

Regulatory Environment and Sustainable Competitive Advantage in Malaysian Family Businesses

A. Research Information

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Purpose of Study

This study examines how the regulatory environment affects sustainable competitive advantage in Malaysian family businesses, including the roles of innovation, technology adoption and networking capabilities.

Estimated Time: About 8-15 minutes.

Target Participants: Family business owners, successors, directors or managers who are involved in the business in Malaysia.

Definition of a Family Business: A business that is owned, controlled, or managed by family members, including businesses run by spouses, parents and children, siblings, or across generations.

As appreciation, you will receive:

- Receive RM10 Touch 'n Go credit after completing the survey
- Access to the research findings report
- Opportunity to join upcoming training and capacity-building programs

Section A: Binary Screening Questions

This section checks if you fit the target group. Stop if you fall in ☐. We value your time.

1. Are you Malaysian?

- ☐ Yes
- ☐ ☐No (Pls skip this survey)

2. Is your business a family-owned or family-controlled business (i.e., one family holds the majority of ownership and makes key strategic decisions)?

- ☐ Yes
- ☐ ☐No (Pls skip this survey)

3. Do you currently hold a decision-making or managerial position in the family business (e.g., owner, successor, founder, or senior manager)?

- ☐ Yes
- ☐ ☐No (Pls skip this survey)

Consent

I agree to participate in this study.

B. Participant Information Sheet

Thank you for completing the screening. We will now begin the survey. ☺ Here are some briefing notes:

- **Voluntary participation:** Your participation is voluntary.
- **Confidentiality:** Your responses will be kept confidential and used only for academic purposes. Individual responses or identifying information will not be disclosed in any report, publication or presentation.
- **Benefits and risks:** Your responses may help improve understanding of Malaysian family businesses and provide useful insights for future research, policy and business support. There is no direct personal harm for participating this study.
- **Ethics approval:** This research has received ethics approval from the Sunway Business School Research Ethics Committee. For questions about participant rights, you may contact the committee at subsresearchethics@sunway.edu.

Your Name

Company Name

Company Link (social media page, website, Google Maps listing, or any previous marketing materials for verification)

Your Whatsapp Number

Email

Your Touch and Go Account (may indicate if same with whatsapp number or prefer not to get it)

How did you hear about this study?

- ☐ Invited by the researcher
- ☐ Invited by a friend
- ☐ Invited via email
- ☐ Invited by my business organisation
- ☐ From a WhatsApp group
- ☐ Other

What motivated you to participate in this survey? *You may select more than one.*

- ☐ To contribute to knowledge
- ☐ To get my voice heard
- ☐ To gain insights that may benefit my business in the future
- ☐ To help a PhD researcher
- ☐ Other

Part A: Demographic Information

Generation of the family business

- ☐ 1st Generation (Founder Stage)
- ☐ 2nd Generation
- ☐ 3rd Generation
- ☐ 4th Generation or beyond

Years of operation

- ☐ Less than 5 years
- ☐ 5-10 years
- ☐ 11-15 years
- ☐ 16-20 years
- ☐ More than 20 years

Main industry category

- ☐ Manufacturing
- ☐ Services
- ☐ Wholesale and Retail
- ☐ Other sectors

Number of full-time employees (Services, Wholesale and Retail, or Other)

- ☐ Fewer than 5
- ☐ 5-29
- ☐ 30-75
- ☐ Above 75
- ☐ I am from Manufacturing

Number of full-time employees (Manufacturing)

- ☐ Fewer than 5
- ☐ 5-74
- ☐ 75-200
- ☐ Above 200
- ☐ I am from Services, Wholesale and Retail or others

Where is your family business mainly based?

- ☐ Johor
- ☐ Kedah
- ☐ Kelantan
- ☐ Melaka
- ☐ Negeri Sembilan
- ☐ Pahang
- ☐ Perak
- ☐ Perlis
- ☐ Pulau Pinang (Penang)
- ☐ Selangor
- ☐ Terengganu
- ☐ Wilayah Persekutuan Kuala Lumpur
- ☐ Wilayah Persekutuan Putrajaya

Age

- ☐ 18-25
- ☐ 26-35
- ☐ 36-45
- ☐ 46-55
- ☐ 56 and above

Race

- ☐ Malay
- ☐ Chinese
- ☐ Indian
- ☐ Bumiputera
- ☐ Others

Religion

- ☐ Islam
- ☐ Buddhism
- ☐ Christianity
- ☐ Hinduism
- ☐ Others
- ☐ Prefer not to say

Marital status

- ☐ Single
- ☐ Married
- ☐ Divorced/Widowed
- ☐ Others

Highest qualification

- ☐ Secondary/SPM or below
- ☐ Diploma
- ☐ Bachelor's Degree
- ☐ Master's Degree
- ☐ PhD/Doctorate
- ☐ Professional Qualification
- ☐ Others

Job position

- ☐ Founder/Owner
- ☐ CEO/Director
- ☐ Manager
- ☐ Executive

Has your family business officially collaborated with any of the entities below to strengthen its innovation capabilities?

