Cost Reduction & Passion for Business	Image, Results Demonstrability, Job Relevance & Output Quality, <i>(In accordance with business goals of increase exposure & sales)</i>	Perceived Enjoyment & Objective Usability

Table 5.10

Relations of Findings with Perceived Ease-of-Use

Challenges	Variables of Perceived Ease-of-Use
<ol style="list-style-type: none"> 1. Lengthy procedures of Halal certificate and permits. 2. Prices of Internet. 3. Insufficient online or social media marketing classes – low quality. 	Perceived External Control & Computer self-efficacy
Privacy concerns – avoiding competitive advantage.	Computer Anxiety

CHAPTER 6

CONCLUSION AND SUGGESTIONS

6.1 Conclusion

6.1.1 Micro and Small Entrepreneurs are Vital to Brunei Halal Industry

The vitality of MSEs for the development of Brunei Halal Industry can be seen when the share of revenue reached US\$64 millions, which then led to high share of employment in 2016. In addition, most of the expo that were held in Brunei are under the food and beverages category which highlights the preference of the entrepreneurs in Brunei towards Halal industry. Such preference is adding up the rate of businesses among micro and small enterprises and further skyrocketed the employment rate. Moreover, the establishment of Ghanim International Corporation has assisted the entrepreneurs in terms of their contribution in export activities. Hence, the number of local products launched annually has doubled.

6.1.2 Entrepreneurs are Unable to Fully Utilize Social Media as Online Marketing

In 2015, the amount of entrepreneurs that utilizes SM for online business is only 28.3%. Thus, the researcher found that the MSEs are unable to fully utilize SM for online marketing due to three reasons. Firstly is because of the type of business that the entrepreneurs operate which can be divided into two categories such as self-established business and family business. The latter relates with the idea of old business that has been established by the older generation and the younger family members are carrying on the business. Whereas the former ones are set up by the younger generation. Both types of business can be problematic due to their limited knowledge on this new digital business as they are only exposed to the idea of reducing the unemployment rate through online entrepreneurship and basic usage of SM for online marketing.

Secondly, the knowledge of online marketing through SM among the MSEs is not vast with only basic foundation of business and online marketing are widely known. Furthermore, there are insufficient platforms on learning online

marketing through SM for the MSEs in Brunei, which makes the entrepreneurs to choose online marketing studies in other countries.

The third reason is due to the cost reduction of SM. This can be an advantage to the entrepreneurs as micro or small enterprises tend to have constraints in financing. However, the benefit of free registration and usage of SM may be hindered by the prices of Internet fee in Brunei, which is quite costly for several groups of people. Since most of the entrepreneurs move to entrepreneurship due to the high rate of unemployment and few job opportunities from public sector, hence, the self-established business may face difficulties in paying the Internet fee as they are also struggling in expanding the business with less knowledge of online marketing.

6.2 Suggestions

The suggestions are basically focusing on the enhancement of policies, which are divided into three ideas such as education, Internet data and cross-border delivery services.

6.2.1 Providing Training Program and Enhancement of Research

The researcher found that the entrepreneurs are lacking in terms of online marketing knowledge which the entrepreneurs only acquire basic understanding of SM for business tool. Furthermore, the study of online market through SM as provided by the government is quite inadequate. Hence, the training programs can be divided into three categories such as early exposure through high schools with specific subjects on online entrepreneurship, further intensive and extensive research on the correlation of SM, Halal industry and telecommunication as this can be part of digital arena of Halal sectors and contributes to One Village, One Product initiatives. Lastly is the collaboration between DARE and Universiti Brunei Darussalam (UBD) on providing the SM marketing class to the MSEs.

