



Orion Biosains

Communications Report

Gabrielle Buchbinder • Ruolu Liu • Genevieve Pecsock •
Preston Spunt • Maximillian Suiter

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Executive Summary

Orion Biosains has encountered several cultural barriers to success as an American company working in Malaysia. The purpose of this report is to outline an audience profile describing the demographics and psychographics of the different players in the Malaysian palm oil industry: the breeders, seed producers, and nurseries primarily. Once Orion has a completed profile, our simple solution of utilizing cultural norms would help the company identify the segment with the most purchasing potential and effectively message to them.

We identified the seed producers as a crucial target however they are unwilling to use the SureSawlt™ SHELL Gel Kit for various reasons including cultural and religious influences. For fear of losing face, the seed producers are unwilling to admit the seed contamination, which may be results of the kit. Additionally, as a religious and prideful group, they are intolerant of genetic testing and modification and can be insulted if pushed too hard to use the product. The breeders, on the other hand, are much more scientifically inclined, and are ready and willing to adopt use of the kit. Our last group, the nursery owners, are also willing to try the SureSawlt™ SHELL Gel Kit since they are dependent on how much oil their plants can yield and are not insulted if told that their yield is not ideal.

Through our research, we have found that the Malaysian culture is a largely collectivist society and so our plan is to utilize this fact to target the breeders and nurseries while influencing seed producer decisions. Our strategy to market to the breeders and the nurseries includes an approach using four different communication mediums including distribution of an informational pamphlet, implementation of a new, culturally aware logo and slogan, updates to the existing website, and the creation of strong face-to-face communication channels. All of these solutions will help Orion Biosains develop a trust with the Malaysian palm oil industry leaders, leading to increased desire for the SureSawlt SHELL Gel Kit and a rise in future sales.

Industry Report

Mission

In the scientific community there is a constant desire to improve the quality of life. Companies such as Orion Genomics take part in the pursuit, hoping to develop new methods to benefit health, the environment, and agriculture. Orion Genomics is a company focused on “marketing molecular diagnostic products, epigenetics research tools and genomics and clinical research services to customers world-wide” (Orion Genomics). To break down this statement, Orion Genomic’s primary focus is on offering ideas and solutions to the scientific community.

Orion Genomics operates in the Clinical Diagnosis and Life Science Research Industries. To participate in both of these industries, the company needs to produce instruments and services to better diagnose human diseases, as well as research, test, and develop new technologies for understanding the traits of animals and plants.

In the field of Life Sciences, Orion Genomics through Orion Biosains focuses its attention on palm oil products. The company aims to develop new technologies to improve agricultural harvests by screening for diseases (Orion Genomics). Most recently, Orion Biosains developed the SureSawit SHELLgel kit, with the hope of increasing oil yields in Malaysia.

Palm Oil

To analyze Orion Biosains’ entry into the Malaysian market, it is crucial to understand the importance of oil palm trees. To begin, palm oil is one of the most versatile and widely used oils in the world. A great deal of palm oil can be drawn from the fruits of oil palm trees, with each fruit being approximately 50% oil (Green Palm Sustainability). In addition, each tree can produce oil for 20-30 years (Malaysian Palm Oil Board). These oils go from making margarines and cereals to soaps and cosmetics. If you look through the things you eat and use during the day, chances are several of them contain palm oil. Thus, scientific breakthroughs about how to better grow and harvest oil palms are incredibly beneficial.

Palm oil is not only versatile, but **demand has been on a steady increase**. Palm oil is known to be healthier and safer than other vegetable oils. The Malaysian Palm Oil Board declares palm oil to be high in fatty acids and vitamins D, E, and K. These nutrients keep the body nourished and cells healthy. As a result, many consumers choose products with palm oil.

However, massive harvesting comes at a cost. Planting trees requires deforestation to clear land for plantations. In particular, orangutan habitats have been threatened. Furthermore, palm oil production needs to meet the high demand for the product, which requires producer to maximize their yields.

SureSawIt™SHELLGel Kit



Orion Biosains developed a product called the SureSawIt™SHELLGel Kit as a solution for palm oil producers. Orion conducted a project with the Malaysian Palm Oil Board in which they researched the genetic makeup of the oil palm tree. As a result, they discovered a gene in the tree that would reveal whether it would yield high quantities of oil. The main purpose of the kit is to screen seedlings before they are planted to determine which ones will give large yields.

