

ROJAM HEALTH PRODUCTS : INNOVATION FOR GROWTH AND ORGANIZATIONAL SUSTAINABILITY

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1.0 Introduction

Penawar Industries Sdn Bhd (Penawar), founded by Haji Shuib Mohd Isa (Hj Shuib) in Kedah as an SME, had been manufacturing the healthcare and cosmetic products under the brand name of ROJAM since 1992. During the past several years, Penawar had been struggling in sustaining the market share. The annual sales have started to drop significantly since 2001. On top of that, in 2008, the marketing manager who was very productive left the company due to family reason. Hj Shuib failed to find a new marketing manager who could replace the previous one with enough skills and high productivity. This added further headache to Hj Shuib. The company's sales dropped to more than 80% in 2010 as compared with the peak year in 1998. The business result was getting bad and bad in a year by year which became worse in 2015. Hj Shuib finally took some crucial actions for sustainability of the company he founded. One of such key actions was to assign Hajah Rodina Shuib, the finance director and one of his daughters, for taking the responsibility of the factory effective from June 2015.

From the Past to the Recent: An Overview

It was in early 1990s. After coming out with unsuccessful results from transportation service business, Hj Shuib (when he was in his mid-30) came across a friend-Mr. Azizan who was also in business though not in the same field. Mr. Azizan invited Hj Shuib to produce traditional medicine in partnership with him as a new business. At that time, the emergence of Langkawi as the legendary island in northern state of Malaysia triggered them to select this strategic place for exploiting the potential of sea cucumber as traditional medicine under the health care industry. Sea cucumber is an organism from sea and it is known as “Gamat” in Malay which have been used in traditional medicine from generation to generation especially for speedy healing and recovery of skin injury or damage. Hj Shuib, as a beginner, actively took part in the learning process of making of sea cucumber as traditional medicine from the local people in Langkawi. In 1992, this led to the establishment of a new company-Rojam Enterprise co-owned by Hj Shuib and Mr. Azizan. They, together, gave birth of the new word “Rojam” by combining the first parts of the names of their beloved wives; Rokiah and Jamilah, of Hj Shuib and Mr. Azizan respectively. With relatively small amount of capital injection of RM 2,000 the newly established company Rojam Enterprise successfully started producing and selling the health care product at Langkawi directly and distributing to local and other retailers in Peninsular as well. The total number of products was five.

In 1996, Hj Shuib decided to move the company’s production site from Langkawi to his house backyard in Alor Setar, Kedah. This change of location was necessary to justify that the raw materials had to be procured from the main land and the market size was much bigger in the main land as well. This strategic decision, as a result, helped the company to save extra costs significantly. The products were produced manually with five staffs only including Hj Shuib and his wife. Their daughters assisted them whenever they could manage the time. With limited resources and flat structure of the organization, they had to strive to get the job done to sustain their business. Their hard work paid off and Hj Shuib realized that the “Rojam” became prominent in the market all over in Malaysia. This prompted him to register Rojam as the brand name with the establishment of Penawar Industries Sdn Bhd in 1996. This

was the beginning of Rojam brand under the new company name Penawar Industries Sdn Bhd. with a total of ten staffs.

Penawar started enjoying the peak sales in business in 1996. At that time, Penawar was producing a total of ten products by employing fifty staffs. In 1998, the annual sales recorded as RM 12M for the first time in the company history. This favorable result was possibly and at least partly due to the Asian financial crisis of 1997 which also affected Malaysian economy badly. During this recession period many needy people had to earn money without investing any significant amount of capital. Also, people were dependent on the products which had competitive price. These were the main reasons which favored to boost Penawar's growth in business. Another possible factor, in this success, could be the then marketing manager who was highly skillful and productive. In 1998, the strong growth of business led Hj Shuib in transferring the production site from his home backyard to the new office at Shahab Perdana, Alor Setar. He then proceeded with his plan to buy a factory offered by KEDA in Sungai Petani to expand the manufacturing operation. As a local manufacturer of traditional medicines or health care and cosmetics products, Hj Shuib needed to fulfill the requirement and comply with the regulation set by the Ministry of Health. Under this, using herbs to produce supplements, cosmetics and toiletries must be registered with the Ministry of Health. And the ministry had instructed the traditional medicine manufacturers to have their own factory under the certification of Good Manufacturing Practice (GMP) to fulfill the key requirements: 1) Product produced must be in a good condition; 2) The manufacturing operation must be in good hygiene and safe. This compelled Hj Shuib to invest a few hundred thousand of ringgit in his factory. As a result, on 1st January 1998, the certificate of GMP was awarded to Penawar. By 2005 Penawar produced a total of 128 products (in Exhibit 3: List of product and price). These products were segregated into 4 categories as listed below:

1. Healthcare Product (details are shown in Exhibit 4)
2. Cosmetic Product (Exhibit 5)
3. Oily and Balm Product (Exhibit 6)
4. Herbs Medicinal Product (Exhibit 7)

Furthermore, in 2007, Penawar received a halal endorsement letter from Jabatan Kemajuan Islam Malaysia (JAKIM) by approving 31 products under the category of jelly gamat, coffee

and tongkat ali for selling these to the Muslim customers. This, certainly, was another recognition to Penawar by the government.

Right Marketing Strategy in Right Timing

As mentioned earlier, Penawar started to enjoy their business success in 1996 with the peak in 1998. At first, a friend of Hj Shuib who was already involved in the direct selling offered him a business opportunity for Penawar knowing that that he would accept it. His friend's intention was to help Hj Shuib in expanding the wing of Penawar by taking advantage of the booming market of direct selling at that time. Later, Hj Shuib's friend called up a few dealers who worked with him before and attached them with him. As the appointed leaders, their mission was to form up a direct selling group under the Penawar roof to promote the company's healthcare products. As these enthusiastic leaders assembled together, they crafted the marketing plan to lure the potential state- stockist and area-stockist to join them with an attractive incentive (in Exhibit 10: Members Application Form). The appointed state- stockist and area-stockist were to cover the area where there was a demand from local customers. In this way, having the appointed state-stockist and area-stockist, Penawar was successful in distributing the product to the customers.

Under the Penawar's direct selling marketing plan, the members were required to look for new appointee members. As the registered members, they were given privilege in purchasing products from Penawar at the discounted price through the direct selling channel. The compensation for the members was based on number of product sales in each month. The members were required to maintain the bonus entitlement of RM 50.00 at first before increasing to RM 100 regardless of they were members or appointed stockist (area or state). Every appointed state- stockiest could earn 7% bonus upon the purchase made by the state while it was 8% bonus for the area-stockist without including other incentives. Upon receiving the product, the members would sell to public or retailers with recommended retail price (RRP). From the RRP, Penawar generated profit while distributed incentive and bonus to the members. Penawar offered the profit sharing to its members at the ratio of 50:50.