The awareness on Vision 2035 has already being embedded under the education in high school. But the studies of online entrepreneurship are not yet

being include for specific subjects that the students can take part of. Be it for the benefits of general knowledge or part of entrepreneurship skills, the study of SM or online marketing for the growth of online market in Brunei should be exposed through the lens of education. It acts as the initial efforts on improving the infrastructures and to psychologically intercept the importance of digital system for Brunei's Vision 2035 of economic development. This is also to sideline the perception of heavy reliance to the government, as education may solve the issues of self-help through the attainment of critical thinking skills as it provokes the mind of younger generation to think proactively and innovative. Besides that, educating the future generations can eliminate the culture of 'spoon-feed'. As the importance of Vision 2035 is being promoted through Brunei education system, namely National Education System for the 21st Century (SPN21), hence the inclusion of digital marketing or online business should be taken into account as market in Brunei is considered to be small. Therefore, the study of an alternative way to such view is through online system of SM whereby the local business can be internationalized. However, this require the role of parents as well on mitigating and polishing their children's skills with the goals of assisting the country's development for the sake of better future for their own children. Thus, the earlier the exposure is, the better the culture of waiting for the government to assist can be solved as the future entrepreneurs acquire the comprehension of online entrepreneurship.

On the other hand, the research of SM, Halal industry and telecommunication sectors are rare combinations as limited analysis have been made. Thus, intensive and extensive research should be further made to upgrade the regional position of Brunei in terms of Halal industry, SM and telecommunication. According to section 6.4 on the limitations of the research, it includes the lack of statistic on the amount of entrepreneurs in using SM and under Brunei Halal industry. The research can be dedicated to the Halal digital economy for Brunei.

Also, it is highly vital for certain stakeholders to prioritize the perceived challenges faced by the MSEs in Brunei as they are contributing to the enhancement of private sectors' employment and to achieve Vision 2035 of Brunei's diversification plan with online market. For instance, with the recent agreement of

DARe under Memorandum of Understanding (MoU) with UBD in providing business classes to the entrepreneurs, it is advantageous as well to offer SM Marketing class as what has been offered by abroad program. The size of Micro and Small business indicates that they may have budget constraint to apply for abroad class. Therefore, with the policy of free education in Brunei, the MoU is a beneficial solution for the entrepreneurs.

6.2.2 Pricing Policies to Reduce Online Marketing Costs

Since the prices of Internet on both Wi-Fi and mobile broadband are considered to be expensive by the MSEs, hence, the government need to take an action on the reduction of the prices to The recommendation for Internet data is based on the entrepreneurs' opinions and the researcher's observation on the offer made by Singapore's telecommunication company, SingTel, for the customers. The division of Internet datas for the utilization of SM applications should be considered by all three telecommunication companies to assist the success of online MSEs in Brunei. For instance, specific Internet datas (hardware and software system) for Micro and Small businesses but the prices should be differed from both Medium and Macro, as the incomes of each enterprise are vastly different. Since Facebook and Instagram are often use by the MSEs, hence, the telecommunication companies could provide different prices and speed from what have been offered by DST through MBB and TelBru through business plan. Another suggestion is to provide a subsidy privilege to the MSEs that are unable to pay the prices of the Internet.

6.2.3 Expanding Internet Services for Micro and Small Enterprises (MSEs)

According to the finding, the Internet fee that are offered specifically for the purpose of business is considered to be expensive for the MSEs budgets. Moreover, there is only one telecommunication company that provides Internet services for businesses. Hence, to match the budgets of MSEs, the government needs to encourage the expansion of Internet provider to ease the burden of expensive prices, as there is only a single company that offers the Internet services for business in Brunei. By increasing the Internet provider, the prices of the Internet for business can be reduced as it creates competition among the

telecommunication companies. Moreover, the government may expand the opportunity to foreign firms to heighten the competition.

6.3 Limitations of the Research

Lack of specific statistics such as Micro, Small and Medium Enterprises (MSMEs) that utilize Social Media for business-related activities, MSMEs under Brunei Halal food industry.

Limited research on Social Media and online market growth that solely focuses on MSMEs in Brunei.

Time constraint on both researcher and entrepreneurs as the time allowed for fieldwork is only limited to two weeks and due to the fact that businesses are run according to business hours.

The occurrence of problems with government agencies due to no response.

6.3.1 Prospective Research

Due to the time constraint for this research, the author would like to suggest further intensive and extensive research with the inclusion of an interview with Authority for Info-communications Technology Industry; a company that is in charge of online market in Brunei. Additionally, the continuation of an interview with Darussalam Enterprise should be further investigated, as the provided answers in this research from the agency are quite insufficient due to the cancellation by the agency in interviewing officers from different departments. However, the author still managed to receive several significant points from DARE regarding the classes and the opinions on the achievements of the agency in being a resilient driver for entrepreneurship. In addition to that, the researcher should focus on the achievements over the collaboration of both agencies, AITI and DARE in upgrading the quality of Micro, Small and Medium Enterprises for online market. Moreover, the research on delivery services and business through SM is quite intriguing as well for the improvement of online market growth.