Planting seedlings that will give large yields is incredibly beneficial in solving environment issues and meeting high demand. By planting trees that have higher yields, fewer trees need to be planted to sustain demand for the product. This takes up less space, results in less deforestation, and helps meet growing demand for the product.

Online Presentation

Orion Genomics

Orion Genomics' online visuals provide an overall impression of professionalism and community ties with images of doctors side-by-side with children playing. The models in the images give the appearance of warmth and confidence, defining the company as a leader in genetic research that can connect with its clients.

Additionally, the web site is easy to navigate with clearly labeled sections and a simple design. All of the different sections of the site are informative, particularly those with the more interactive designs.

The simple color scheme helps with this by keeping the audience's attention on the contents of the page rather than being distracted by unnecessary designs.

However, the website lacks in a few areas:

- It provides little confidence in Orion's preparedness to expand. The images lack diversity in their models, showing predominantly white males, which can offend the Malaysian people who are unwelcoming to foreigner workers.
- It fails to fit all of their different audiences' needs on their website. The main focus appears to be on cancer research, which makes it difficult to find information on the company's other achievements, including their palm oil advancements.
- The "News" tab shows many results about palm oil, but fails to provide extended information.

Orion Biosains

Orion Biosains has tried to combat some of these issues by creating their own website to highlight the SureSawit SHELLGel kit. While this is a more targeted website, there is still a **lack of culturally positive images**. There are no images of the kit in use or testimonials of success. Instead, the majority of the website is devoted to the science behind the product. This factor can offend many members of the Malaysian population who are very religious.

Expansion into Malaysia

Audience

Orion Biosains chose to focus their sales efforts in Malaysia, which is responsible for 39% of world palm oil production (Malaysian Palm Oil Council). Orion Genomics already recognized the importance of religion for the Malaysian population by creating Orion Biosains. The name "biosains" has less of a genomics connotation. This allows the company to gain more trust from the general population whose strong Muslim beliefs could cause distrust with anything relating to gene modification.

However, Orion Biosains needs to do more to expand its image for all of the different audiences that it is selling to including:

- Plantation owners
- Government agencies
- Environmentalist groups

Plantations

Plantation owners can be split into *two different categories*.

The first group receives land from the government. The government tells them to use the kit. Although there is initial hesitancy, government endorsement of the product makes it easier for Biosains to get the product to the farmers.



The second group is plantation owners who did not get their land from the government. Many of those plantation owners feel that Biosains is pointless since they *do not believe that there is a problem* with their crop yield to begin with. These plantation owners can be large companies such as Genting Plantations, which owns over 71,000 hectares of plantation land, or persons who have either bought their own land or inherited it (Genting Group).

The large-scale groups are probably more accessible through email and calls as apposed to smaller scale plantation owners. However, since small-scale owners harvest about 40 per cent of the oil palms in Malaysia, it is essential to get their support (Malaysian Palm Oil Council). Small-scale farmers would probably respond better to a more personal relationship with the company including face-to-face conversations rather than impersonal online communication.

Government Agencies

The Malaysian government has already shown great interest and investment in Biosains. The Malaysian Palm Oil Board (MPOB), which oversees this industry, funded part of the research for the technology's creation (Bryce). Because of this, Orion Biosains can rely on the government for support in promoting the product.

However, some farmers may look at this relationship with resentment. Owners might resist getting the product if they feel that the government is forcing it on them. To combat this, Orion Biosains should establish a relationship with some prominent farmers without government aid to gain the trust of the palm oil community.

Environmentalists

It is important to include environmentalists as possible allies in the sale of Biosains even though they will not be direct consumers of the product. Since Biosains can help to increase oil yield up to 30%, the amount of land needed for farming can be cut down (Bryce). For environmentalist, this new technology means a reduction in rainforest deforestation. Orion Biosains can use this fact to create a partnership with some environmental organizations to help sell the product.

Business Communication

Religion plays a large role in Malaysian business. Advertising, product placement, and branding persons should all be conscious of this fact and take it into consideration. Since the SureSawlt SHELLGel Kit relies on genetic testing, it is essential that messaging focuses on results rather than the process.