Advertisements in the newspaper and publishing testimonials were done (in Exhibit 8 and Exhibit 9). Through the planned marketing, the sales of Penawar continued to grow further. In

1998, with the operation of new manufacturing factory at Sungai Petani, Kedah which catered the big demands from the retailers and customers, Penawar outperformed the sales of the past year with the turnover of RM 12M.

From Up to Down

For Penawar, unfortunately, the good timing and fortune did not last long. Since 2001, the sales of Penawar started to drop significantly and remained stagnant. In 2015, this negative performance went down further by reaching to more than 80% drop in sales (in Appendix-1: Sales Record).

In business, it is not unusual to have up and down. In case of Penawar, however, the drop in annual sales was very high and stagnancy had been continuing for too long period of time. Hj Shuib and his management team strongly felt that something should be done to turn around of Penawar. The big issue was their focus on the marketing only. However, customers expect and look for new products with new or at least better results. This can be achieved by having an in-house strong R&D and via innovation. To fulfill these crucial needs, Hj Shuib had been depending on the external organizations-FRIM, MARDI, USM. This dependency cannot be healthy and sustainable for the company. Nevertheless, in collaboration with a team from USM the successful transformation from Minyak Gamat to Gamat Cream was possible.

Can Penawar Go Back to Track?

Penawar had been striving hard to sustain in their business. With constant pulling back of the MLM business, the company had to find out and try other options. In 2009, Penawar pushed back to the same trading as its core business. In this attempt, they targeted hypermarkets such as Tesco, and Mydin as the vehicle to sell their products. The attempt in trading was successfully done at Tesco nevertheless it did not last long due to a defect found in the product. Hj Shuib's respond to this issue was (as quote): *"The product was a herbal drink, which was chosen by Tesco (not by us), therefore, we were not experienced in this before making the product for them. The drink product's stability/appearance was not good due to physical separation between solid and liquid. This could be due to not enough preservative was added in to the product."* The cause of this failure was certainly the flaw in product

manufacturing, which could have been avoided had the company possessed its own and strong R&D. Maintaining good product quality should be one of the top priority for a manufacturing company. Penawar failed in this due to top management's lack in understanding of the value in having a strong R&D within the company, which could also contribute in doing the innovation. On the other hand, Penawar's products were well received at Mydin (in 2012). A total of 90,000 bottles of minyak rambut were sold at Mydin from 2012 to 2015. Other products which were well received by customers: minyak serai, minyak panas, minyak kayu putih and minyak kayu merah. This suggested that there were still loyal customers of Penawar. Though, most likely, these loyal customers were the same of the good timing of Penawar in 1990's which suggested they still remembered the brand name Rojam. No doubt that these customers were older in age. Despite numerous efforts to attract younger customers to buy Penawar's products it was not much successful. Considering the packaging and labelling of the products, younger customers found out that the products were not very attractive, friendly, contemporary and, therefore, suite with their expectations. This made younger customers to shy away from Penawar's products (in Appendix 1: Market Segmentation). Hence, there remains an opportunity for Penawar to target younger customers and acquire this untapped market segment. The failures/limitations as mentioned above can be overcome by introducing innovation in product, R&D, process and packaging. Therefore, the company should consider in strengthening its R&D to meet these unavoidable needs especially considering the nature of the products. In addition, as shown in the Exhibit 3 (List of product and price), Penawar's product list is too long (total 128) considering its poor strength in R&D and innovation. The company should strategically select the products based on the core competency and market demand and remain focused on the selected products only.

Due to very low earning in yearly financial income (in Appendix 1: Quick View on Financial Record), Penawar had been neglecting to channel an appropriate budget to the respective department. As a result, the respective department could not move forward due to constrained budget. There was no clear indication either in direction or communication from top management on the yearly target sales, how to achieve it, and about the marketing strategy for gaining competitive advantages. Penawar had been depending on the OEM and trading to

support its operation cost. The hierarchical style of management and having all the directorial and top managerial positions occupied by Hj Shuib himself and his other family members could be one of the main reasons in resulting in to Penawar's poor business performance (in Exhibit 1 and Exhibit 2). Strategic changes in both the management and lower levels, including bringing in young employees with fresh ideas, should be made immediately before Penawar might get phased out. The major transformation or revamp is required by Penawar for bringing in the market-oriented mindset and organizational culture to serve the customers with solution and satisfaction rather than the product itself only. Hence, transformative leadership, turning communications into actions with positive results, innovating products and services to niche area are the key elements for ensuring the success and sustainability of Penawar Industries Sdn Bhd.

2.0 Background of Organization

Penawar had registered as an SME of the pioneer manufacturer and distributor of health products, traditional medicines and cosmetic products using herbal and sea cucumber (gamat) as the active ingredients with the brand name of ROJAM in Kedah, Malaysia in 1996. Penawar had been selling their products in a variety of retail stores covering almost all over in Malaysia. In addition, the company sells directly in Langkawi and the revenue from that store is the significant according to the statement from company's top management.

The company's organizational structure is shown in Exhibit 1 and Exhibit 2 as given later.

3.0 Specific Issues

In this case, we have identified several specific and critical issues which are as listed below.

- 1) Lack of product innovation, especially based on science
- 2) Lack of capable human resources, including in the R&D
- 3) Very long list of products at the same time (some are similar/overlapping)
- 4) Not paying special attention to the younger customers
- 5) Hierarchical family management style

4.0 Concluding Paragraph

This case focused on identifying the key issues on business sustainability of an SME-Penawar Industries Sdn. Bhd., Kedah, Malaysia. This company is mainly manufacturing and selling the health care and cosmetics products using herbal ingredients and sea cucumber. The company enjoyed the best timing in the sales for less than 5 years only during late 1990's which might be thanks to the recession in 1997 as a result of the Asian financial crisis. At the peak time Penawar had a record annual sale of at least RM12M (in 1998). However, it dropped significantly year by year, lost more than 80% of the peak sales value in 2010 and remained stagnant up until now. Considering the nature of the products, we know that both R&D and innovation play a crucial role in the sustainability of a company like Penawar especially when it comes to develop a new product. Also, the R&D is directly linked to the product innovation. However, in Penawar, there was no true R&D and innovation to develop a new product. We believe that Penawar would have been much more successful, especially in developing new products and launching these in the market if the company had an effective R&D with a focus on the innovation of products. These innovative products could provide a huge advantage for Penawar to grow further and sustain in the competitive market.

