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UNIVERSITI
TEKNOLOGI
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Cawangan Melaka
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**ENT530 PRINCIPLES OF ENTREPRENEURSHIP
CASE STUDY**



**FACULTY OF BUSINESS & MANAGEMENT
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TABLE OF CONTENT

	PAGE
TITLE PAGE	i
ACKNOWLEDGEMENT	ii
TABLE OF CONTENT	iii
EXECUTIVE SUMMARY	iv
1. INTRODUCTION	5
1.1 Background of Study	5
1.2 Purpose of Study	5
2. BUSINESS INFORMATION	6-15
2.1 Background	6
2.2 Organizational Structure	7
2.3 Products/Services	8-10
2.4 Business, Marketing, Operational Strategy	11-14
2.5 Financial Achievements	15
3. BUSINESS ANALYSIS	16-29
3.1 BMC	16- 29
4. FINDINGS AND DISCUSSION	30-35
4.1 Finding/Problems	30-32
4.2 Solutions/Recommendations	33-35
5. CONCLUSION	36
6. REFERENCES	37-38
7. APPENDICES	39-42

EXECUTIVE SUMMARY

Business is one of the most common job opportunities among people. It is because even though some people already had their own careers, they also made business as their side income. However, in order for them to succeed in business, they must be well-versed in all aspects of the business in which they operate. People who decide to become entrepreneurs must develop an excellent strategy from the start in order to face future challenges. Many unexpected problems may arise during the course of the business. As a result, the goal of this assignment is to deepen our understanding of effective planning in deciding strategy to ensure the long-term sustainability of the business, as well as to analyze the common problems that occur in the business based on the micro-business we had to choose for this assignment.

The main discussion we had to explore in this assignment was Business Model Canvas (BMC). This tool assists us as students in clearly seeing the proper business structure. The BMC can assist us and other entrepreneurs in understanding our own business models, appropriate ways to choose to ensure the business grows successfully, and the most effective way for the owner to make money to avoid a large loss. Aside from that, a company that uses this tool can identify its own competitors so that it can make improvements to attract more customers. On the plus side, analyzing business competitors allows the company to get a better picture of the competition, which can have a significant impact on the company.

Key partners, key activities, key resources, value proposition, customer relationships, channels, customer segments, cost structure, and revenue streams are the nine key elements in BMC that will assist entrepreneurs in developing their strategy. We needed to determine the BMC of the micro-business that we had to choose for the case study. As a result, we can see the actual situation that a company faces in order to improve its operations. We had seen all nine elements that had been used in the micro-business we chose, as each business has its own set of elements. Essentially, we can agree that all of the elements mentioned in the BMC have their own value, which is that they will assist the business owner in increasing operations so that their business can survive for a long time in entrepreneurship.

Last but not least, problems and opportunities will always arise as the owner conducts their own business. As an entrepreneur who is already well prepared to face any situation, they can overcome it peacefully because they use BMC as a business guide. Even though this tool cannot be fully utilized, the owner has a general idea of the types of situations that must be dealt with. The most important aspect is that the business owner must determine whether the solutions chosen did not introduce new problems into their business but instead provided positive feedback.

1.0 INTRODUCTION

1.1 Background of the Study

This assessment was carried out to assist us in gaining insights into the company, marketing, and operational aspects of the venture, as well as studying the activities of the business and assessing it with the SWOT method analysis and the Business Model Canvas (BMC). This task has been organized by students in semester 3 from BA232 3A group to accomplish the requirements needed for the Principles of Entrepreneurship (ENT530) subject. As to that, we have decided to choose Sopheas Cakery to execute our case study assessment which is located at Kuala Klawang, Jelebu, Negeri Sembilan. The questionnaires have been completed with the help of the owners, Mrs. Nazatul Sofea Binti Azmi, and her partner, Mrs. Junaidah binti Abdul Rahman, who is helpful and cooperative to share the knowledge and informations about her business in order to help us complete this task.

1.2 Purpose of the Study

A Business Model Canvas (BMC) is a method of enabling the visualizing the growth of a company (Zandt, 2021). It highlights the elements that must be perfect in order for a company to be successful when it goes into production. It is a marketing staple and businesses use them to show how their products or services can be implemented successfully by customers. It provides an illustration of what the company does, not just an explanation. The focus of the case study is also to gain all information that can help and guide us to make a good decision in the business.

Aside from that, a case study focuses on the viewpoint of the customer. It may also discuss the process of providing the service and the outcomes of implementing the service from the consumers' point of view. The ultimate purpose of using a business model canvas is to obtain a better knowledge of a target customer base, how to make money, and how to provide various value propositions. These are some of the most important elements to consider when utilizing a business model canvas, and they must be established to have a successful go-to-market plan.

The 9 building blocks of Business Model Canvas are Key partners, Key activities, Key resources, Cost structure, Value propositions, Customer relationships, Channel, Customer segment, and Revenue stream. In this instance, a case study is an effective alternative to observing people and the customer's experience. Future prospects will respond positively to this, since they may wish to achieve the same outcomes as the successful entrepreneur. It also helps to improve the business by recognizing and solving problems that arise.

2.0 BUSINESS INFORMATION

2.1 Background

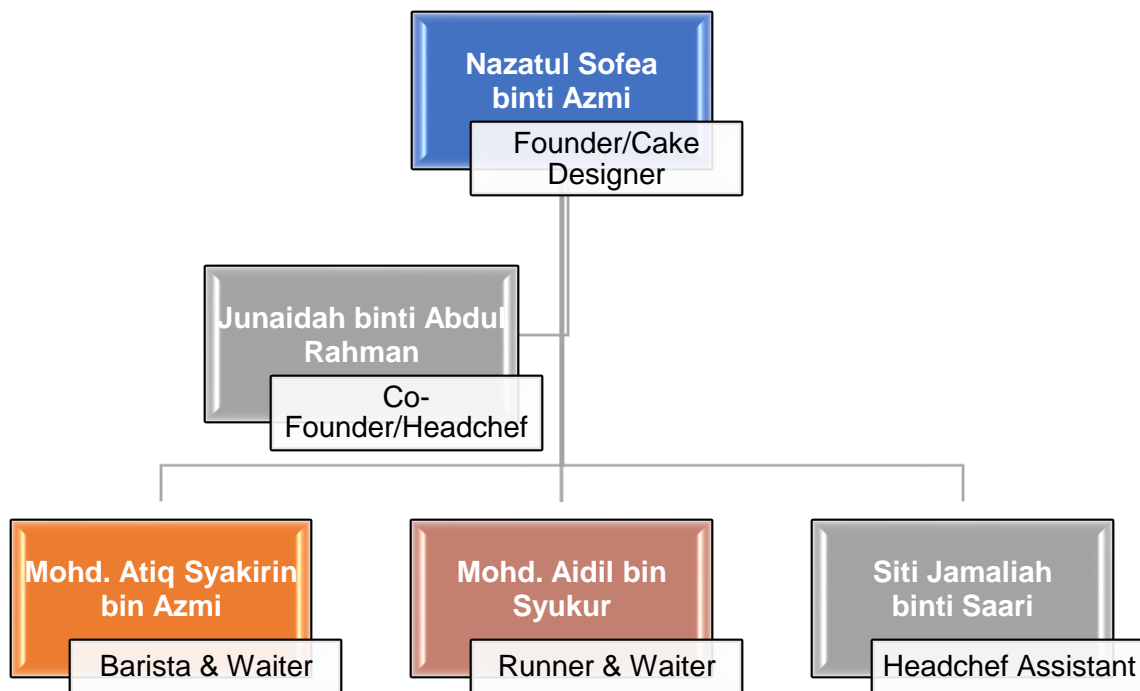
Sopheas Cakery is a café that serves three types of food: main course foods, pastries and desserts, and coffee. Sopheas Cakery is only used as the registered name in Companies Commission of Malaysia (SSM), but customers refer to this café as Sugar Spice. Mrs. Nazatul Sofea binti Azmi and her friend Mrs. Junaidah binti Abdul Rahim are the two owners who work together to run this café. Mrs. Nazatul Sofea came up with the idea to open this café, but she was not confident in doing it on her own. So, she decided to team up with her friend, Mrs. Junaidah, and open a café that sells a variety of foods. In addition, both of them had started their own home-based businesses. Mrs. Nazatul had sold pastries and desserts, while Mrs. Junaidah had sold home-cooked main courses.