Furthermore, a research on customers' views should be updated as well with Facebook and Instagram users as the target of participants. It should include the perspective on both offline and online market and the challenges to expand the latter market to the regional arena or Halal online hub with SM applications. Specific research on the telecommunication companies should also be looked upon with Singapore as a lesson state for Brunei in handling the offers of Internet data.



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APPENDICES

APPENDIX A

QUESTIONNAIRES FOR MICRO & SMALL ENTREPRENEURS

Basic Information

1. How old are you?
2. Which Social Media did you utilize more and why?
3. When did you start using social media for your food business?
4. When did you start doing food business?
5. What motivates you to do food business? Did you do research on your food business?
6. Do you own Halal certification?
7. Level or latest education? Do you have any experience on business before this online business service?

Offline Market vs. Online Market

8. As a food entrepreneurs, what are the differences of offline and online markets? (The case between business in Night Market, Mini Bazaar, Expo & Social Media)
9. Which of these two types of market that you prefer? Give reasons for your answers and perspectives for domestic and international contexts.
10. Describe your experience as a food entrepreneur in night market, mini bazaar or expo as compared with the online one.
11. How does each markets (offline and online) affect the performances of the food entrepreneurs?

Perception on Social Media

12. Why do you resolve to the usage of Social Media? / What benefits do Social Media provide for food industry in Brunei?
13. What are the business objectives of food entrepreneur in using social media?
14. How does Social Media assists your business?

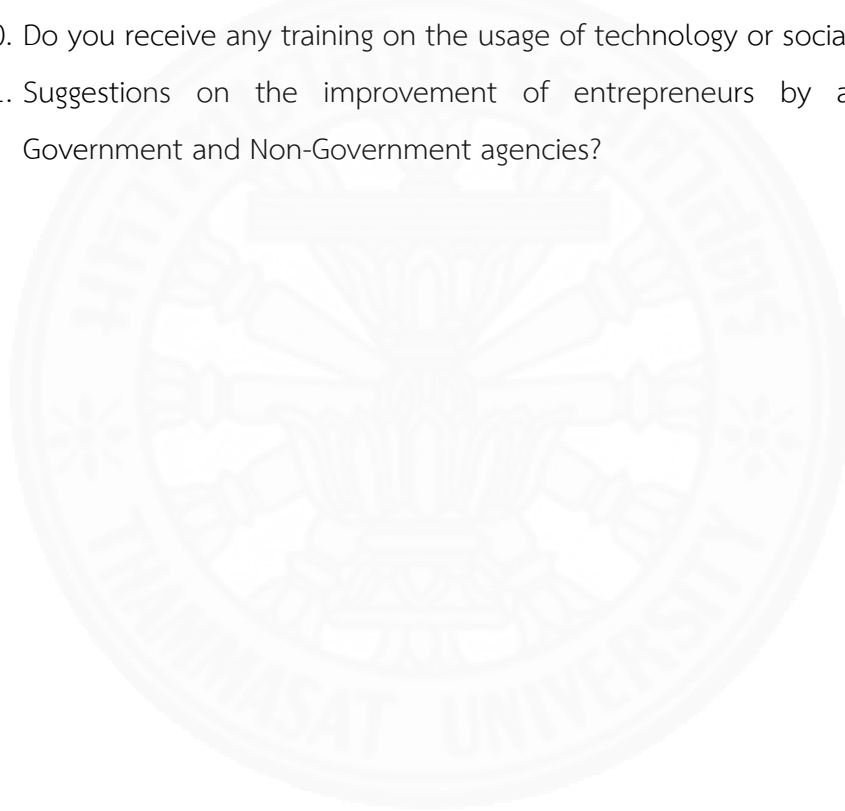
15. Is Social Media a one man's standing? Meaning to say, it is the only tool that you need for your business. Can you describe your business strategy with the usage of social media?
16. How do you define success with the utilization of Social Media for your business?
17. 'Social Media is often perceive to be free and easy', what do you think about that statement in carrying out your online food business?
18. What are the challenges in using Social Media for food business?
19. Looking at Brunei's business environment, how does Social Media positively impact your micro or small business?
20. Is it Social Media that help your business to be expanded into a shop or a branch – domestically or internationally? How many branch do you have in Brunei? Is it because of social media?
21. How long does it take to gain 100 followers for your online business?
22. How much do you earn with the existence of Social Media? Give approximately number of profit first until latest years of using the Social Media.
 - Give approximate number for each year (E.g: 2012, 2013, 2014 etc)