5.0 Acknowledgement

The authors gratefully acknowledge the cooperation of Penawar Industries Sdn Bhd with special thanks to its chairman Haji Shuib Mohd Isa for extending his full support in conducting this study. The research grant from the Institute for Management and Business Research (IMBRe), University Utara Malaysia is also gratefully acknowledged.

Exhibit 1

**BOARD OF DIRECTORS
PENAWAR INDUSTRIES SDN BHD**

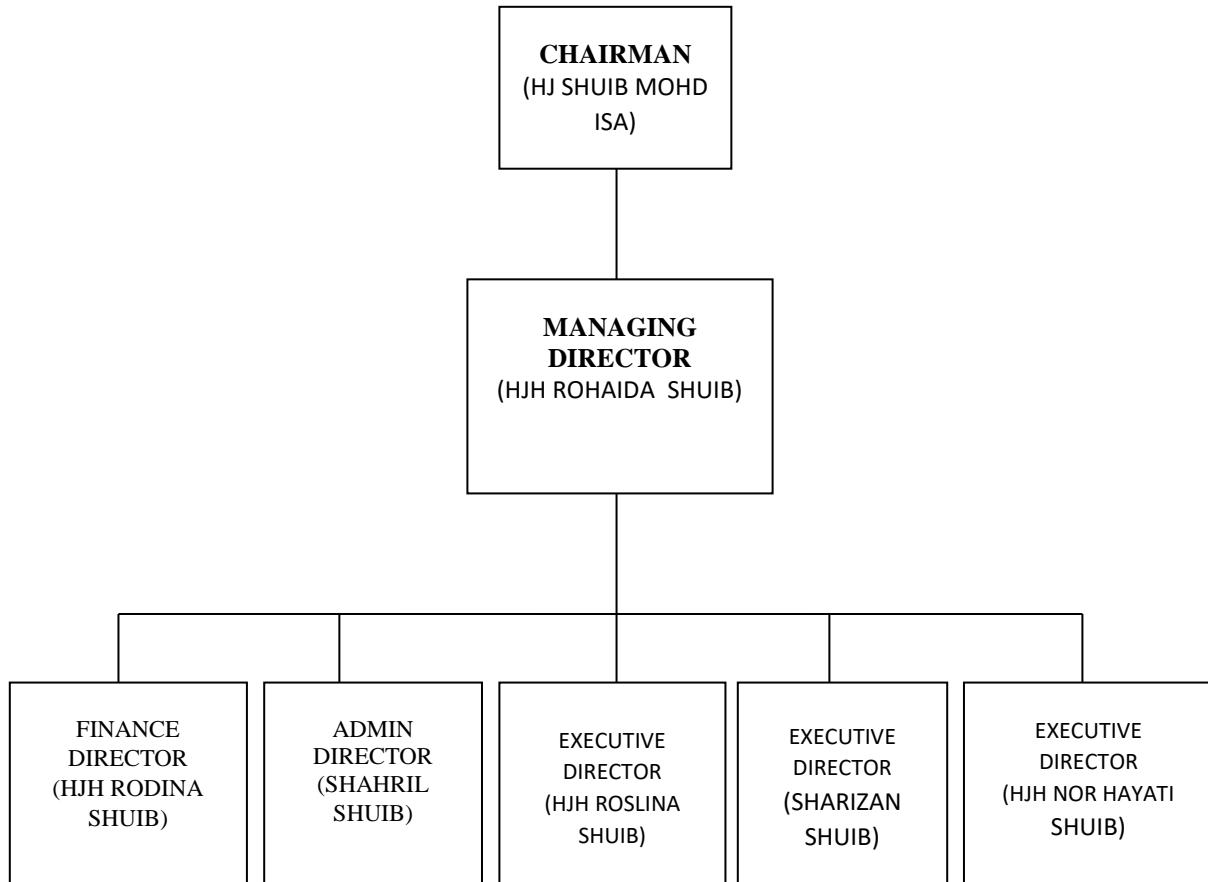


Exhibit 2

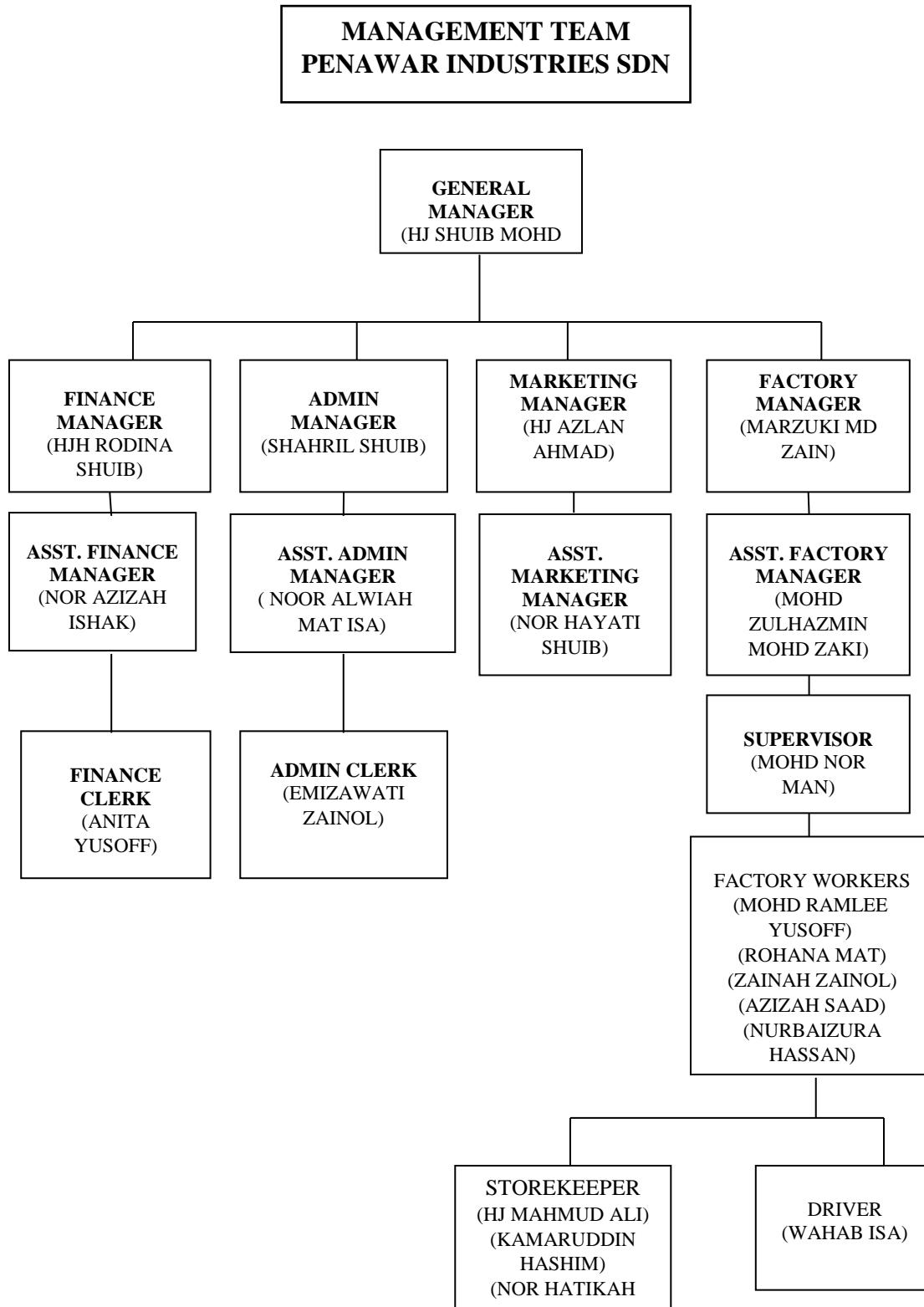


Exhibit 3 List of product and price (<http://mypenawar.tripod.com/produklist.htm>)

SENARAI PRODUK & HARGA					
Kepelbagai produk, berkualiti, murah dan menjimatkan.					
Harga semenanjung Malaysia sahaja					
Kod Produk	Nama Produk	Harga (RM)	Kod Produk	Nama Produk	Harga (RM)
1	Air Seri Gamat	6.00	65	Kopi Habbatus Sauda	16.50
2	Balsam Cengkih	3.00	66	Krim Pembersih Muka Nisa	6.00
3	Balsam Gamat Plus	3.00	67	Krim Rambut Gamat	6.00
4	Balsam Halia	3.00	68	Krim Seri Gamat	6.00
5	Balsam Serai	3.00	69	Losyen Anti Jerawat	5.00
6	Balsam Seri Pala	3.00	70	Losyen Resdung	5.00
7	Barut Lansing Badan	50.00	71	Minuman Bertenaga Gamat	3.00
8	Bedak Anti Keringat	5.00	72	Maajun Belacak Plus	12.00
9	Bedak Berubat	5.00	73	Maajun Gamat Plus	6.00
10	Bedak Herba	10.00	74	Minyak Barut	7.00
11	Bedak Jasmin-No 1	6.00	75	Minyak Belacak	12.00
12	Bedak Jasmin-No 2	6.00	76	Minyak Buasir	10.00
13	Bedak Jasmin-No 3	6.00	77	Minyak Cengkih	5.00
14	Bedak Nabila-Biru	4.50	78	Minyak Kayu Merah	5.00
15	Bedak Nabila-Hijau	4.50	79	Minyak Kayu Putih	5.50
16	Bedak Nabila-Merah	4.50	80	Minyak Nikmat Malam	12.00
17	Bedak Nabila-Oren	4.50	81	Minyak Rambut Herba	5.00
18	Bedak Nadia-Seri Pinang	9.00	82	Minyak Seri Gamat	5.00
19	Bedak Nadia-Seri Selasih	9.00	83	Minyak Seri Pala	5.00
20	Bedak Nadia-Seri Tanjung	9.00	84	Minyak Seri Serai	5.00
21	Bedak Resdung	5.00	85	Pati Aloe Vera	5.00
22	Fitway Tea	16.50	86	Pembersih Muka Aloe Vera	10.00
23	Gincu Amira Sri Anggerik	13.00	87	Pembersih Herba	6.00
24	Gincu Amira Sri Cempaka	13.00	88	Penawar Resdung	5.00
25	Gincu Amira Sri Kenanga	13.00	89	Penyegar Muka Sri Mayang	10.00
26	Gincu Amira Sri Melati	13.00	90	Penyegar Muka Aloe Vera	10.00