Both owners are excited to open Sopheas Cakery because it will be the first time in Kuala Klawang that a café serving a variety of foods and services is available. As previously stated, both owners have their own areas of expertise, which allows them to complement each other in the business. They want to differentiate themselves from other restaurants where people come just to eat, but at Sopheas Cakery, they want their customers to feel relaxed and at ease, even if they are not ordering any main course foods. Lunch foods, desserts and pastries, coffee, and custom cakes are among the items available at Sopheas Cakery. This café also offers event planning services for customers who wish to hold events there. They will also provide event decorations based on the customers' requests. When the event is reserved, the café will be open for half a day for other customers, and they will notify it on social media platforms such as Facebook, Instagram, and WhatsApp.

Since the café opened, they have always promoted it on the Facebook page for businesses, which was created for Kuala Klawang sellers to promote their businesses. Aside from that, their friends who also run small businesses help to promote their café so that people in the Kuala Klawang area recognize this café. The owners of Sopheas Cakery also assist other small sellers by allowing them to sell their goods in the café. However, in order for them to accept it, they will carefully select the products in terms of quality, quantity, taste, and price. Chocolate jars, cookies, and chocolate bouquets are some of the products they have accepted in the café. Last but not least, this café is constantly updating its operations to ensure that it is providing the best services to its customers. Sustaining a business requires significant sacrifice and creativity on their part in order to attract more customers who will remain loyal to Sopheas Cakery for an extended period of time.

2.2 Organizational Structure

Organizational structure is the method by which workflows through an organization. It allows groups to work together within their individual functions to manage tasks. This structure was developed to define how an organization runs and to assist it in achieving its objectives in order to allow for future growth. It describes each position, its purpose, and the person to whom it reports inside the organization. (Allen Smith, 2022). The founder of Sopheas Cakery, remarked that they do not have a perfect organizational structure since her employees are always on the move in the company and have no fixed organizational structure. Every Sopheas Cakery employee plays an important part in this business, which generates a lot of revenue and to helps Sopheas Cakery become a well-known café.



Flowchart 1

2.3 Products/Services



Figure 1, Figure 2 & Figure 3: Sopheas Cakery menu

Sopheas Cakery provides a lot of products at their cafe. They provide a variety of types of dishes, pastry, smoothies, custom cakes, and coffee. They also offer a service for surprise planners to set decorations for any celebration such as birthday, anniversary, or annual dinner. The main food that they are focused on is coffee and pastry because before they open their own café, they are selling custom cakes and taking orders only from their house, then after they decide to open a café, they make varieties of food to attract customers from all ages and sectors.



Figure 4: Birthday Cake



Figure 5: Wedding Cake

The pictures of custom cake above are one of the examples custom cakes they have made. Most regular customers love to order a custom cake from them since they follow all the requirements that the customer needed. The price range is depending on the design that the customer request but the most expensive custom wedding cake they have made could reach above RM500. Besides, they also have mini desserts such as cheese tarts, muffins, brownies, and many more. The price for mini dessert is the lowest one in the café.



Figure 6: Cheese Tart



Figure 7: Cream Puff

Their dishes and side dishes are suitable for government customers that always have lunch at their café. They are serving foods that are fried, soups, grilled and most likely is chicken since they state that they are restocking their raw material which is chickens daily. They have Nasi Ayam Penyet, Mihun Sup, Mee Kari, and many more that are savoury and delicious.



Figure 8: Sup Daging



Figure 9: Nasi Ayam Hainan

In addition, their variety of drinks also makes their café complete since they have foods, desserts, and drinks. They have 3 types of drinks such as coffee that are suitable for coffee lovers which is the price range from RM 6.00 to RM 10.00, it is affordable for customers area Kuala Klawang meanwhile for customers that don't like coffee, they could have smoothies and the most expensive is only RM 10.00 which is Oreo Frappe. Lastly, they have basic water such as Teh O' Ais, Limau Ais, and Sirap Ais and they can get it as low as RM 2.00.



Figure 10: Beverages

2.4 Business, Marketing, Operational Strategy

2.4.1 Marketing Strategy

I. Place

Sopheas Cakery is located at Batu 5, Kampung Peradong Jalan Pertang, Kuala Klawang, Negeri Sembilan. The main reason the owners chose this location for their café is that the shop's lessor had provided the shop with full facilities. The café's owners only need to supply their own equipment to run the business, such as tables and chairs, as well as decorate their own shop. The other reason they choose this shop is that the size is quite big which suits them to open a dine-in café and also to operate their daily task comfortably. A comfortable environment is important when opening a café because the owners want customers to come not only to eat but also to relax and have their own time comfortably without rushing as they do at other restaurants. Aside from that, this location offers a large parking area, making it easier for customers to park their vehicles safely. Some of their customers prefer to take away rather than dine-in, so it is convenient for this type of customer to park their vehicles for a while without having to walk far to reach the café. Not least of all, this location is also within their customer's target area, which is close to a residential area, a school, and offices. So, the owners made a strategic decision to choose this place

II. Products/Services

This café offers more than just desserts, pastries, and coffee. They also sell main course foods to their customers for lunch such as *Nasi Ayam Penyet*, and *Nasi Ayam Hainan*. The decision to sell all of these products was made because it is the first café in Kuala Klawang to combine main course foods, desserts, pastries, and coffee in one place. Aside from that, they make a variety of desserts and pastries that they made daily to serve fresh to their customers. According to the information we have, the owners of this café will always use premium ingredients to make their desserts and pastries. It is because they want to maintain the quality of each food so that their customers will continue to buy it. It is essential for them to understand their customers' tastes because people will buy their products even if they are sold at a high price as long as the quality and quantity of the products are maintained. Next, they keep their coffee quality high by purchasing whole beans from *Starbucks*. The whole cake is another specificity in this café. Customers are welcome to request their own design for this café, and the price will be determined by the design. Other than that, this cafe allowed their customers to conduct an event based on their customers' demands. Basically, they have already held a number of events since the café opened. Lastly, during the month of *Ramadan* in 2022, Sopheas Cakery held a 'Mini

Bazaar' in front of the café. It is their first time offering this service, and they have received positive feedback from their customers.