- ☐ Yes, with a university
- ☐ Yes, with a government ministry or agency
- ☐ Yes, with an NGO or civil society organisation
- ☐ Yes, all of the above
- ☐ No, none of the above
- ☐ I am not sure

Gender

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

If you are the 1st Generation (Founder Stage), who else is involved in the business? Select all that apply.

- ☐ Spouse
- ☐ Children
- ☐ Siblings
- ☐ Parents
- ☐ Cousins
- ☐ In-laws
- ☐ Other relatives
- ☐ No other family member is involved (only myself)

Part B: Regulatory Environment

Regulatory environment refers to the rules, procedures, policies and public-sector support that affect how family businesses operate.

(1: Strongly Disagree, 5: Strongly Agree)

B (i). Regulatory Transparency

Regulatory transparency refers to how clear, accessible and predictable government rules, procedures and official requirements are for family businesses.

Statement	1	2	3	4	5
Information about regulatory requirements for family businesses is easy to access.	☐	☐	☐	☐	☐
Information about compliance procedures with government agencies is clearly provided.	☐	☐	☐	☐	☐
Legal and regulatory policies affecting family businesses are clear and easy to understand.	☐	☐	☐	☐	☐
Government agencies organise seminars to explain regulatory policies.	☐	☐	☐	☐	☐
Information about regulatory compliance training is available.	☐	☐	☐	☐	☐
Information about regulatory documentation and reporting requirements is clear.	☐	☐	☐	☐	☐

Statement	1	2	3	4	5
Family businesses can access advisory services about regulatory compliance.	☐	☐	☐	☐	☐
Government agencies organise awareness programmes related to governance.	☐	☐	☐	☐	☐
Family businesses can get help to understand regulatory procedures.	☐	☐	☐	☐	☐
Government authorities make it easier for family businesses to communicate with regulatory bodies.	☐	☐	☐	☐	☐
Family businesses can get support when dealing with regulatory inspections.	☐	☐	☐	☐	☐
Government trade and regulatory offices provide timely information.	☐	☐	☐	☐	☐
Government trade and regulatory offices provide transparent information.	☐	☐	☐	☐	☐
Financial assistance programmes for family businesses are managed transparently.	☐	☐	☐	☐	☐
Government grants or funds for family businesses are allocated through clear procedures.	☐	☐	☐	☐	☐
Tax incentives and regulatory benefits are communicated transparently and fairly.	☐	☐	☐	☐	☐

B (ii). Incentive Effectiveness

Incentive effectiveness refers to how well government incentives, assistance, training and support programmes help family businesses develop and remain competitive.

Statement	1	2	3	4	5
Government incentives help family businesses operate effectively.	☐	☐	☐	☐	☐
Government assistance helps family businesses manage financial challenges.	☐	☐	☐	☐	☐
Government assistance helps family businesses manage operational challenges.	☐	☐	☐	☐	☐
Government regulations and policies are reasonable.	☐	☐	☐	☐	☐
Government regulations and policies are supportive.	☐	☐	☐	☐	☐
The government regularly introduces incentives that support family business development.	☐	☐	☐	☐	☐
The government provides effective training programs.	☐	☐	☐	☐	☐
The government provides useful business-related information.	☐	☐	☐	☐	☐
The government provides useful business opportunities.	☐	☐	☐	☐	☐
The government provides useful market exposure.	☐	☐	☐	☐	☐
The government provides useful networking opportunities.	☐	☐	☐	☐	☐
The government provides useful mentoring support.	☐	☐	☐	☐	☐
The government provides useful business advisory services.	☐	☐	☐	☐	☐

B (iii). Taxation Effectiveness

Taxation effectiveness refers to whether tax policies, procedures and tax-related services are fair, clear and supportive for family businesses.

Statement	1	2	3	4	5
Tax policies that apply to family businesses are fair and reasonable.	☐	☐	☐	☐	☐
Family businesses with higher income should pay higher taxes.	☐	☐	☐	☐	☐
Tax rates for family businesses are fair across different business sizes.	☐	☐	☐	☐	☐
Government tax policies support the long-term sustainability.	☐	☐	☐	☐	☐
Tax procedures affecting family businesses are applied consistently.	☐	☐	☐	☐	☐
Tax authorities provide clear explanations about taxation policies.	☐	☐	☐	☐	☐
Family businesses are treated respectfully by tax authorities.	☐	☐	☐	☐	☐

Statement	1	2	3	4	5
Tax incentives for family businesses are implemented fairly.	☐	☐	☐	☐	☐
Tax obligations for family businesses are implemented fairly.	☐	☐	☐	☐	☐
The taxes paid are justified by the government services received.	☐	☐	☐	☐	☐
Family businesses receive fair value and benefits from the taxes they pay.	☐	☐	☐	☐	☐

Part C (i): Exploitative Innovation

Exploitative innovation refers to how the business improves existing products, services and processes.