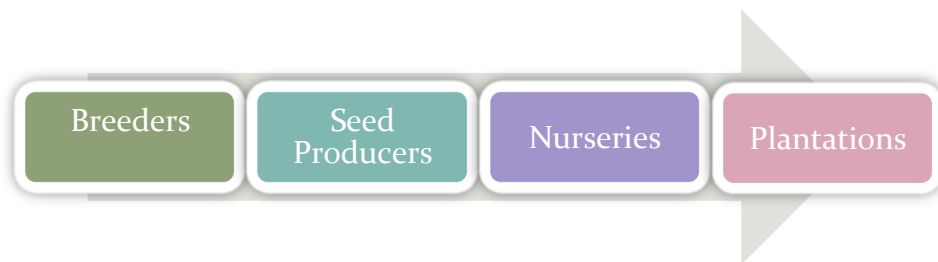
Additionally, business in Malaysia is extremely **hierarchical** with a top down approach to handling tasks. Since hierarchy is so well established, it is important to recognize the importance of respect in Malaysian business culture. Age plays a role in the level of respect a person receives or gives. Additionally, personal attributes contribute to respect in task-oriented matters. However, being overly direct when speaking to anyone in Malaysian business can be seen as rude (World Business Culture). Because of this, it may be necessary to **establish a personal relationship** with the various clients to gain their trust and support.

Malaysians firmly embrace relationships and have a very **collectivist** culture. Orion Biosains can use this by focusing its efforts on a few influential people. Once key members of the palm oil community are persuaded to use the kit, the others may be more willing to try it as well. Nevertheless, Biosains should keep in mind the importance of tradition in Malaysian culture. In order to get the initial few users, Orion Biosains needs to break their traditional way of thinking and have the farmers admit that the SureSawit SHELLGel kit can benefit them.

Audience Profile

Target Audience

Orion Biosains should target the breeders and the nurseries with the intent of using these two groups to convince seed producers to buy the product as well. The entire oil yield process can be looked at as a chain with each link relying on each other for future success.



Breeders

Breeders make up the first level of the palm oil production process. This group uses genetics to create healthier and higher yielding seeds. After the breeder is done creating the seeds, he sells them to the seed producers. Since the breeder is already using genetic testing in his field, he is more willing to try the SureSawIt SHELLGel Kit than others who have a stronger aversion to genetics for religious purposes.

Nurseries

The nurseries are the main component in the oil production process. Nurseries buy seedlings from producers when the plants are young and can test plants for several traits. Since nursery owners are dependent on how much oil their plants can yield and since they are not insulted if told that their yield is not ideal, this segment is more willing to try the SureSawIt SHELLGel Kit than the seed producers.

Seed Producers

Seed producers are the **least trusting** segment in the palm oil plantation process. The producers buy seeds from breeders and then begin the growing process before selling the plants to nurseries. Producers generally check plants for what they believe are high levels of oil yield.

Seed producers are the least trusting individuals of the SureSawlt SHELLGel Kit. Malaysians in general do not take criticism of their work well, and believe that it is a direct insult to the individual. Since the kit tests production yield is Orion may be perceived as doubting the integrity of the seed producers.

Orion Biosains should utilize the breeders, the nurseries, and the Malaysian sense of collectivism to gain the trust of, and later the business from, the seed producers.

Demographics

Ethnicity

Up until World War II Malaysia was under the control of the British Empire. Under British rule, Malaysians predominantly worked in the rubber industry with migrant Chinese workers. During World War II, the Japanese took control of the nation and established some degree of Malay autonomy. The Japanese invasion, however, only lasted a few years with Britain regaining control towards the end of the war. Afterwards, Malaysia became increasingly independent culminating in its current state.

Throughout its history, Malaysia has experienced large amounts of ethnic strife, particularly with the substantial Chinese population. After years of having Chinese workers being brought in by the British, the Malay are unwilling to work with these immigrants. The ethnic Malay government has tried several different plans to transfer power (particularly economic power) from the Chinese population's hands to the Malay. The nation's previous history may be a cause of the country's aversion to immigrant workers. Malaysia is a nation characterized by the eastern Asian cultures that its citizens come from. Half of the population identifies as native Malay, and almost two-thirds (2/3) identify as Muslim. (See table below for more information) This, along with other cultural tendencies and beliefs, has a significant impact on the way Malaysians conduct their lives and business. It is common in the culture to have a group-mentality in regards to most things, where the community

leaders will have a significantly larger amount of power and clout than the rest of the community in issues that affect them all.