27	Gincu Amira Sri Mawar	13.00	91	Pewangi Badan Syahdu	7.00
28	Gincu Amira Sri Melur	13.00	92	Pewangi Asyik	6.00
29	Gincu Skiva - 12	13.00	93	Pewangi Bayu	6.00
30	Gincu Skiva - 300	15.00	94	Pewangi Delima	6.00
31	Gincu Skiva - 400	13.00	94	Pewangi Hijrah	6.00
32	Gincu Skiva - 50	13.00	96	Pewangi Intan	6.00
33	Gincu Skiva - 500	15.00	97	Pewangi Intim	6.00
34	Gincu Skiva - 59	13.00	98	Pewangi Khusyuk	6.00

35	Gincu Skiva - 62	13.00	99	Pewangi Nilam	6.00
36	Gincu Skiva - 63	13.00	100	Pewangi Sahara	6.00
37	Gincu Skiva - 64	13.00	101	Pewangi Salju	6.00
38	Halia Madu	8.00	102	Pewangi Senja	6.00
39	Jelly Aloevera	10.00	103	Pewangi Tropikal	6.00
40	Jelly Ibu Gamat	30.00	104	Pewangi Zamrud	6.00
41	Jus Mengkudu	20.00	105	Pil Kecerdasan Minda	20.00
42	Kapsul Herba Asthma	16.50	106	Pil Susu Kambing	10.00
43	Kapsul Herba Buah Pinggang	16.50	107	Sabun Aloe Vera	3.00
44	Kapsul Herba Femi	16.50	108	Sabun S/Kambing Avocado	8.00
45	Kapsul Herba Femi II	16.50	109	Sabun Gamat Susu Kambing	10.00
46	Kapsul Herba Karbat	16.50	110	Sabun Gamat H. Sauda	10.00
47	Kapsul Herba Mandul	16.50	111	Sabun Gamat - Hijau	3.00
48	Kapsul Herba Munasir	16.50	112	Sabun Gamat - Kuning	3.00
49	Kapsul Herba Perancang	16.50	113	Sabun Gamat - Merah	3.00
50	Kapsul Herba Rangin	16.50	114	Sabun Gamat D.Gelenggang	3.00
51	Kapsul Herba Resdung Langkawi	16.50	115	Sabun Kulit Rambai	3.00
52	Kapsul Herba Serbuk U. Manis	16.50	116	Sabun Gamat D.Pegaga	3.00
53	Kapsul Herba Salirat	16.50	117	Sabun Susu Kambing (Mini)	3.00
54	Kapsul Herba Sendaout	16.50	118	Sabun S/Kambing Sari Rapat	8.00
55	Kapsul Herba Seri Guna	16.50	119	Set Lengkap Bersalin	110.00
56	Kapsul Herba K.Fatimah	16.50	120	Simway Tea	16.50
57	Kapsul Herba Seri Perkasa	16.50	121	Slimming Gel	30.00
58	Kapsul Herba Slimway	16.50	122	Spirulina	30.00
59	Kapsul Herba Srinilas	16.50	123	Syampu Badan	7.00
60	Kapsul Herba Tongkat Ali Plus	16.50	124	Syampu Rambut Herba	7.00
61	Krim Pelansing Jelita Ayu	25.00	125	Tonik Herba Gamat	12.00
62	Krim Pemutih Kulit Salju	12.00	126	Ubat Batuk Herba	6.00
63	Krim Penegang Payu Dara	25.00	127	Ubat Gigi Gamat	8.00
64	Kopi Gamat 4 in 1	15.00	128	Vitamin C	12.00