III. Price

Sopheas Cakery serves a variety of foods and beverages. For each product offered, the café has chosen the most affordable price. This is due to the fact that they must conduct an analysis based on the capital used and the price range that is appropriate for their customers. This type of consideration is necessary in order to avoid any losses at the café. According to the owners, the most popular products in this café are *Ayam Penyet* for the main course, creampuff for dessert, and Java Chips for coffee. Their prices range from RM 2.50 to RM 15.00. Desserts such as Chocolate Cupcake, Mini Burn Cheesecake, and Cheese Tart have the lowest prices. The main course, such as *Nasi Ayam Hainan* and *Set Ayam Penyet*, is priced at RM 15.00 per dish. Other heavy foods available include *Set Daging Penyet*, *Set Kambing Penyet*, and *Mee Kari*. All of the items on the menu are priced within the range stated earlier. The café offers a 15-item beverage menu that is divided into coffee, smoothies, and familiar drinks. Their beverages are priced between RM 2.00 and RM 10.00 per cup. In short, the café's price range is affordable for their customers, and they chose this price within the market's current price range.

IV. Promotion

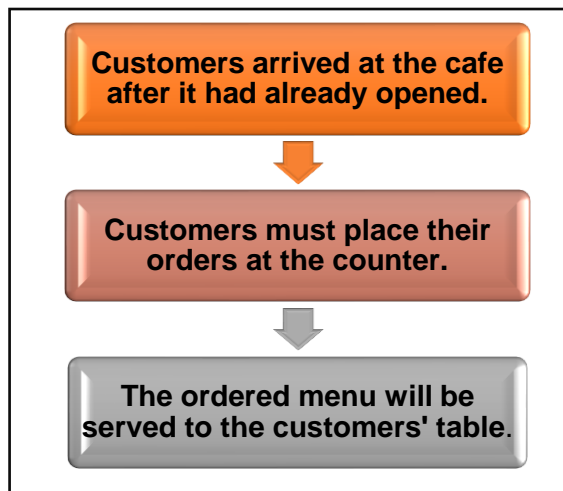
Since Sopheas Cakery has only been in business for seven months, there are not too many online promotion platforms that are being used to promote this café. They use social media platforms such as Facebook, Instagram, and Whatsapp status to disseminate updates to the public. They mostly update the daily menu available in the café on Facebook and Instagram, and they also upload pictures of their final product, such as the images of the whole cakes that had been ordered by their customers. This is one of the ways they can get their customers to know more about their business and the products they offer. The most important thing is that this café shared its customers' feedback on social media as proof that they provide excellent services to its customers, particularly for the entire cake. This is due to the fact that the whole cake product being offered is one of the quite expensive items available in the café. So, gaining the trust of customers is critical. Last but not least, Sopheas Cakery only used a banner in front of their cafe to draw more attention to this café. It is because the café is easy for customers to access because it is the only cafe open in that area.

2.4.2 Operational Strategy

I. Process Flow Chart

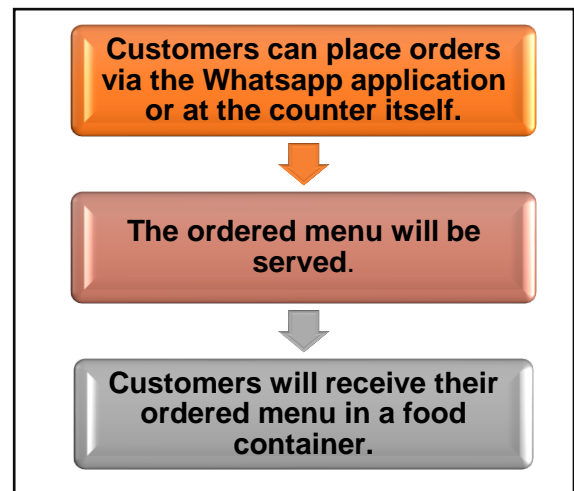
Sopheas Cakery offers three ordering options for their customers: dine-in, take-out, and delivery. They provide three types of services because they want their customers to buy their food even if they are not visiting the café. The flowchart below explains each procedure in detail.

i. Dine-in procedure for customers.



Flowchart 2

ii. Take away procedure for customers.



Flowchart 3

iii. Delivery procedure for customers.



Flowchart 4

II. Production Planning

i. List of raw materials

This café mainly serves main course foods, desserts, and coffee. As a result, the café's primary raw materials will be rice and chicken for the main course foods. The owners will buy this type of material on a weekly basis so that they can get a fresh supply of chicken and other basic materials to make the main course menu. Then, for the dessert, cream cheese is the high-quality raw material used to ensure the quality of each dessert that uses it. Since Sopheas Cakery specializes in desserts and pastries such as Cheese Tart, Creampuff, and cakes, they will source the basic ingredients for these desserts from bakery shops. Finally, for the coffee, this café will buy the whole bean directly from a Starbucks outlet. It is to ensure that their customers receive the best coffee flavor possible.

ii. Machine and Equipment

There are many machines and equipment used in this café. However, the coffee machine, oven, mixer, and display fridge are the most important machines and equipment in ensuring that this café can run its daily operations. If any of the machines are broken, they can immediately contact their supplier to have it repaired. The coffee machine's function is to brew the coffee bean so that customers can only taste the original flavor of coffee rather than using instant coffee powder. Then, the mixer and oven are used in making desserts, pastries, and cakes. They can't make any of them without this equipment. Last but not least, the display fridge is used to display all of the café's desserts, pastries, and cakes to customers. They will find it easier to choose their own desserts, and they will be able to see the products clearly before making a purchase.

2.5 Financial Achievements

Finance refers to the administration, creation, and analysis of money and investments (Adam, 2021). For Sopheas Cakery financial they are not telling us the exact sales but they just state only general of their sales. They open the café in March 2021, they are opening the café for around one year but sales that they could make every month in general around RM15,000 to RM20,000 so total sales they have made around seven months roughly RM140,000. The first three months they open the café they could gain the highest sales which are around RM1,500 per day, which is total for one month is around RM45,000. In addition, they explained that for the first three months they were still new and more customers came to their café to taste and try their coffee.

Lastly, they could generate more sales on Friday because of the long break hours for the workers that love to have lunch at their café. Other than that, Monday is also one of the days that generate more sales since the café is close on Sunday, which shows that customers are waiting for their café to open. It also generates sales on payday week since mostly their target customers are among workers so they will spend more on that week.