Ethnicity	Population Percentage (in %)
Malay	50.1
Chinese	22.6
Indigenous	11.8
Indian	6.7
Other	.7

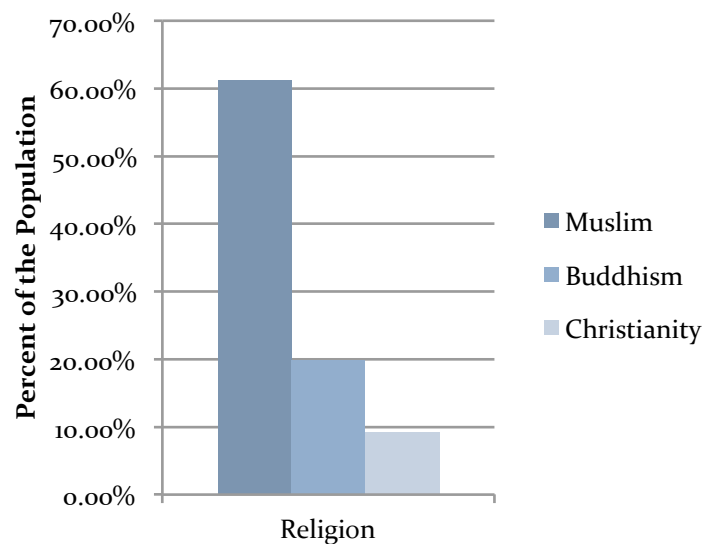
Religion

While the Malaysian Constitution provides freedom for all religions, the country's population is predominantly **Muslim** (61.3% of the population), with second Buddhism second followed by Christianity (CIA World Fact

Book- Malaysia). Buddhist groups may be prominent because of the country's history with Chinese immigrant workers.

With such a large religious influence, topics such as genomics are highly controversial. Particularly for a company such as Orion Biosains, which is based on genomic

testing, the influence of religion has to be taken into account when communicating the background and purpose of the SureSawIt SHELLGel Kit.



Topography

Traveling by car throughout Malaysia can be difficult because of the nation's **spread out topography**. Malaysia has two distinct regions that are separated by a body of water and has two peninsulas, both of which are mostly covered by rainforest and swamp. The longest river is in Sarawak, a Malay province. However there are many different waterways throughout the nation.

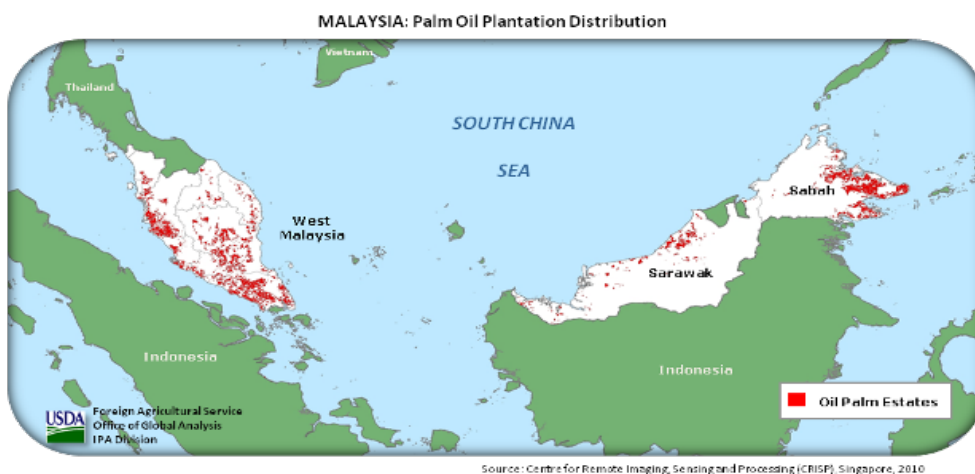
The two largest areas for palm oil plantations would be **Sabah and Sarawak** provinces. Both of these provinces are on the same peninsula, however rugged terrain makes it difficult to quickly travel between the two and there is only one major road on the peninsula. What makes travel even more challenging is that plantations are generally not located close to major roads (CIA World Fact Book-Malaysia).