Exhibit 4 (Healthcare Product) (<http://mypenawar.tripod.com/kesihatan.htm>)

PRODUK KESIHATAN



<p>Kopi Gamat 4 in 1</p>  <p>Harga RM15.00 (SM) RM16.50 (SS) Diperbuat daripada Gamat Asli, di tambah dengan kopi asli bermutu, krimmer dan gula, rasailah kenikmatannya.</p>	<p>Minuman Bertenaga Gamat</p>  <p>Harga RM3.00(SM) RM3.30 (SS) Berfungsi untuk menambah tenaga dan kecerdasan badan serta menghilangkan dahaga. Dipenuhi dengan mineral dan vitamin. Kaya dengan kebaikan gamat.</p>
<p>Halia Madu</p>  <p>Harga RM8.00 (SM) RM8.80 (SS) Minuman kesihatan yang berkhasiat tinggi Berfungsi mengurangkan loya dan muntah, mengeluarkan angin dalam badan, memudahkan penghadaman, menambah selera makan dan mengurangkan sakit sendi.</p>	<p>Kopi Habbatus Sauda</p>  <p>Harga RM16.50 (SM) RM18.00 (SS) Berfungsi melegakan batuk, mengeluarkan angin dalam badan, mengekalkan awet muda, senak memulas, menurunkan tahap kolesterol di dalam darah, cirit-birit, penenang, mudah tidur dan mengurangkan sakit sendi</p>
<p>Tonik Herba Gamat</p>  <p>Harga RM12.00 (SM) RM13.00 (SS) Berfungsi untuk Menambah Tenaga, menghilangkan letih, melawaskan pembuangan air kecil, melegakan sakit pinggang dan menambahkan selera makan. (MAL:20031851T)</p>	<p>Jus Mengkudu</p>  <p>Harga RM20.00 (SM) RM22.00 (SS) Berfungsi memberi kesempurnaan sel, meyuburkan tumbesaran sel, membesarkan pori-pori pada dinding sel tubuh manusia untuk menyenangkan sel tubuh menerima Nutrien dari makanan.</p>
<p>Spirulina (Cecair)</p>  <p>Harga RM30.00 (SM) RM35.00 (SS) Berfungsi menguatkan system ketahanan badan, menyokong kesihatan untuk merendahkan tahap kolesterol, mengawal berat badan, menambah tenaga dan ketahanan badan, menyihatkan kulit, rambut dan kuku. (MAL:20021688T)</p>	<p>Jeli Pati Gamat</p>  <p>Harga RM30.00 (SM) RM35.00 (SS) Berfungsi menambah selera makan, melegakan sakit pinggang, melancarkan haid, untuk tenaga dan perempuan selepas bersalin, mengubati dengan cepat luka dan menghilangkan rasa sakit.</p>
<p>Penawar Kecerdasan Minda</p>  <p>Harga RM20.00 (SM) RM22.00 (SS) Mencergaskan akal dan pergerakan badan, membina sel-sel otak baru, menghilangkan perasaan berdebar, pelupa, gementar, was-was dan takut berhadapan masyarakat, mengaktifkan otak dan memudahkan ingatan sesuai untuk pelajar.</p>	<p>Air Seri Gamat</p>  <p>Harga RM6.00 (SM) RM6.60 (SS) Berfungsi untuk mengubati luka dalam badan seperti perempuan lepas bersalin atau baru lepas menjalani pembedahan. (MAL:19991973T)</p>

Exhibit 5 (Cosmetic Product) (<http://mypenawar.tripod.com/kosmetik.htm>)