Digital Economy

23. Since Brunei's market is very small and limited, do you think that the trend of Social Media can transform and develop into the digital economy in Brunei?
24. From the perspective of an online entrepreneurs or marketers, is it possible for Brunei to be seen as a Digital Free Trade Zone?
 - (E.g: The case of Malaysia signed a contract with Alibaba and Thailand on exporting durian with Alibaba.)
25. Does Social Media affect your business internationally?
 - Are there any customers from other countries that inquire about your business services?

Internet / Technology / Government Agency

26. What do you think about the Internet in Brunei? (In the context of price and availability of internet)
27. Is there any problem with Brunei's Internet that can affect your utilization of Social Media for business services?
28. What are your expectations on the improvement of Internet and technology in Brunei in order to assist the online food entrepreneurs?
29. Does DARE gives training on technology or digital economy to you?
30. Do you receive any training on the usage of technology or social media?
31. Suggestions on the improvement of entrepreneurs by any parties – Government and Non-Government agencies?



APPENDIX B
QUESTIONNAIRES FOR GOVERNMENT AGENCY,
DARUSSALAM ENTERPRISE

Technology

Note: In DARE's vision and mission, it mentioned the terms 'dynamic', 'resilient' and 'pro-business eco-system', hence, I would like to connect such terms with the continuous phenomena of technology.

1. What steps have DARE take in terms of technology assistance for the entrepreneurs? What are the results?
2. How long does it take for DARE to establish an enhanced and advanced technology for the Micro and Small entrepreneurs?
3. How does DARE interpret such three terms for the development of entrepreneurs? Can we actually relate that with the phenomena of social media for food business activities in Brunei?
4. Brunei-Muara is an eye-catching area for business activities, but technology is meant to connect every part of the country, how far does the technology could be developed for the entrepreneurs in other districts? *(By looking at the infrastructure of each district).*

Basic Information:

5. When was DARE set up?
6. What are the successful achievements that DARE has gained so far in assisting the entrepreneurs?
7. What are the requirements that entrepreneurs need to get DARE's assistance?

Perception on Media

8. What kind of media that DARE utilize in creating exposure for the entrepreneurs?
9. Which media is more important for the exposure of Micro and Small businesses – traditional media or social media? Give reasons why.

10. Between traditional media and social media, which of these that the target of audience of DARE received fast acceptance?
11. What are the effects of both media platforms in developing the economic performance of Micro and Small entrepreneurs?
12. Is utilization of social media important to the food entrepreneurs of Brunei? Why?
13. Does DARE offer a training on setting up social media strategies for business purposes? If so, how and what are the outcomes? If not, why?
14. In what ways does social media can enhance the economic performance of the entrepreneurs?
15. 'Social Media is often perceive to be free and easy', what do you think about that statement in assisting the food entrepreneurs of Brunei?

Online Market / Digital Economy / Market Access

16. Can social media paves the way for the online food entrepreneurs to breakthrough into the international market? How or Why?
17. As an assistance agency, do you think that the acceptance of social media in Brunei can lead to the transformation of online market through digital economy?
18. Is there any project of digital economy that DARE is preparing right now?
19. As a Government's agency, is it possible for Brunei to follow the decision taken by Malaysian's Government in accords with Digital Free Trade Zone with Alibaba?

Digital Economy and Halal Industry

20. Does DARE also responsible to the development of Digital Economy for online food entrepreneurs?
21. Can Brunei become a hub for digital economy in terms of Halal food industry?
22. How can Brunei structure the digital economy for food entrepreneurs?
23. How can DARE help those who has trouble with Halal certification?