Statement	1	2	3	4	5
We frequently improve our existing products or services.	☐	☐	☐	☐	☐
We regularly make small improvements to our existing products or services.	☐	☐	☐	☐	☐
We improve existing products or services for our current market.	☐	☐	☐	☐	☐
We improve the efficiency of delivering our products or services.	☐	☐	☐	☐	☐
We improve efficiency and scale in our existing markets.	☐	☐	☐	☐	☐
Our organisation expands services for existing clients.	☐	☐	☐	☐	☐

Part C (ii): Exploratory Innovation

Exploratory innovation refers to how the business explores and pursues new products, services and opportunities.

Statement	1	2	3	4	5
Our organisation responds to customer demands beyond our existing products.	☐	☐	☐	☐	☐
We create new products or services.	☐	☐	☐	☐	☐
We experiment with new products or services in our markets.	☐	☐	☐	☐	☐
We commercialise products or services that are new to our organisation.	☐	☐	☐	☐	☐
We frequently use new opportunities in new markets.	☐	☐	☐	☐	☐
Our organisation regularly uses new distribution channels.	☐	☐	☐	☐	☐

Part D: Technology Adoption

Digital platforms refer to online tools or systems used for business activities, such as social media, e-commerce platforms, websites, online payment systems, customer communication tools and business management applications.

Statement	1	2	3	4	5
We can promote our products or services easily through digital platforms.	☐	☐	☐	☐	☐
Digital platforms help us communicate clearly with customers about our products or services.	☐	☐	☐	☐	☐
Using digital platforms helps our business grow faster.	☐	☐	☐	☐	☐
Digital platforms help our day-to-day operations become more effective.	☐	☐	☐	☐	☐
Digital platforms help us complete business tasks more quickly.	☐	☐	☐	☐	☐
Digital platforms give me more opportunities to take control of my daily activities.	☐	☐	☐	☐	☐
Digital platforms make it easier for our business to reach potential customers.	☐	☐	☐	☐	☐
Digital platforms make it easier for our business to make or receive payments.	☐	☐	☐	☐	☐
Digital platforms help increase our sales.	☐	☐	☐	☐	☐

Part E: Networking Capabilities

Networking Capabilities refers to the ability of the family business to build, manage and benefit from relationships with external partners.

Statement	1	2	3	4	5
In our company, we have regular meetings for every project.	☐	☐	☐	☐	☐
In our company managers and employees often give feedback to each other.	☐	☐	☐	☐	☐
In our company we analyze what we would like and desire to achieve with which partner.	☐	☐	☐	☐	☐
In our company we develop relations with each partner based on what they can contribute.	☐	☐	☐	☐	☐
In our company, we discuss regularly with our partners how we can support each other.	☐	☐	☐	☐	☐
In our company we almost always solve problems constructively with partners.	☐	☐	☐	☐	☐
In our company, we know our partners' markets.	☐	☐	☐	☐	☐
In our company, we know our partners' products/services/procedures.	☐	☐	☐	☐	☐

Part F: Sustainable Competitive Advantage

Sustainable competitive advantage refers to strengths that help the family business perform better than competitors over time.

Statement	1	2	3	4	5
The quality of our products or services is better than our competitors' products or services.	☐	☐	☐	☐	☐
Our company is more capable of R&D than the competitors.	☐	☐	☐	☐	☐
Our company has better managerial capability than the competitors.	☐	☐	☐	☐	☐
Our company is more profitable than its competitors.	☐	☐	☐	☐	☐
Our company has a better corporate image than its competitors.	☐	☐	☐	☐	☐
Our company's competitive advantage is difficult for competitors to replace.	☐	☐	☐	☐	☐

Part G: Marker variable

Respond to the following statements in regards to the last time you went grocery shopping.

Statement	1	2	3	4	5
I knew exactly what I needed before I went grocery shopping.	☐	☐	☐	☐	☐
I decided upon what I needed while I was grocery shopping.	☐	☐	☐	☐	☐

A group of respondents will be invited to a 40-60 minutes, one-on-one Zoom interview. Would you be interested in being one of them to provide your in-depth insights?

- ☐ Yes
☐ No
☐ Maybe
☐ Other

Would you welcome the researcher to visit your business and provide help to improve it?

- ☐ Welcome researcher to visit the business and provide help to improve
☐ Not convenient for visitation
☐ It is an online business

Any comments or words for the researcher? (Optional)

Thank you for your participation.