3.0 BUSINESS ANALYSIS

3.1 BUSINESS MODEL CANVAS

Business Model Canvas for Sopheas Cakery

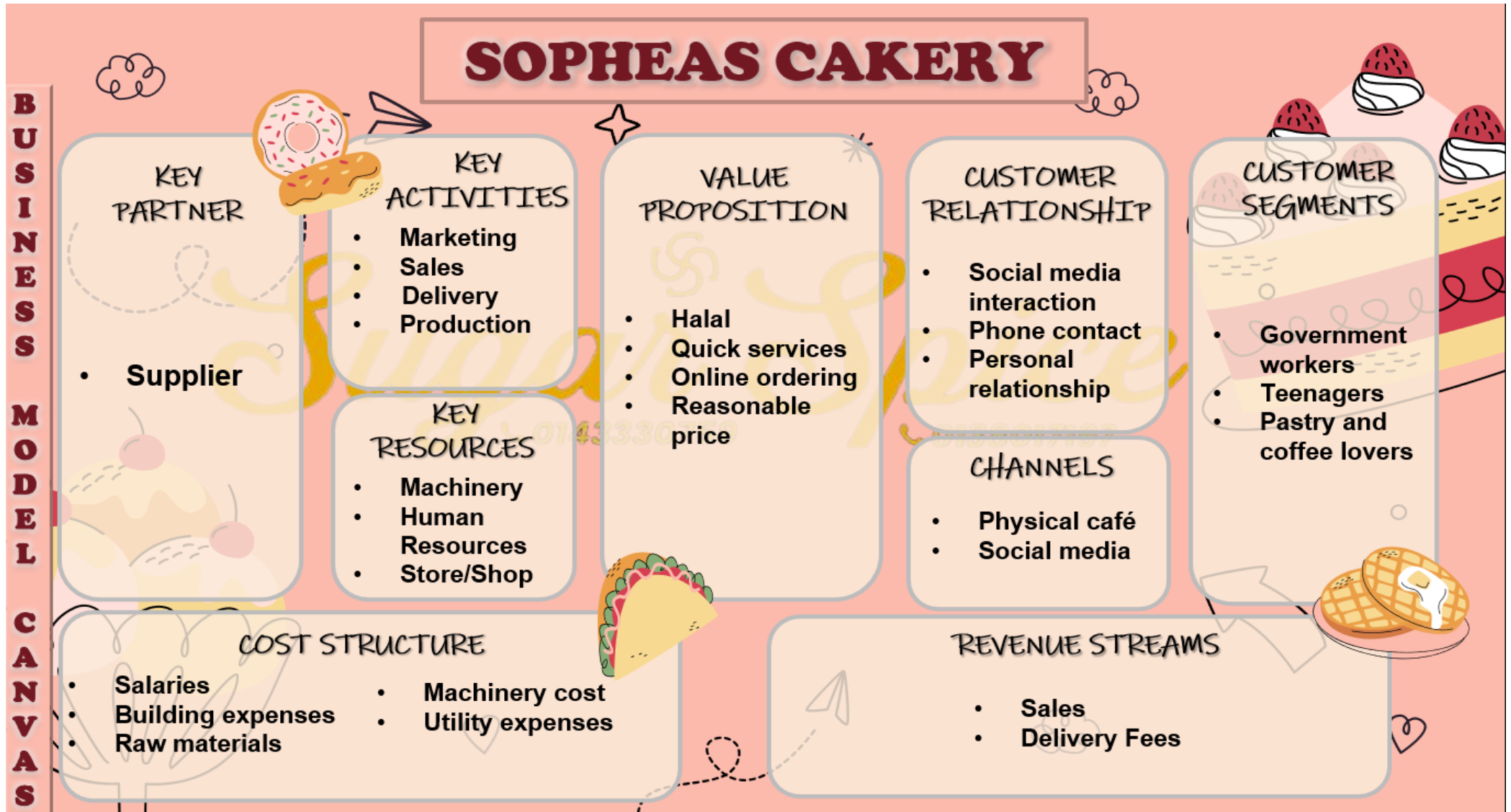


Figure 11: Business Model Canvas

3.1.1 KEY PARTNER

Exterior organizations or providers that businesses might need to complete their important functions as well as deliver products and services are referred to as important partners. Entrepreneurs ought to recruit a vital partner to help them promote their company to others. Sopheas Cakery identifies and advertises its goods and services with the help of this crucial partner. Sopheas Cakery also has to form a partnership and collaborate with other businesses that will contribute positively to their firm and reward both parties. As for Sopheas Cakery, they are not using any other services from any organization to promote their café such as 'Grab Food' and 'Food Panda', however, for any delivery services, they have their own workers who will execute the task.

Sopheas Cakery key partner is only the supplier for their raw materials. However, they have more than one supplier who supplies them with the raw materials. Their key partners that help them to run the operation of their business are NSK Supermarket, Bake with Yen Store, Double 88 Bakery, and Pasar Awam Kuala Klawang. All of these suppliers are important to them because the raw materials are one of the crucial ingredients that they must have to execute their task and to get the final products and services which is mainly the pastries and coffee drinks.

3.1.2 KEY ACTIVITIES

Key activities are any activities that your business is engaged in for the primary reason of creating a profit. Business activities encompass operations, marketing, production, problem-solving, and administration. (Steven,2019)

I. Marketing

In marketing activities, it is important for Sopheas Cakery to promote their business to generate sales and be a well-known café in Kuala Klawang. They always promote their business on WhatsApp status since they always save their customers' phone numbers in order to reach out to them on WhatsApp and get them to repeat the order. Sopheas Cakery also posts a daily update on Facebook about their daily menu that is still available to customers in order for them to be informed of it. They also have a big banner with the words “Sugar Spice” in front of their physical cafe to help people passing by notice them. Aside from that, they had provided the café's location on the Facebook page, making it easier for customers to find the café. In Sopheas Cakery, one of their ideas in marketing strategies is to do a giveaway contest for their followers on Facebook. Figure 13 shows an example of the giveaway that Sopheas Cakery had done. The contest requires the followers to guess the weight of the cake, and the winner could win the cake, chocolate bouquet, 4pax of food, and drinks. Thus, the winners of this contest is from Melaka (Figure 14), indicating that their marketing is not only focused on customers in Kuala Klawang but also on customers from outside the city.

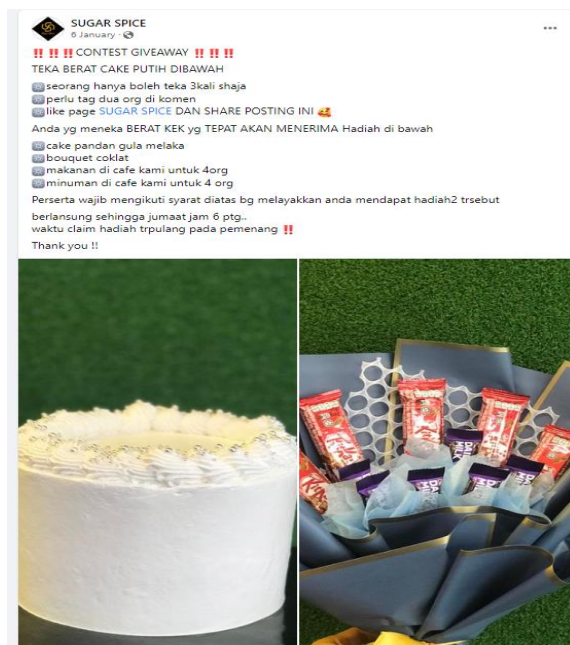


Figure 12: Giveaway Contest



Figure 13: Winners of the Contest

II. Sales

Sopheas Cakery serves a variety of foods as their main menu, and they cook all of the dishes every day such as *Nasi Ayam Hainan*, *Set Ayam Penyet*, and others. They also generate their sales through the physical shop and delivery services too. The owners of Sopheas Cakery started to operate this café on MCO (Movement Control Order) during the pandemic last year in which the government does not allow dine-in customers. So, their selling activities just focus on delivery and takeaway services. The only products that are not available at that time were just coffee only but the main dishes and desserts are available for the customers. Through all the struggles, they still managed to maintain their business until today.