Sabah Province

Sabah province is one of the largest provinces in Malaysia, and is the largest producer of palm oil in the country. Its population (in 2010) includes:

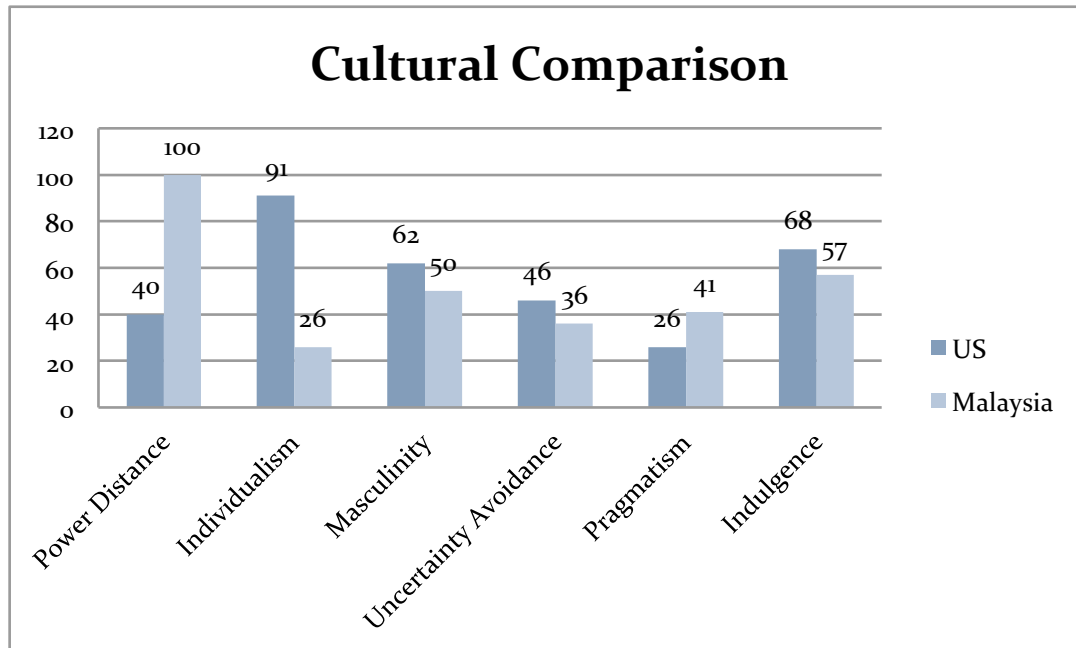
- 3,117,405 inhabitants
- Only 13.2% Chinese
- Immigrants from the Philippines and Indonesia

Additionally, the largest research facilities in the country, Universiti Malaysia Sabah, has an advanced research lab and is located a short distance from some of the largest palm oil production facilities. This along with the vast availability of migrant workers (largely immigrant children) makes the province ideal for large-scale production of palm oil ("PBS Newshour").



Psychographics

The chart below from the Geert-Hofstede cultural comparison tool highlights some important cultural factors that affect psychographics and will be discussed later.



Attitude Towards Foreigners

According to Malaysia's Social Progress index, the country is incredibly intolerant of "outsiders," whether they are immigrants or minority religions. As previously discussed, this probably due to Malaysia history with Chinese immigrants during the British rule. This can have heavy effects on how Orion Biosains goes about hiring workers. To gain the trust of the majority of the palm oil community, the company should focus its employment efforts on Malay individuals.

Cultural Organization

Malaysia has a **power distance of 100**, which would indicate a very stagnant, top-down structure in which everyone knows their place (individualism of 26), and is aware of the repercussions associated with venturing out of it. Because of this, it is important to approach palm oil companies and farmers at the highest position possible. By showing respect of the country's culture Orion Biosains will have a better chance of getting people to buy their kit.

Collectivism

Malaysia is an extremely collectivist society. Citizens are very committed to their groups whether it is familial, extended relationships, or work. Since collectivism is so prominent, loyalty trumps most other social rules. Additionally, work relationships are seen on moral terms, making them more like family links than more western ideas of employee/employer “purely business” relationships .

Since Malaysia is so collectivist, Orion Biosains should be careful of inappropriately infiltrating a company. When looking for more employees, it will be important to approach them not as a separate entity, but rather as a partner with the company. By doing this, the work relationship will not be broken within the Malaysian community.