APPENDIX C

PROFILE OF PARTICIPANTS (MSEs)

Cupcakes / Ice Cream / Sweet Tooth Food

1. Tart Delight

A twenty-four years old entrepreneur that began her business journey even before the era of SM business existed. She started to endeavour the online entrepreneurship through FB in 2010 and IG in 2012. However, she initially exposed the business among family and friends until in 2016, she created a separate account on IG for business purposes. The entrepreneur does not have educational background but she possessed the experience of cooking from her education.

2. The Cupcakes Fairy

A thirty-one years old businesswoman with an educational background of BA in Business Administration. She started to utilize the availability of the modern technology in 2009 with a blog. But on the same year, she also saw the opportunity of Facebook (FB) as a platform of exposure. The usage of blog was merely due to the idea of what the technology could have offered her in a business context. However, since it was just the beginning of the technology in Brunei, she was feeling insecure on using it, hence blog was preferable than Facebook to hide her identity. In addition to that, it was a rare opportunity to do business back in 2009 with FB. For the usage of Instagram (IG), she began it in 2012. Between blog, FB and IG, this entrepreneur prefers IG as the functions are more convenient than the complicated FB.

3. Nani Homemade

A family business that has been run since 1990s starting at Kianggeh market. The entrepreneur started to use SM with FB account that is owned by her friend. The initial effort of the business is in fact selling grilled chicken before it was changed to desserts. In 2012, she created her own FB accounts and in 2013, she joined IG but the most utilized SM application is FB as IG is only looking at the images.

4. Yasfiani Kitchen

A twenty-six years old entrepreneur that started the business in 2014 with IG as it is faster and responsive whilst FB is considered to be difficult and weird for her. The exposure of business studies derived from the experience of family catering business and a BA in Accounting Finance.

5. Kek Cis by Na

An entrepreneur that starts since the age of eighteen years old with both IG and FB in 2016. But she prefers IG than Fb as the former is more effective as customers are fonder to image than words. In addition, the expression from FB is more towards the usage of words but with image system in IG, it is considered to be more attractive. She embarked the journey of entrepreneurship due to unemployment issue, hence, the mindset on the difficulties of getting a job prompt her to try the food industry in Brunei. Her educational background is BA in Malay Literature but her experience with business is obtained from joining a particular non-governmental organization that held a business to raise fund.

6. Mariah Kitchen

The mother owns the business whose age is forty-nine years old but her twenty-four years old daughter assists her. Both prefer to use FB and IG in an equal manner, as they believe that both applications have different potentials despite different ways of gaining customers. The entrepreneurs also perceive that it is beneficial to use both as potential customers may only have either IG or FB accounts.

7. All About Sweetness

The business started with IG but currently, the FB account that the entrepreneur use is her mother's. The entrepreneurs claim that using FB and IG is convenient for different purposes such as the target of audiences in which different ages may use different applications. She has acquired the service of paid ads through SM to promote and broaden her posts' exposure. The entrepreneur gained experience of business since high school due to business projects as she obtained Diploma in Business and Finance.

8. Kyna.Bn

A thirty years old businessman who also works as a business lecturer. He started with IG in 2016 in which he liaised the posts to FB's newsfeed but his preference is more towards IG due to the relevancy of the application as the level of exposure is bigger and due to the idea of image. As a business lecturer, he acquired the knowledge of business studies such as competitive advantage and SM marketing skills. The business initially began with cupcakes but ended up by selling ice cream as the advantage on the former category of food is considered to be opportunistic. He tested the food with his strong ties of relatives and friends first before the final decision of establishing the main brand of the business. This entrepreneur also obtained the knowledge from his BA in Business Administration and experience from family business.

9. KF's Cupcakes

The entrepreneur is currently at the age of twenty-nine and prefers to use IG as it is more convenient and considered to be user-friendly. The business began in 2008 but the usage of SM started in 2011. The usage of SM is basically to assists the entrepreneurs to gain extra income, particularly for the unemployed people. The entrepreneur also believes that SM is easy and cheap.

10. Xonuts Bn

A twenty-three years old entrepreneur that perceived the usage of SM as easy but utilized the paid ads of the SM. The entrepreneur utilizes IG in 2017 as she is still undergoing an HND in Business Management.