III. Delivery

Sopheas Cakery also provides a delivery service to the customer's house. They take the orders via WhatsApp and also from Facebook messenger. Normally, they open orders from morning to evening. The delivery process will be conducted by their own staff since they have a worker that is only for delivery services. The staff will deliver the food to the area nearby Kuala Klawang but with additional charges as delivery fees.

IV. Production

Production is an important part of their business because when the food tastes better, more customers will love and come to their café. Sopheas Cakery starts their business from 10 a.m. to 6.30 p.m. but their staff will come at 9 a.m. to make sure the café is neat and tidy to avoid negative feedback from the customers for their cleanliness. Their staff also will prepare the materials needed to make the dishes daily so that the customers can be served using fresh materials. They will make and bake the dessert every day and then put it in the fridge for a display to their customers. The main dishes also will be served only after the customers ordered them. This café did not make the dishes earlier because they want to serve their customers foods that are freshly made only.

3.1.3 KEY RESOURCES

Key resources can be physical, financial, intellectual, or human. A microchip manufacturer needs capital-intensive production facilities, whereas a microchip designer depends more on human resources. Key resources can be owned or leased by the company, or acquired from key partners.

I. Machinery

To provide the best quality of dessert, food, and coffee, Sopheas Cakery used the coffee machine to make sure the coffee tastes better and the texture of the coffee can satisfy the customers. The oven and mixer are essential for baking the cake and other pastries and desserts. They also use Starbucks' coffee whole beans to ensure their customer could get the best taste of their coffee. Some of the main raw materials they need to restock every day are chicken, cream cheese, and coffee whole beans. The most popular pastry is cheese tart as the café got many requests from their customers, so they need to always restock the cream cheese.

II. Human Resources

Sopheas Cakery café always faces workers that are working temporarily, but currently, they have three workers which are one-person focused on delivery while the other two will help them prepare all the dishes and pastries according to the recipe that has been provided by the owners. In order for the café to provide high-quality services, the owner wants certain characteristics in each employee, including hardworking workers, basic baking knowledge, and the ability to follow instructions. The owners will also train the workers for a month before accepting them to work permanently at the cafe to ensure that they are suited to the job descriptions required by the owners.

III. Stores/Shops

Their stores also have their own uniqueness that brings more sales to their business in which their stores are just beside the road makes people easy to notice the café. The customers also can use Waze or Google Maps to find the direction to the café. The owners had decided to choose that store because it has a comfortable place for both employees and customers. This store has a big space for dine-in customers to enjoy their foods and a comfortable cooking area for the employees to carry out their daily duties. Sopheas Cakery is the first café that sold coffee,

pastry, and main course foods in Kuala Klawang which is it makes this café as the first choice for the customers that passed by this cafe to give it a try since the coffee trend is viral lately.

3.1.4 VALUE PROPOSITION

A value proposition is a company's intention of value that explains how the benefit of its product or service will be provided, experienced, and acquired. A value proposition describes what makes a company's product or service desirable, why a consumer should buy it, and how the product or service's value differs from that of similar offers.

I. Quick Services

Sopheas Cakery has quick service when delivering the food to the customer in the cafe. This is because this café applies for self-service orders at the counter. So, this service will speed up the time taken needed by the chef or barista to prepare the ordered menu. They are also well prepared in terms of cooking because they already prepare the ingredients and the spices for the menu available on that day. This shows that the meal or the drinks will arrive on time without any delay. They will not have any problems or delays in services of delivering the meals or drinks to the customer. Perhaps, the customer will enjoy their meals and drinks without worrying about the meal's arrival time.

II. Halal raw material

Sopheas Cakery are using *halal* and high-quality raw materials in order to prepare their foods for the customers. It is particularly defining which foods are acceptable and how they must be prepared. Sopheas Cakery was successful in obtaining 'Halal Certification', ensuring that their customers, particularly the Muslim customers, may enjoy their meals without confusion. Despite the fact that they have halal certification, their products may also be enjoyed by people of all races and religions.

III. Reasonable Price

Sopheas Cakery provides quality products to the customers by offering their products at a suitable price, despite the fact that they purchase high-quality raw materials. One of their café's greatest attractions is its affordable price, which results in increased revenue for their sales. Sopheas Cakery also set the price of their products based on the current situation in the market.

IV. Online Ordering

The expansion of online ordering and meal delivery has also been assisted by analyzing consumer tastes. People nowadays choose to do everything online, including ordering meals, as a result of the digital era. The usage of smartphone apps to place meal orders online is gradually becoming the standard among cafés. Sopheas Cakery responding to changing consumer preferences to stay in business, given that customer loyalty is the single most significant component in the profitability of a food business. They provide online ordering for their customers which is using their own delivery platform. Therefore, this means that the customers also can order their food online ordering without any hesitation. In this way, Sopheas Cakery eases their customers in terms of consuming their foods because whether the customers physically come to the café or by online ordering, they still can get their food.

3.1.5 CUSTOMER RELATIONSHIP

Managing relationships with former, present, and future consumers is what customer relationship management is all about. Customers that are well-served by Sopheas Cakery generate a customer service plan that increases consumer loyalty and encourages their new customer engagement.

The business owner of Sopheas Cakery has determined how the company and its method would interact with its customers. This is vital for Sopheas Cakery to maintain a stable and powerful relationship with its customers and suppliers, allowing them to build a feeling of ease among them.

I. Social Media Interaction

One of the methods that Sopheas Cakery practice to maintain its customer relationships is by using social media to interact with its customers. It is another thing completely to really act on such feedback. This shows that Sopheas Cakery values their customers' opinions by implementing their recommendations and wishes on social media. The customers can easily contact them, can give suggestions for improvement, and give feedback about the service provided by Sopheas Cakery through their social media. Responding to and acting on customer input is significant to winning their customers' confidence and loyalty, whether it's a new product from Sopheas Cakery or a new feature on social media. It demonstrates that Sopheas Cakery is aware of its problems and requirements. It shows that Sopheas Cakery is prepared to act in its best interests.

II. Phone Contact

Every time their customers order their foods at Sopheas Cakery, the owners will ask for their customer's phone numbers. In addition, the reason they ask for the contact number is to gather information on customer satisfaction by asking customers to evaluate features of their service on a scale of 1 to 5, for example. They also will send a broadcasting message through Whatsapp about the new features and promotions that Sopheas Cakery provides to their customer. This shows that their customer will know their daily update about the café, such as their daily menu.

III. Personal Relationship

Sopheas Cakery practices their workers to use professional words, and show a good gestures and good body language to ensure that they do not break from the standard principles of customer service. It is required of their employees to greet customers every time they enter and exit the store since this will make the customer feel at ease when they eat at the café. Sopheas Cakery wants to provide excellent personal relationships with their customers, on the other hand, it is not just gained financially from their café, it also has the ability to improve employee morale and attitudes. This is likely the most effective technique to persuade and motivate their employees to do everything in their power to serve the customer. Therefore, with this type of method used, the customer will have a good relationship with them and they are closing the gap between their customer, which creates a positive vibe among their customers.