PRODUK KOSMETIK



<p>Bedak Resdung</p>  <p>Harga RM5.00 (SM) RM5.50 (SS) Mengubati kulit bermasalah seperti penyakit resdung, jerawat, tumpuk-tumpuk hitam serta gatal-gatal dimuka, ruam panas, kelopak garam, kayap dan lain-lain.</p>	<p>Penawar Resdung</p>  <p>Harga RM5.00 (SM) RM5.50 (SS) Melegakan penyakit Resdung, Jerawat, Tumpuk Hitam, Gatal, Ruam Panas, Kelopak Garam, Kayap, Sakit Gigi, Selsema, Hidung Berdarah, Serawan Mulut, Batuk, Gatal Kerongkong, Buasir, Kaki Berair, Cacing Ruman.</p>
<p>Minyak Rambut Herba</p>  <p>Harga RM5.00 (SM) RM5.50 (SS) Menghitam dan melebatkan rambut, mencegah keguguran rambut, menghilangkan keleumur, melembutkan rambut supaya mudah diurus serta rambut cantik beralun, menyekujukan kulit kepala, mengharum dan mengilatkan rambut.</p>	<p>Losyen Anti Jerawat</p>  <p>Harga RM5.00 (SM) RM5.50 (SS) Di rumus dengan menggunakan herba tradisional yang neutral, lembut dan sesuai untuk kulit bermasalah spt jerawat, bintik hitam di muka, disamping menghalus, mencantik dan melicinkan kulit muka.</p>
<p>Syampu Badan</p>  <p>Harga RM7.00 (SM) RM7.70 (SS) Membersihkan badan, menghilangkan bau badan, dan meyegarkan badan sepanjang hari.</p>	<p>Pembersih Herba</p>  <p>Harga RM6.00 (SM) RM6.60 (SS) Di rumus dengan menggunakan herba tradisional untuk membersih bahagian sulit wanita tanpa meninggalkan sebarang kesan sampingan.</p>
<p>Syampu Rambut Herba</p>  <p>Harga RM7.00 (SM) RM7.70 (SS) Rumusan tradisional khusus untuk membersih serta menjaga rambut anda, rambut menjadi lembut, berseri, harum serta mudah di urus.</p>	<p>Bedak Talkum Nabila</p>  <p>Harga RM4.50 (SM) RM5.00 (SS) Mengharumkan serta menyegarkan badan. Terdapat Empat Haruman & Warna - Biru, Merah, Hijau, Oren</p>
<p>Krim Rambut Gamat</p>  <p>Harga RM6.00 (SM) RM6.60 (SS) Menghitamkan dan melebatkan rambut, mencegah keguguran rambut, menghilangkan keleumur, menyekujukan kulit kepala, mengharum dan mengilatkan rambut.</p>	<p>Ubat Gigi Gamat</p>  <p>Harga RM8.00 (SM) RM8.80 (SS) Mencegah bau mulut, menahan pendarahan gusi, mencegah penyakit gusi, merapatkan gigi, mencegah karies, melarutkan plak, mencegah air liur basi dan memelihara kesihatan gigi.</p>
<p>Sabun Gamat</p>  <p>Harga RM3.00 (SM) RM3.30 (SS) Melembutkan serta menghaluskan kulit badan dan melegakan penyakit kulit, terdapat dalam 3 haruman & warna - Hijau, Kuning, Merah</p>	<p>Sabun Gamat Habbatus Sauda</p>  <p>Harga RM10.00 (SM) RM11.00 (SS) Sabun Gamat H.Sauda di rumus khas dari pati gamat dan habbatus sauda khusus untuk memberi kesegaran kepada kulit, melicinkan dan menghaluskan serta mengekalkan kejelitaan wajah disamping merawat penyakit kulit dan bau.</p>

Pil Susu Kambing



Harga RM10.00 (SM) RM11.00 (SS)

Merupakan makanan bernutrisi, mudah dicernakan, kaya dengan kalsium, zat besi, natrium, kalsium, vitamin A, B1 dan B2 yang mana ianya hampir dengan susu ibu.

Sabun Gamat Susu Kambing



Harga RM10.00 (SM) RM11.00 (SS)

Dirumus dari pati gamat dan susu kambing yg diperkaya dengan ramuan-ramuan terpilih untuk mengekalkan awet muda, melembutkan & mencantikkan kulit, memberi kesegaran badan serta merawat kulit pecah.

Pembersih Lidah Buaya



Harga RM10.00 (SM) RM11.00 (SS)

Mampu membersihkan kulit daripada segala kekotoran yang menyumbat pori-pori wajah dan leher menjadikan kulit lembut, segar dan sihat.

Penyegar Lidah Buaya



Harga RM10.00 (SM) RM11.00 (SS)

Bertindak meringkaskan pori-pori kulit serta menghidupkan kembali kulit wajah yang tidak bermaya, gunakan Penyegar Lidah Buaya selepas membasuh dengan Pembersih Lidah Buaya.

Krim Penegang Payudara Delima Pagi



Harga RM25.00 (SM) RM27.50 (SS)

Krim ini bertindak secara aktif dengan menyerap dan menegangkan sel-sel longgar pada payudara.

Krim Pelansing Jelita Ayu



Harga RM25.00 (SM) RM27.50 (SS)

Krim ini kaya dengan haruman yang lembut bertindak untuk membakar lemak-lemak yang berlebihan dibawah lapisan Epidermis.

Krim Pembersih Muka Nisa



Harga RM6.00 (SM) RM6.60 (SS)

Krim ini berkesan menanggalkan kesan solekan dan kekotoran, membersih muka yang berminyak sesuai untuk semua jenis kulit

Krim Pemutih Kulit Salju



Harga RM12.00 (SM) RM13.00 (SS)

Krim ini bertindak 3 dalam 1 iaitu sebagai Pelembab, Pelindung Pancaran U.V dan pencerah kulit, juga mempercepatkan sel-sel baru di kulit muka.

Penawar Slimming Gel



Harga RM30.00 (SM) RM33.00 (SS)

Mengeluarkan Lemak didalam badan, mengelakkan kekeringan pada kulit serta melicinkannya.

Krim Seri Gamat



(MAL:20001500T) Harga RM6.00 (SM) RM6.60 (SS)

Di gunakan secara tradisional untuk mengubati luka-luka kecil, melebet, gigitan serangga, gatal-gatal dan melecur ringan.

Exhibit 6 (Oily and Balm Product) (<http://mypenawar.tripod.com/minyak.htm>)

PRODUK MINYAK & BALSAM



SIJIL PENGESAHAN HALAL
 Jabatan Kemajuan Islam Malaysia



<p>Minyak Seri Kayu Putih (MAL:20031860T) Harga RM5.50 (SM) RM6.00 (SS) Di gunakan secara tradisional untuk melegakan sakit sendi dan otot, sakit lutut, sakit kepala, disengat serangga dan kembung.</p>	<p>Balsam Cengkih (MAL:19992489T) Harga RM3.00 (SM) RM3.30 (SS) Di gunakan secara tradisional untuk melegakan senak, kembung perut, pening kepala, pitam, lenguh-lenguh sendi, kebas kaki dan tangan.</p>
<p>Minyak Kayu Merah (MAL:19972454T) Harga RM5.00 (SM) RM5.50 (SS) Di gunakan secara tradisional untuk melegakan kembung perut, gatal-gatal ringan dan gigitan serangga.</p>	<p>Balsam Seri Pala (MAL:20000631T) Harga RM3.00 (SM) RM3.30 (SS) Di gunakan secara tradisional untuk melegakan lenguh-lenguh sendi dan otot serta gatal gigitan serangga.</p>
<p>Minyak Seri Gamat (MAL:19991636T) Harga RM5.00 (SM) RM5.50 (SS) Di gunakan secara tradisional untuk melegakan luka ringan, sakit sendi, gatal-gatal ringan dan sakit perut.</p>	<p>Balsam Serai (MAL:19991974T) Harga RM3.00 (SM) RM3.30 (SS) Di gunakan secara tradisional untuk melegakan lenguh-lenguh sendi dan otot serta melegakan muntah ringan.</p>
<p>Minyak Seri Pala (MAL:19992280T) Harga RM5.00 (SM) RM5.50 (SS) Di gunakan secara tradisional untuk melegakan lenguh-lenguh sendi dan otot, gatal gigitan serangga, sakit kepala dan kembung perut.</p>	<p>Balsam Gamat (MAL:19991972T) Harga RM3.00 (SM) RM3.30 (SS) Di gunakan secara tradisional untuk melegakan lenguh-lenguh sendi dan otot, sakit perut dan kembung.</p>
<p>Minyak Seri Serai (MAL:19992281T) Harga RM5.00 (SM) RM5.50 (SS) Di gunakan secara tradisional untuk melegakan sakit gigi, lenguh-lenguh sendi, luka ringan dan sakit perut.</p>	<p>Balsam Halia (MAL:19992486T) Harga RM3.00 (SM) RM3.30 (SS) Di gunakan secara tradisional untuk melegakan senak, pening kepala, lenguh-lenguh sendi, kebas kaki dan tangan.</p>
<p>Minyak Munasir (MAL:20033649T) Harga RM10.00 (SM) RM11.00 (SS) Di gunakan secara tradisional untuk melegakan penyakit buasir lama dan baru.</p>	<p>Minyak Cengkih Harga RM5.50 (SM) RM6.00 (SS) Di gunakan secara tradisional untuk melegakan kembung perut, sakit kepala, sakit sendi dan otot.</p>
<p>Minyak Nikmat Malam Harga RM12.00 (SM) RM13.00 (SS) Merangsang Keupayaan Seks, Menambahkan Tenaga, Memberi Kepuasan semasa Hubungan Kelamin, Melancarkan perjalanan Air Kencing dan melambatkan keluar air mani.</p>	<p>Minyak Belacak (Lelaki) Harga RM12.00 (SM) RM13.00 (SS) Merangsang keupayaan seks, menambahkan tenaga, memberi kepuasan semasa hubungan kelamin, melancarkan perjalanan air kencing dan melegakan sakit urat saraf.</p>