Chicken / Beef / Burger / Grill

11. The Food Joint Bn

The business is owned by two businessmen aged twenty-six and twenty-seven. The duo started the business since May 2017. They mostly utilize IG, as it is the easiest in reaching the customers. They have both tried to use FB but it is not quite effective as IG due to the direct and clear system of IG. The entrepreneurs claim that the standard of living in Brunei is quite high; hence, business is an assistance tool to earn side income.

12. Kapow Burger

This entrepreneur's age is currently thirty-eight years old but he started the business in 2009 with FB whilst IG in 2013. He is also active with Twitter before but changed to IG as he liaised the posts with both Twitter and FB. The entrepreneur's educational background is BA in Education. However, as he used to be part of a committee that organized the night market as he managed his grandfather's business. He had utilized the services of traditional marketing through newspaper such as Brunei Times, Borneo Bulletin and Media Permata. The usage of SM according this particular entrepreneur is considered to be free and accessible as people are always on the phone.

13. Wings and Drumettes

The entrepreneur used FB in 2013 and moved to IG in 2014. The exposure of the business through online platform is an easy way to promote from home. Due to unemployment issue, she took the chance of entrepreneurship with SM as she considered it as easy and free. The challenge of SM is the skills of marketing, as she has to create the captions in a creative way. She also utilizes bloggers that have large followers to increase the exposure.

14. Uncle J Grill

This twenty-seven years old businessman started the business at the age of twenty one in 2012 with IG. It is only in 2017 that he began to use FB for the business. However, the feature of IG is better and easy whereas FB is complicated. The paid ads between the two applications are cheaper with IG than FB. He basically did not acquire the knowledge of marketing and the foundation in establishing business but obtain the education of SM marketing by self-helping through abroad marketing program in Kuala Lumpur. He claims that it is useless to use SM if one does not know how to marketize their products. He also made research from his years of studying in United Kingdom. His latest educational background is MA in Culture, Society and Globalization. In addition, he believes that SM is easy if one has the right knowledge to be proactive and creative for marketing ideas but it is not free as to use SM, one will require the Internet services and Internet in Brunei is expensive.

15. Pais Daging si Haji

A 1990s family business that is now being handled by a twenty-four years old son. The usage of SM, however, only started in 2017. The business was a seasonal business until the son took the responsibility of making it a daily market. According to the entrepreneur, the business is aiming for more extra income to cope with the standard of living. As of now, the business has seven workers. His educational background is based on Diploma in Aircraft that he states that he has no business knowledge; hence, he acquired a self-study method. The entrepreneur argues that the Internet in Brunei can disturb the usage of SM as the speed of the Internet is quite lagging. But he still believes that SM is easy and cheap but he claims that there are others who are at the same age as him that argue the usage of SM is difficult for entrepreneurship.

16. Take 5 Bn

The business was transferred from a friend to the current twenty-eight years old owner. A business that once had a restaurant is now resolved to selling food on SM with both FB and IG as the trend nowadays is surrounded within these two applications.

17. The Grill Journal

A twenty-nine years old lady owns the company. She uses IG more than FB, as it is more effective in attracting potential customers. The promotion of her business started in 2017 after the publishing company that she worked at was closed down. Despite having a BA in Geography and Development, the knowledge of business was developed from the encouragement of her parents and support group.

Mixture of Food Dishes:

18. De Gerai Cafe

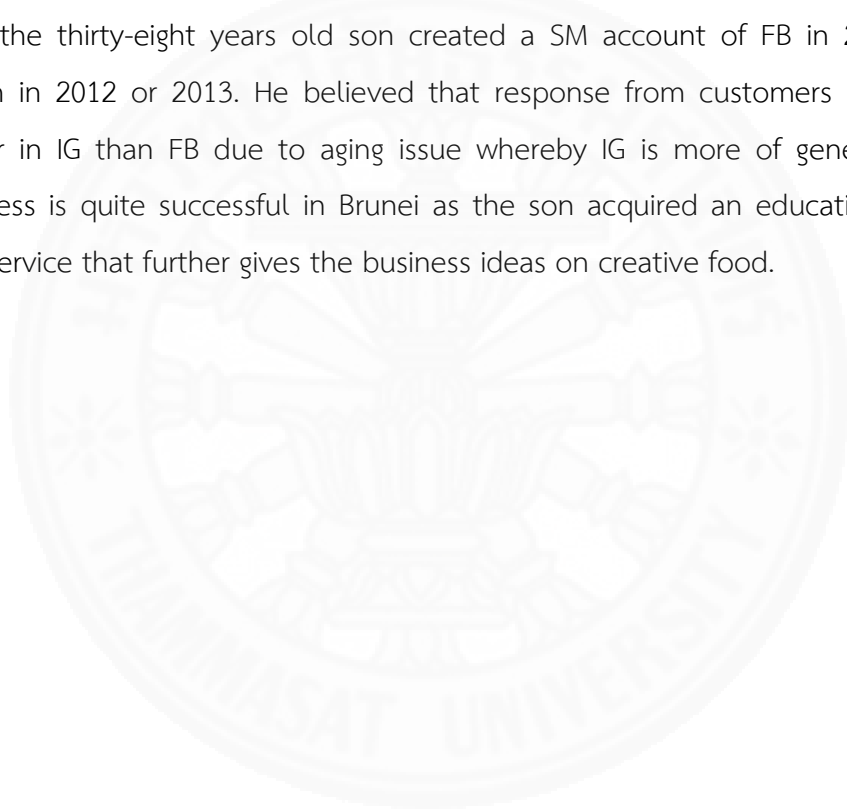
This twenty-five years old entrepreneur owned the cafe of De Gerai as it was opened in 2013. The owner used the SM to promote and to make an impression of mouth-watering. The experience of business is basically gained from the owner's talent as he received his latest education at Sultan Saiful Rijal Technical School in cooking-related field.

19. Mj Kitchen Bn

This twenty-eight years old businessman started to use IG in 2016 whilst FB in 2017. He has no interest in establishing a business but due to passion of cooking, he initially began the entrepreneurship efforts by attending a private course in Kuala Lumpur.

20. Ajwa Kitchen

The brand of Ajwa Kitchen only started in 2013 but the business itself has already been established in 1984. This family business started to sell at office until the thirty-eight years old son created a SM account of FB in 2008 whilst IG began in 2012 or 2013. He believed that response from customers is much more higher in IG than FB due to aging issue whereby IG is more of generation Z. The business is quite successful in Brunei as the son acquired an education in cookery and service that further gives the business ideas on creative food.



APPENDIX D

PROFILE OF GOVERNMENT AGENCY, DARUSSALAM ENTERPRISE

The agency is newly established by the former Minister of Energy and Industry, Pehin Yasmin Umar in 2016 with the aim of facilitating the growth of Micro, Small and Medium Enterprises (MSMEs) in Brunei. This agency becomes a centre for the MSMEs to acquire knowledge on any sectors of entrepreneurship. It has to collaborate with several stakeholders from different ministries and departments such as Halal Food Division Control from Ministry of Religious Affairs for the exposure of Brunei Halal matters. Also, Authority for Info-communication Technology Industry has cooperated with DARE for Not to mention, the agency is also working with foreign governments and non-government organizations in order to heighten the rate of Brunei's GDP.

On the view of learning program, the agency set up Industry Business Academy, which is put under iCentre to boost up the knowledge of entrepreneurship to the MSMEs. The agency is basically providing training and guidance to the entrepreneurs from start-ups to the exporting matters. In addition to that is bootcamps whereby mentors or exiting entrepreneurs are invited to aspire the newcomers of entrepreneurship.

In 2017, Made in Brunei initiative is created to put forward the awareness of local products made by micro and small entrepreneurs, which can be reached customers domestically and internationally through shops in airports, hotels and supermarkets.

BIOGRAPHY

Name	Ms. Nurul Izzati Haji Mat Sani
Date of Birth	July 13th, 1993
Educational Attainment	2017-2019: Master of Arts in Asia-Pacific Studies, Thammasat University. 2013-2017: Bachelor of Arts in Historical and International Studies, Universiti Brunei Darussalam.
Scholarship	2013-2017: Brunei Government's Scholarship 2017-2018: Thammasat University's Scholarship