Motivators

As previously mentioned, the Malaysian people are motivated by their sense of **loyalty**. To get more people to use the kit, Orion Biosains should use this sense of loyalty and collectivism to its advantage. *The message that the kit should bring is not one of improving an individual, but rather, it is the fact that this product can improve the entire community.* When framed like this, the SureSawlt SHELLGel Kit becomes a means to helping out everyone in the palm oil community.

Additionally, this use of collectivism goes hand-in-hand with the Malaysian’s high propensity for indulgence (Center). Members of this society will be motivated by the idea that they can have a better lifestyle than they are currently living. The Malaysian people place a lot of importance on leisure time. Because of this, Orion Biosains needs to highlight the fact that fewer tests need to be done for each plant and that each plant can be tested sooner in the process than was possible before. By highlighting these two features of the kit, the company can show the Malaysian people how much better their lives would be without wasting time on repeat palm testing and delayed testing techniques.

Deterrents

There are several deterrents that Orion Biosains has to overcome to succeed in Malaysia. One of the biggest difficulties will be overcoming the Malaysians’ aversion to foreigners. Built over several decades, this mistrust could be problematic for Orion Biosains to overcome. However, one possible

solution, not mentioned above, is showing the Malaysian people how connected the company is with the government. This way, the people's trust in their government can extend slightly to Orion Biosains as well.

Another deterrent that Orion Biosains has to overcome is Malaysian pride. Since many members of the palm oil industry already believe that they have very little contamination in their plants to begin with, it will be difficult to convince them to buy the kit. Accepting the SureSawIt™SHELLGel Kit would be an acknowledgment that they are wrong.

Factors Affecting Messaging

Since Orion Biosains is working in a different country with a very different set of cultural influences, it is important to keep in mind several different factors that will affect messaging using this strategy.

Religion

Religion will play a major role in messaging. As previously mentioned Muslim beliefs will need to play a vital role in our messaging. Variances on green should be prominent in all pamphlets and paper marketing since this color has significant cultural ties in this religion.

Additionally, genomics will be a major factor to keep in mind when messaging to more religious groups. This will probably be one of the biggest problems that Orion Biosains will need to overcome since the product itself is a genetic testing device. A potential solution would be selective marketing. Orion Biosains should only mention genetics to groups such as the breeders and not to groups such as the nurseries, and definitely not the extremely religious seed producers.

Distance

Distance is another factor affecting messaging. As previously mentioned, the topography of the farming regions is incredibly difficult to travel. This would affect both the time frame of selling the product, and later on the time of actually testing the leaves in off site labs. The challenging topography also will affect how many employees Orion Biosains will hire. Since it takes so long to travel, it may be necessary to hire a few more employees to spread them out more across the country. While this would increase costs for the company, more employees would also increase customer satisfaction. Since the Malaysian business culture is so tight knit, it would be incredibly

advantageous for Orion Biosains to have a positive image within the palm oil industry even after they sell their products.

Means of Communication

Orion Biosains should use mostly **face-to-face and paper** to communicate with the Malaysians.

Particularly for the smaller plantation owners, the company has to build up a personal relationship with each member of the community, starting from the top down, before pushing a sale. These relationships make up the backbone of Malaysian business.

For the larger businesses, Orion Biosains should come prepared to build personal relationships, but also be ready to answer more scientific questions. The larger businesses are more willing to do the extra research on the company, which means that Orion should create its own webpage for Orion Biosains to help those customers find information faster and with greater ease. However, once looking online, the business owners generally print out the material to read. Orion Biosains should mimic this attitude and come prepared with physical communication tools such as pamphlets, brochures, and written briefs.

Strategy Overview

Upon analyzing the four players in the palm oil process, we have determined that the **primary target segment is the seed producers**. Seed producers can potentially find huge benefits in the SureSawlt SHELLgel Kit, however are very reluctant to admit contamination in their seeds. Thus, Orion Biosains should take advantage of cultural factors in Malaysia to pressure seed producers into buying the kit by sandwiching them between the breeders and nurseries. Emphasis on relationships is extremely prevalent in Malaysia, and is crucial for our strategy's success.