3.1.6 CHANNELS

A channel is a sequence of groups or intermediaries through which a very good or carrier passes till it reaches the very last customer or the ceased consumer. Distribution channels can consist of wholesalers, retailers, distributors, or even the internet. (Jason,2022).

I. Physical Café

Channels that have been used by Sopheas Cakery are having a physical café. By having a physical café, customers will know how big the cake size and they can see the texture of the food itself so they will be more satisfied. Moreover, customer can taste their food such as *Nasi Ayam Hainan* while it was hot because some of the food is used for delivery will become cold and make it less tasty. By having a physical café customer is more likely to recognize Sopheas Cakery. Their strategic store location and no competition from other sellers since they are the first

business that are selling coffees at the time, they are famous. Before they have the physical store, they just run their business from home, and they state that having a physical store made it easier for them to do the production of their product.

II. Social Media

Other than that, Sopheas Cakery also uses social media platforms for them to promote its business. They are mostly active on Facebook and Whatsapp since they always update their operation day and time of operation, sometimes they also do giveaway contests to attract more customers to join them and offer them to eat at their café for free. By doing that, the customer from outside of Kuala Klawang also can taste their dishes and pastry. They also have Instagram accounts, but they just use to post their product and rarely post regarding their business they are also new on Tiktok but they just share who their workers are and what types of dishes and pastry they have.

3.1.7 CUSTOMER SEGMENTS

Customer segments refer to how we divide our target market by region and demographics such as generation, nationality, a career as well as sexuality in an attempt to advance our business goals. Customer segmentation also refers to the diverse types of customers or organizations that our company hopes to engage and assist. Customers who may not make profits but seem to be necessary for the marketing strategy to operate are included. Customer segmentations are by far the most important components of any company's business model canvas (BMC), thus, obtaining this certain effectively is critical. Furthermore, it necessitates a company to gather particular clients' essential information and analyse it to uncover tendencies that can be used to create segmentation. Almost all of our business-categorized customer segments have already been identified as having a convincing reason to put Sopheas Cakery as their first choice.

I. Government Workers

Any employee of the state executive branch, the state legislative branch, a state agency, a public institution of higher education, or any local government excluding a member of the general assembly or a public officer is referred to as a government employee. A government employee in Malaysia receives a standardized number of wages according to their position and job scope. They also might receive bonuses or incentives from their employer during the festive month or any special occasion. The main reason why Sopheas Cakery are targeting government

employee as their customer is because the government employee is more financially stable and are more likely to have something sweet for their tooth once in a while. The non-government employee is also welcome to Sopheas Cakery; however, they might have other commitments that they need to prioritize rather than buying desserts that they can make on their own at home.

II. Teenagers

A teenager or sometimes known as a teen is a person who is between the ages of thirteen (13) and nineteen (19). They are referred to as teens because their age number ends in teens. Adolescence is frequently related to the term “teenager.” A teenager’s life appears to alter on a daily basis. Teenagers try to develop their personalities and interests while being constantly exposed to new ideas, social circumstances, and people. Sopheas Cakery intends to target teenagers as one of the groups in the customer segmentation because they tend to try something new and follow new trends. Nowadays, there are lots of desserts that look tempting and super aesthetic to capture in the photo such as drinks from Starbucks and Tealive. The teenagers are eager to try new menus or flavours as they are a group of young people who are adventurous to try new things. They also are able to make a trend when viral with the use of social media as teenagers and social media are best friends in today’s century.

III. Pastry and Coffee Lovers

In today’s world, the existence of pastry and coffee is not something new anymore. All around the world, they have their own recipe, style, and preferences on how to prepare a dessert. In addition, not all pastry is sweet, with a lot of research and development created by bakers all around the world, we now can get a sweet pastry or even a savoury pastry that usually suits Asian taste. At Sopheas Cakery, we can see that their main target customer segmentation is a pastry and coffee lover because their main attraction is pastry and coffee. They also always come out with new recipes for pastries and coffee to catch up with a trend and give something new to pastry and coffee lovers. In addition to that, by having pastry and coffee lovers as target customers, Sopheas Cakery will be able to obtain their comments and recommendation on how to improve their business because most pastry and coffee lovers really value the taste of both of the menus themselves.

3.1.8 COST STRUCTURE

All expenditures and expenses incurred by the organization while operating the business model are referred to as the cost structure. Employees, infrastructure, the cost connected with all activities in the business, and sourcing through crucial partnerships are among the cost structure. The Business Model Canvas, which is a great tool for finding out how to develop and extend a business, includes a cost structure. There are two types of cost structures that can be seen in business models which are Cost-driven and Value-driven. Salaries, building expenses, raw materials, machinery costs, and utility expenses are a few costs associated with the operation of Sopheas Cakery.

I. Salaries

A salary is a sum of money paid made by an employer to an employee for work done on a monthly or yearly basis, but most typically on a monthly basis. Salaries are normally calculated by comparing what other persons in similar jobs in the same location and industry are paid. Most large companies have pay scales and wage ranges that are tied to hierarchy and years of service. Since Sopheas Cakery have workers that are working for them, they are able to pay salaries. The number of salaries that their workers receive is different according to their job task. Since they have three workers, two of them are working in the kitchen such as preparing the dishes or drinks and serving the customer. Another one of them is a delivery guy who delivers the food to the customer if there is a demand for delivery services. The salaries of the chef assistant will receive RM1600 per month while the runner and barista worker will receive RM1500 every month.

II. Building Expenses

Building expenses or also known as a business's rental cost can be referred to as the cost of using a premise or site for an office, vendor, retail space, factory, or storage space. To run their business activities, Sopheas Cakery rent a building in Jelevu, Negeri Sembilan which enables them to generate profits by selling their products through online methods and offline method. For the offline method, they rent a building that cost them about RM700 per month which is a quite reasonable price even though they are running their business during the pandemic arise. Sopheas Cakery is very determined in running their business resulting in them being able to commit to a monthly payment which is the building rent.

III. Raw Materials

Raw materials represent uncooked ingredients and sometimes undeveloped environmental assets used in the production of final goods. These ingredients are processed and transformed into more complex compounds that would be used to produce finished goods to generate sales and profits for the business. In connection with Sugar Spices by Sopheas Cakery, they acquire their raw materials to produce their product to run their business from a trusted supplier. By doing so, they have committed to raw materials cost when they purchase all of the raw materials needed from the supplier whom they have a contract with. Their overall cost for raw materials can be up to RM1,000 to RM1,500 per month depending on the market price and their supplier stocks. Sugar Spices by Sopheas Cakery utilize raw materials that converge performance criteria and so forth governmental health and safety guidelines to ensure that their business supply premium quality delicacies for their clients. The price of raw resources could be the same and otherwise variable each season, based on raw resource use that might rise or fall influenced by market rates.

IV. Machinery Cost

Any enterprises require the use of machines and equipment to improve the efficiency of their operational process to run the business. Since the initial stages of development in their business, Sopheas Cakery has incurred mechanical costs from purchasing appliances such as a refrigerator, mixer, oven, and coffee machine because all of the equipment stated is needed to fulfil the requirement to run their café. Instead of buying poor equipment at a cheaper cost with just a lesser lifespan of use as well as the potential of flaws arising throughout most of the operations, Sopheas Cakery acquired excellent equipment with even a longer working life cycle use as well as lower chances of faults arising during the operations of the business. In addition, spending on gear that allows staff to work efficiently as well as minimizes physical manual processes can also boost sales and total operation of the business.