Exhibit 7 (Herbs Medicine Product) (<http://mypenawar.tripod.com/ubatan.htm>)

PRODUK UBATAN HERBA



SIJIL PENGESAHAN HALAL
 Jabatan Kemajuan Islam Malaysia



Harga RM16.50 (SM) RM18.00 (SS)

<p>Herba Seri Guna (MAL:20001501T)</p> <p>Di gunakan secara tradisional untuk mengubati kesakitan dan panas badan, melancarkan pembuangan air kencing, resdung dan melancarkan perjalanan darah.</p>	<p>Femi Herbs II Kapsul (MAL:19992642T)</p> <p>Digunakan secara tradisional untuk mengubati keputihan, memudahkan perjalanan haid, mengeluarkan angin dalam badan, senggugut, sakit pinggang dan keletihan dalam badan.</p>
<p>Herba Munasir Kapsul (MAL:19990718T)</p> <p>Digunakan secara tradisional untuk mengubati sembelit</p>	<p>Femi Herbs Kapsul (MAL:19992488T)</p> <p>Digunakan secara tradisional untuk mengubati keputihan dan melancarkan darah.</p>
<p>Herba Karbat Kapsul (MAL:19992487T)</p> <p>Digunakan secara tradisional untuk melancarkan pembuangan air kecil.</p>	<p>Herba Sendaout Kapsul (MAL:19986593T)</p> <p>Digunakan secara tradisional untuk mengubati sakit sendi & gout.</p>
<p>Herba Srinilas Kapsul (MAL:19986594T)</p> <p>Digunakan secara tradisional untuk perempuan lepas bersalin, melancarkan perjalanan darah dan mengembalikan keceriaan ibu-ibu selepas bersalin.</p>	<p>Herba Salirat Kapsul (MAL:19986596T)</p> <p>Di gunakan secara tradisional untuk mengubati sakit urat, sakit pinggang, sakit lutut, lenguh-lenguh dan kebas kaki.</p>
<p>Slimway Herbs (MAL:19992643T)</p> <p>Digunakan secara tradisional untuk melawaskan pembuangan air besar dan mengurangkan berat badan.</p>	<p>Kapsul Tongkat Ali Plus (MAL:19972403T)</p> <p>Digunakan secara tradisional untuk melegakan sakit pinggang dan menambah tenaga.</p>
<p>Kapsul Resdung Langkawi (MAL:19986293T)</p> <p>Digunakan secara tradisional untuk melegakan gejala-gejala akibat resdung seperti gatal-gatal pada hidung dan kepala serta melegakan bersin.</p>	<p>Herba Rangin (MAL:19990717T)</p> <p>Di gunakan secara tradisional untuk melegakan angin dalam badan dan melancarkan perjalanan darah.</p>
<p>Herba Seri Idaman (MAL:20032297T)</p> <p>Digunakan secara tradisional untuk melancarkan haid, melegakan keputihan dan gatal-gatal ringan, menyihatkan rahim selepas melahirkan anak, melegakan senggugut dan letih lesu.</p>	<p>Herba Seri Perkasa (MAL:20033574T)</p> <p>Digunakan secara tradisional untuk memulihkan tenaga dan kesihatan lelaki, melegakan sakit pinggang, sakit belakang, menguatkan otot, menguatkan tulang dan melawaskan pembuangan air kecil.</p>
<p>Serbuk Ubat Manis (MAL:19972453T)</p> <p>Digunakan secara tradisional untuk melancarkan perjalanan darah dan air kencing.</p>	

Maajun Gamat (MAL:19973255T)

Harga RM6.00.00 (SM) RM6.60 (SS)

Digunakan secara tradisional untuk melegakan sakit-sakit ringan pada otot dan sendi, melegakan sembelit dan menambah tenaga.

Maajun Belacak Plus (MAL:20001499T)

Harga RM12.00 (SM) RM13.00 (SS)

Digunakan secara tradisional untuk melegakan sakit pinggang, sembelit ringan dan menambah tenaga lelaki.

Penawar ini telah menunjukkan kesan yang memberangsangkan bagi menghilangkan punca-punca kencing manis. Ianya mengandungi bahan-bahan asli dan semulajadi yang dirumus khusus supaya bertindak dengan lembut dan berkesan. Tidak mempunyai bahan tambahan atau bahan tiruan. Ianya selamat diminum dan tidak mempunyai kesan sampingan yang negatif.

Jus yang secara semulajadi ini dapat membantu memperbaiki punca penyakit. Dihasilkan melalui kajian dan pembangunan yang mendalam sejak sekian lama.