Sandwich Approach

A **sandwich approach** takes advantage of Malaysia's collaborative environment. Breeders and nurseries border seed producers on either side of the production chain. These two groups are receptive to the kit and have already shown interest. When these groups start using the kit, seed producers will feel pressured to use the product as well. They will feel guilty that they are not contributing to the production effort, and jealous that they are not as successful as the other groups. A huge focus is on the relationship between breeders, seed producers, nurseries, plantations, and how they must help each other.



It is important to note that plantations are not a major part of this strategy, as they are making copycat kits and have not shown significant interest in the kit. Therefore, this group will not be prominent in the remainder of this report.

In order to appeal to the selected groups, messaging must appeal to their psychographics and motivators. Our strategy focuses on marketing primarily to breeders and nurseries. Overall, messaging must:

- Explain the benefits of product: higher yields, success for family and friends, help the whole palm oil process.
- Be culturally appealing.
- Show that the kit is easy to use, and the Orion Biosains will provide services to help them use the kit.

Furthermore, to address the psychographic differences between breeders and nurseries, it is important to note the following factors.

Breeders:

Breeders are more likely to be influenced by scientific data. Therefore, Orion should market to this segment using scientific messaging with an emphasis on the genetics behind the product.

Nurseries:

Nurseries would be more likely to respond to messages relating to life improvement. By focusing on the benefits of using the Shell Kit for the entire nursery community, Orion can increase its sales for this segment.

Vehicles and Messaging

Four primary vehicles of messaging should be employed to convince palm oil producers to buy the kit, including:

- Logo
- Pamphlets
- An updated website
- Face-to-Face contact

New Logo Proposal

As Orion Biosains is fairly young, and has not technically entered the Malaysian Market (product is yet to be sold), we do not see issue with working out a new design with strong cultural, and natural implications. Our proposed concept appeals to Malaysian culture and palm oil production. The new logo design includes:

Graphic of a ripe palm oil seed

- The Palm oil seed is further broken down into three images: The crescent in red (both a Malaysian and Islamic symbol), the sun in orange, and the Malaysian star in yellow.
- A green sprout is also included, under the symbol, implying that it is growing due to the Malaysian culture, and the sun.



The color green

- The color green has strong hallowed meaning in the Islamic faith, (Malaysia is more than 60% Muslim).
- Green is a very natural color and reflects palm oil leaves and the environment.

The slogan

- "alam dimaklumkan" in Malay means "Nature informed".
- This statement is very much in synch with the functional purpose of Orion Biosains' product as well as their inadvertent desire to improve biodiversity, and safeguard the rainforest.

Pamphlet

Malaysia has a very **paper-oriented culture**, and people prefer to glean information from print-based sources. Therefore, it is important to create print forms of communication such as pamphlets.

Through helpful, easy to read information and colorful images, the pamphlet will be easy to understand and conceptualize for the people that it reaches.

These are informational pamphlets created for the various target segments in the palm oil industry (i.e. seed producers, breeders, nurseries, etc.). They will contain:

- Technical information explaining how the kit itself works
- Potential benefits uses of the kit.
- Images of the kit in use

Similar to a website, it will contain the necessary information to explain what the kit does as well as how it can be used and why it benefits the user.

Through distribution of these pamphlets, we expect heightened awareness of the kits, and more interest from seed producers, breeders, and nurseries. Further, they will help communicate the usefulness of the kit within the same markets, ultimately resulting in increased sales of the kit within Malaysia.

The relative cost of producing pamphlets would be very minimal (no more than \$1,000 USD). Due to the nature of the pamphlet being informational (and not dynamically so), a one-time distribution to the relevant target audience is all that is necessary. Therefore, the only costs that would go into the pamphlet are the physical printing of the pamphlets and their subsequent distribution to different sites throughout Malaysia. Although this distribution may seem complicated, it is actually quite feasible. There are pre-existing distribution channels such as mail and face-to-face meetings with potential customers.

It is also important to consider the non-quantitative costs such as risks. A risk that may arise is that pamphlets may lack clarity. If there isn't enough information, or the information isn't clear enough, readers will not truly understand the benefits of the product and take action. To combat this, we have proposed additional vehicles of messaging that a potential consumer can use to further their understanding.

A proposed design of the pamphlets is shown below.