V. Utility Expenses

Any payment of power, gas, wastewater, and freshwater during a billing cycle is referred to as utility expenses. Expenses for regular mobile voice and data subscriptions are sometimes included in this segment. As for Sopheas Cakery, they need all the utilities to run their business. They also need an internet connection and telecommunication service in their café because the need of communicating and contacting the customer is crucial to them. They also need the internet to market their business as they are using online marketing such as posting

advertisements about their café and menus on WhatsApp and Instagram. Sopheas Cakery utility expenses are about RM600 per month since the first day they have started their business.

3.1.9 REVENUE STREAMS

A revenue stream is a distinct source of income that might be recurring, transactional, or service-based. Depending on the business strategy, a company might generate money from a single source or several sources. As it really determines a strategy of a business, planning, and investment, revenue streams are an important part of a business model. In other words, the amount of money received by a business from the sale of a certain product or service.

I. Sales

Sopheas Cakery always keeps a steady supply of their products on hand for their customer. Commitment, listening, and relationship-building qualities that a firm must have in order to thrive in sales. A good business is a company that reacts to its customers' demands without any hesitation because it is the nature of the business to create loyalty toward customers. Commitment dictates that the business should focus on what its consumers want rather than attempting to persuade them to do something they don't want. Customers may come to Sopheas Cakery in Kuala Klawang, Negeri Sembilan whenever they want to buy western foods, cakes, or Malay cuisines food because they have direct sales. Their café's always updating their menu with the price of their foods. This means that Sopheas Cakery maintains the quality and process with their customers because their sales are depending on their customers and they maintain a good relationship with their customers. Sopheas Cakery also provides a variety of methods of payment for their customers, which is by using cash, debit card, and also QR Pay. Their customers will have not experienced any problems in terms of paying the bills at their café. Besides that, Sopheas Cakery offers birthday events and party services for their customers, indirectly they can generate their sales through the services that they provide. In an end, it may be able to assist them in boosting their business revenues.

II. Delivery Fees

Sopheas Cakery increases its profit by delivering orders by making sure that its menu and photos are mobile-friendly and simple to browse. They generate revenue through delivery services when their customers purchase foods online. Sopheas Cakery always thinking of ways to boost their delivery sales, so they making offering special deals just for online ordering customers. In that way, they attract and encourage their customer to make online orders when

purchasing the foods. They are using the cash-on-delivery method for the delivery services. Their delivery charges are depending on the distance which is RM 1.00 for one kilometer.

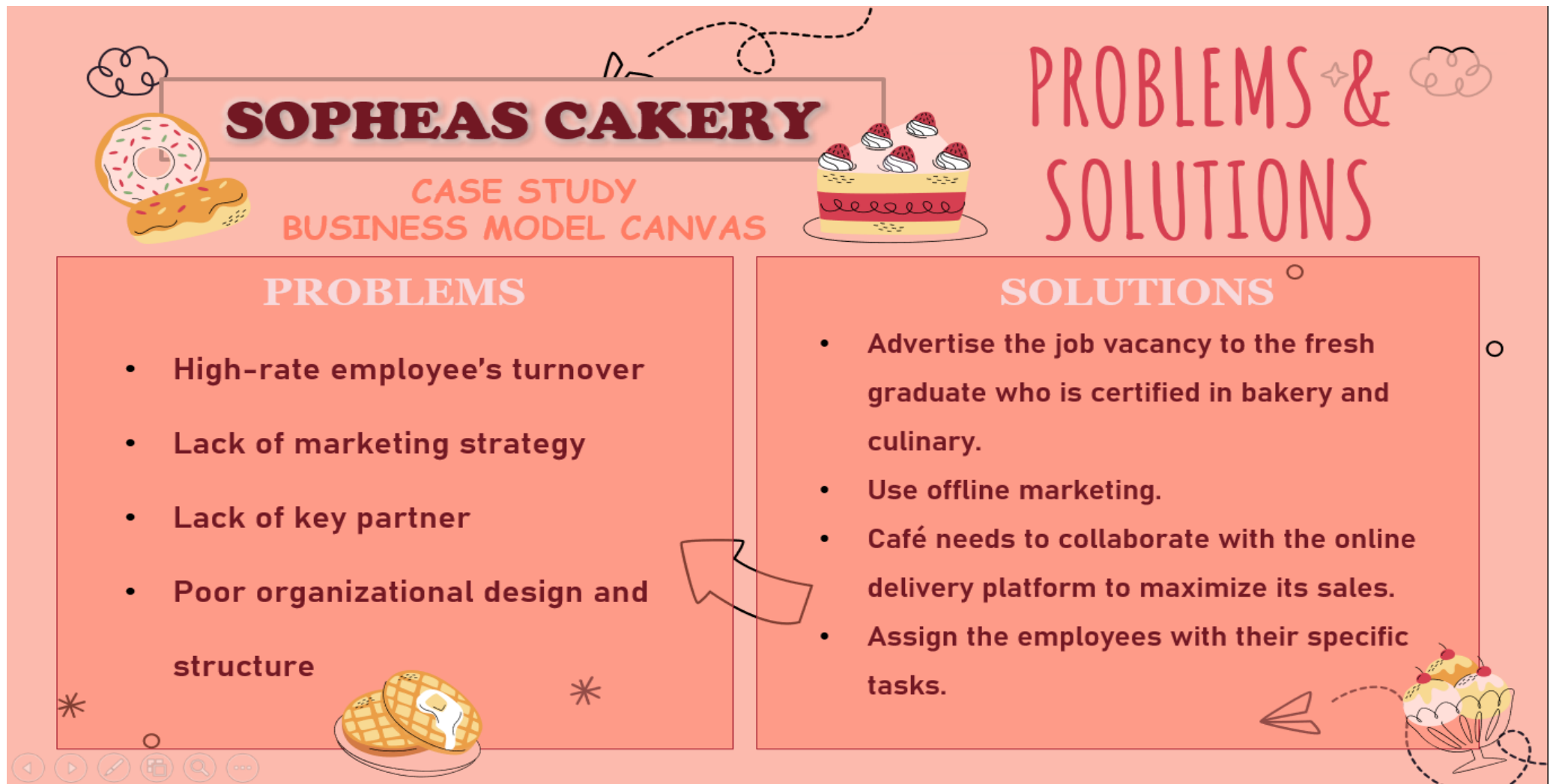


Figure 14: Problems and Solutions

4.1 FINDINGS/PROBLEMS

I. High-Rate Employees Turnover

The overall number of employees who leave an organization during a given time period is referred to as employee turnover. Employees who leave voluntarily as well as those who are dismissed or laid off are included in involuntary turnover. Turnover, particularly voluntary turnover has a negative impact on a company's capacity to meet its goals and is a major source of concern for management. People leave for a variety of reasons and organizations are not always able to stop them. Since being seven (7) months running their business, Sopheas Cakery is facing a very high-rate employee turnover. During the interview, the owner stated that most of the workers who worked at Sopheas Cakery only work at least one or two months before they submit their resignation letter with thousands of reasons such as further study or they have found a new job that is more convenient for them. Some of the employees might resign because they are not able to cope with the job scope and task that has been assigned to them by the worker, who might ask them to decorate a birthday cake or make an art coffee. They are not able to perform the task because they did not have any basic knowledge in pastry and culinary while the owner is looking for an employee who has basic in pastry, bakery, and culinary. We can say that is the major reason why there is a high-rate turnover of employees at Sopheas Cakery.