Diformulasikan daripada herba terpilih tempatan serta gamat, ianya dapat memberikan keunikan dan kepuasan kepada pesakit Diabetes. Ia memberikan penyerapan pantas ke dalam sel badan dan sekaligus membantu perkara-perkara berikut:

- * Membantu mencernakan glukos dan membenarkan glukos dalam darah menembus dinding-dinding sel
- * Membantu mengaktifkan sel-sel
- * Membantu meningkatkan tahap oksigen di dalam badan
- * Membantu mengembalikan tenaga dalaman (tenaga batin)
- * Membantu memulihkan rasa kebas pada kaki dan tangan
- * Membantu mengembalikan deria rasa pada kaki dan tangan
- * Membantu memulihkan luka kronik akibat kencing manis
- * Membantu memperjelas penglihatan yang kabur

TAHAP GLUKOSA DALAM DARAH

Waktu	Ideal	Diterima	Pengidap
Sebelum Sarapan	3.5 - 5.3	3.9 - 7.8	> 7.8
Sebelum Makan Tengahari	3.5 - 5.8	3.9 - 7.8	> 7.8
2 Jam Selepas Makan	4.4 - 6.7	4.4 - 10.0	> 10.0
2 - 4 Jam (Selepas Makan)	> 3.9	> 3.9	

PANDUAN MINUM

Kurang dari 12 mmol/L	1 kali sehari	50 ml (setiap kali minum)
Lebih dari 12 mmol/L	2 kali sehari	50 ml (setiap kali minum)

LARANGAN

Disyorkan Tidak Mengambil

- * Minuman yang mengandungi gula berlebihan dan bergas
- * Makanan berminyak dan berlemak
- * Kulit ayam dan lemak daging
- * Makanan berkanji
- * Semua jenis buah-buahan (kecuali Sunkist & Epal Hijau)
- * Serbuk perasa
- * Semua jenis susu
- * Ikan bersengat (sembilang, seludu, patin, keli, pelotan dll)
- * Makanan laut (sotong, udang & ketam)
- * Sayur bayam dan asin-asin (pucuk manis)
- * Alkohol

Exhibit 8 (Advertising in local newspaper)

(<https://www.facebook.com/rojamhqalorsetar/photos/a.1692822897599949.1073741830.1572383336310573/1692831400932432/?type=3&theater>)

EXHIBIT 9 (TESTIMONIAL) (<http://aurasaira.blogspot.my/2014/07/rojam-testimoni.html>)

Othman Omar
46 Tahun,
Kangar, Perlis

SEBELUM

SELEPAS

Mengidap kencing manis kronik sejak 4 tahun lalu. Bermula dengan luka di jari kaki, 3 hari kemudian keseluruhan kaki telah dijangkiti dan menjadi hitam. Doktor menasihatkan supaya dipotong di bahagian paha. Othman telah mohon keluar hospital dan terus berubat secara tradisional dan mengambil Tonik Herba Gamat. Beberapa hari sahaja kaki yang dijangkiti telah mengeluarkan bisa, nanah dan darah yang busuk. Seminggu kemudian keseluruhan luka pada kakinya kering dan beransur sembuh. Lantas kakinya tidak perlu dipotong. Sejak dari itu dia terus mengamalkan Tonik Herba Gamat. Beberapa bulan kemudian keseluruhan kakinya telah sembuh sepenuhnya. Kini boleh berjalan seperti biasa, tidak perlu lagi menggunakan tongkat dan bacaan gula kembali normal.

 <p>Hassan bin Hj. Abdullah 63 Tahun, Kuantan, Pahang</p>	<p>sejak 6 tahun yang lalu merasakan hidupnya tidak bermakna lagi apabila keseluruhan tapak kaki kirinya telah dijangkiti kuman. Ini bermakna beliau terpaksa menjalani pembedahan memotong anggota kakinya sehingga ke paras betis. Terlintas di hatinya untuk menghubungi saudaranya di Kedah yang juga mengidap penyakit yang sama. Mendengar cerita dan pengalaman berubat secara alternatif dengan hanya meminum Tonik Herba Gamat, terus menarik minat Hassan untuk mencubanya. Hassan dengan penuh keyakinan terus pulang ke Kedah dan berjumpa saudaranya untuk berubat secara alternatif. Setelah dua botol mencuba Tonik Herba Gamat, Hassan dapat luka di kakinya makin sembuh, isi sudah pun tumbuh, kebas di kaki berkurangan, tenaga semakin pulih, tidak rasa letih dan tidak kerap buang air. "Bayangkan selama beberapa bulan saya hanya terlantar di atas katil, kini saya sudah boleh bangun dan cuba berlatih berjalan. Saya sarankan supaya pesakit kencing manis yang masih di peringkat awal jangan ragu-ragu untuk mengamalkan Tonik Herba Gamat ini selain itu ia juga mampu memberi tenaga zahir dan batinnya yang luar biasa kepada pengamalnya", katanya.</p>
 <p>SEBELUM</p>	 <p>SELEPAS</p>

Exhibit 10 (Members Application Form)

(<http://mypenawar.tripod.com/images/BorangAhli.JPG>)



PENAWAR INDUSTRIES SDN BHD

(No. Syarikat : 414528X/AJL No : 931013)
Lot 292, Jln Shahab 1, Shahab Perdana, Jln Sultanah Sambungan, 05150 Alor Setar,
Kedah Darul Aman. Tel : 04-7340957, 7326019, 7326043 Fax : 04-7346243
E-mail : rojam@pc.jaring.my

BORANG PERMOHONAN MENJADI AHLI

Nama Pemohon :

No Kad Pengenalan: Baru Lama :

Jantina : Lelaki/Perempuan Tarikh Lahir :

Alamat Rumah : Poskod.....

.....
No Tel Rumah : No Tel Tangan :

Alamat Pejabat : Poskod.....

.....
No Tel Pejabat :

Nama Suami/Isteri :

No Kad Pengenalan: Baru Lama :

Dengan ini saya sertakan bayaran yuran ahli sebanyak RM20 dalam bentuk (Draft Bank/ Cek/ Wang Pos) di atas nama Penawar Industries Sdn Bhd dan saya mengaku bahawa segala keterangan di atas adalah benar. Saya sanggup mematuhi syarat-syarat perlantikan sebagai Pengedar Penawar Industries Sdn Bhd.

Tarikh : Tandatangan Pemohon :

BUTIR-BUTIR PENAJA

Nama :

No Kad Pengenalan: Baru No Ahli :

BUTIR-BUTIR STOKIS

Nama :

No Kad Pengenalan: Baru No Ahli :

***** KIT dan KAD ke AHLI *****

UNTUK KEGUNAAN PEJABAT

Kod Ahli : Kod Penaja :

Kod Stokis/Sub Stokis :

Tarikh Di terima : Di urus oleh :