Website

In a growing digital age, it is important to have an online presence. More and more Malaysians are getting online. However, since Malaysians at this time are more paper-focused, the website will simply be an outlet for those seeking more information or something for those to “stumble upon” and then demand further information. Orion Biosains already has a very appealing website. However, we suggest a few modifications to strengthen it. As a result, *the website will portray Orion Biosains knowledgeable and trustworthy.*

The current website will be updated with:

- The new logo
- Images of smiling workers using the kit
- Testimonials
- Statements about “In Malaysia support”

In addition, it will address the messaging needs of the various target segments—especially breeders. Since breeders are more interested in the scientific aspects of the kit, this website will provide them everything they need to know about the technical aspects of the kit.

Furthermore, testimonials, pictures, and “in Malaysia support” will convince website visitors that the kit has positive effects, is easy to use, and that Orion Biosains is a trustworthy company. The statement about “in Malaysia support” refers to a support team in Malaysia. This addresses Orion Biosains’ team in Malaysia that is there to provide information, customer service, and test leaves for

those who do not have access to a biology lab. Testimonials show that the kit actually works, and images will portray Malaysian people and evoke a sense of togetherness.

The costs behind these updates would be very minimal because Orion Biosains already owns a URL, and only subtle changes will be made. However, the main concern about a website is that the Malaysian people are not receptive to online information and prefer things to be printed. However, because this is not our primary means of information, and is instead more of a supplemental source, we do not feel this will be detrimental.

Face-to-Face Contact

Currently, there are only two employees currently in Malaysia. However, it is essential to increase the number of employees in the country not only to provide support, but also to act as a sales force. In addition, *face-to-face contact will help build a relationship with Malaysians and be an incredibly successful point of sales.*

Tolerance and Inclusion

37.33

Women treated with respect



Tolerance for immigrants



Tolerance for homosexuals



Discrimination and violence against minorities

Religious tolerance



Community safety net

According to research done by the Social Progress Imperative, **Malaysians are incredibly intolerant of outsiders.** The study compares countries of similar GDP and scores a country on a variety of dimension such as personal rights, safety, and education between 1 and 100. In the tolerance and inclusion dimension,

Malaysia scores a 37.33, which is an incredibly low score. This means Malaysians are intolerant of outsiders and immigrant/foreign workers. Therefore, we suggest hiring almost exclusively Malaysian workers.

Because of the intolerance for outsiders and the need for Malaysian employees, Orion Biosains should use a **strategic hiring process**. In Malaysia, it is incredibly rude to take an employee away from his/her current place of work. Therefore, we encourage a concept that differs from what would be considered "employee stealing". This includes talking to both the bosses and the employees

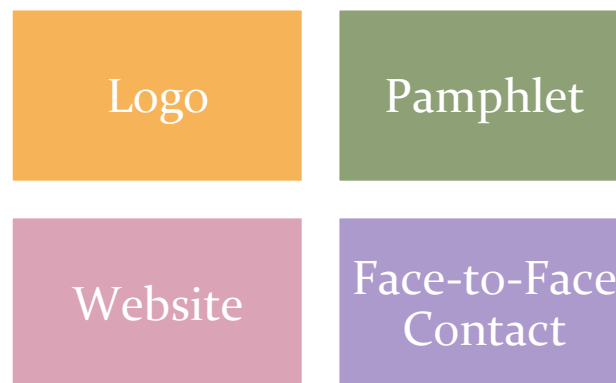
together and presenting the idea of an employee change as one of partnership. Since the companies already know their employees and trust them, then Orion should present this idea of having someone that you trust testing your seeds rather than a complete stranger. This works well with the Malay's distrust of outsiders.

Conclusion

Orion Biosains should focus its attention on **the breeders and the nurseries at first**. Then, the company should leverage societal norms, like collectivism and indulgence, to convince the seed producers to use the SureSawlt™SHELLGel Kit as well.

The country's general mistrust in foreigners can cause difficulties for Orion Biosains. However, if the company pulls workers from within the existing industry, there would be less chance of distrust stopping a deal. When doing this though, members of the existing community must be enticed away carefully, to avoid offending the Malaysians by breaking the employer-employee link that is so prominent in their culture.

Through four simple messaging vehicles, success will be achieved.



These our simple steps, Orion Biosains can target the right customers (the seed producers) and increase sales.

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