II. Lack of Marketing Strategy

A marketing strategy is a company's overall plan for reaching out to potential customers and converting them into paying clients for their goods or services. The company's value proposition, core brand message, statistics on target customer demographics, and other high-level elements are all included in a marketing plan. The "Four P's" of marketing which is the product, pricing, place, and promotion are all covered in a comprehensive marketing strategy. Same as other cafés around Malaysia, Sopheas Cakery also markets its business to the public. However, they did not fully utilize a different style of marketing other than online marketing which is by posting regarding their shop, their menus, and their specialty on Instagram, Facebook, and Whatsapp status. Lots of people might notice their café if they go through a lot of time on social media. This become a problem for Sopheas Cakery because nowadays many people have social media but not all people are using social media. Sometimes, social media is just a platform for a worker to perform their job or for a student to post fulfil the requirements needed for their assignments. This results in their café are not widely known to the public, especially for those who are not using any social media.

III. Lack of Key Partner

The relationships that a corporation has with other entities that assist the business model work are known as key partners. The common key partner that can be found within an organization are suppliers, manufacturers, and advisors. These collaborations provide a helpful hand in areas where the corporation would be inefficient to handle on its own. As for Sopheas Cakery, the only key partner that they have is the supplier for raw materials. Even though they have more than one supplier which is NSK Supermarket, Bake with Yen Store, Double 88 Bakery, and Pasar Awam Kuala Klawang, however, they are still in one group where they provide raw materials for cooking or baking to Sopheas Cakery. This situation somehow has made Sopheas Cakery unable to boost their sales with other initiatives and just depends on their marketing strategy and their regular customers.

IV. Poor Organizational Design and Structure

A system that defines how particular tasks are directed in order to fulfil an organization's goals is known as an organizational structure. Some of the example's activities provided inside and organizational structure are rules, roles, and obligations of every employee. By having an organizational structure, companies can stay efficient and focused that they can refer to ensure the workflow of the company stay smooth and organized. However, not for Sopheas Cakery. This is because they did not have a proper organizational structure in their café. By having 3 employees with 2 people as the owner because they are a partnership business, things might get a little too scattered to handle. The owner did not assign their staff with a specific task, but let them do what they should do during their working hour according to the situation. For example, when a customer arrives, they did not have a staff who is specific in serving the customer or taking the order, anyone who is free during that time may take the action to serve the customer. This type of management might lead to laid-off and non-productive employees.

4.2 SOLUTIONS/RECOMMENDATIONS

I. Advertise the job vacancy to the fresh graduate who is certified in bakery and culinary.

Employees at Sopheas Cakery have changed from time to time since it first began operating. So, to ensure that this problem from continuously occurs in the future, the owners of the café should decide to advertise the job vacancy to the fresh graduate who is certified in bakery and culinary. The owners have stated that they will only hire employees who have basic baking knowledge, such as baking a cake. In our opinion, there are numerous advantages that the café will gain if they begin hiring fresh graduates with culinary skills such as they can shorten the time of training their new employees. For the time being, they must currently allow their employees to train in the café for one month before accepting them to work there. Furthermore, it is obvious that fresh culinary graduates are already familiar with cooking, baking, and pastries. It will be easier for the owners to sharpen their employees' skills so that they can work at the café competently without any problems. Lastly, the advantage of hiring fresh graduates in this café is that they can assist the owners by providing feedback on the food. Conducting a business needs an improvement from time to time. The same is true for the café business, they must always be up to date with the latest trends in people's tastes in order to stay in business for a long time. As a result, sharing opinions from employees who are knowledgeable about this type of business is absolutely essential for the owner.

II. Use offline marketing.

Next, we believe that applying offline marketing to the café's business would be a good way to improve its marketing strategy. Since the café's inception, they have only promoted its business through an online platform consisting of Facebook, Instagram, and Whatsapp status updates. As a result, it is best if they also try to broaden their promotion strategy by creating flyers and distributing them to locals. There are numerous advantages to offline marketing in business, such as the fact that people will receive the most up-to-date information about the café, such as information about their latest menu or promotion. Aside from that, offline marketing can be distributed in a variety of ways. The café's owners can place the flyers in letterboxes or display them on the information board at the office or in the residential areas. Another example of offline marketing is having the café's own business card. It is important to provide a business card with the café's information so that people can contact the café using the information stated. Distributing business cards is simpler, especially when there is an event at the café because they only need to give people their business cards to promote the café directly. The last offline

marketing option we recommend to this café is to place a sign or banner with the café's name on the side of the road. So that people from outside Kuala Klawang can notice their café and find it easy to locate the café.

III. Café needs to collaborate with the online delivery platform to maximize its sales.

According to the previous page's Business Model Canva, the café does not collaborate with online delivery platforms to deliver their foods to customers. In our opinion, the café would benefit more from partnering with a third-party food delivery partner, such as 'Grab Food' or 'Food Panda.' Some of the benefits of an online food delivery service in the business include the café gaining more customers, increasing online visibility, and avoiding misunderstandings between customers and sellers. When the café started to collaborate with this application, it will be easier for customers to recognize their café, especially since this is the new café in that area. Furthermore, because most customers prefer to order food online rather than dine-in, Sopheas Cakery can gain more customers. For the time being, this café relies solely on its own delivery man to deliver food. As a result, the delivery man must deliver food to multiple locations at the same time. As a result of their collaboration with the online delivery application, the food can be delivered to multiple locations at once, and customers will not have to wait too long to receive their ordered food. Finally, ordering through this application can help to avoid misunderstandings between sellers and customers. This is due to the fact that each menu available in the café will be specified in detail in online delivery applications. Customers can thus carefully select their foods before placing an order. For the time being, this café only accepts orders for delivery via Whatsapp. If the seller or the customers do not thoroughly inspect the ordered foods, it can lead to misunderstandings.

IV. Assign the employees with their specific tasks.

Last but not least, we would like to suggest to the owners of this café that they should assign specific tasks to their employees. According to our interview with the owners, the employees will perform all tasks in the cafe based on their availability. We believe that assigning each employee a specific task will be more strategic. For example, if two employees are assigned to serve only one customer, it can reduce the time it takes for other customers to receive their food. The café's productivity can also be increased. Furthermore, not all employees are capable of baking, cooking, or brewing coffee. As a result, employees who are not skilled in that area can be assigned to clean the café and the dishes used. In short, the owners of the café need to put the right employees for the right task. With consistent duties assigned, everyone is clear on the

duties they should be completed, which means that those assigned to a specific task can be counted on to be consistently excellent at what they do. This suggestion can benefit both the owners and the employees in the future.

5.0 CONCLUSION

In a summary, Sopheas Cakery is a definitely promising business with a favourable outcome. Most of the problems and difficulties that this company has experienced may be addressed with several commitments and initiatives, as previously indicated.

Employee engagement is a big challenge for many employers, and successful business management teams must recognize the necessity of retaining their most productive employees. High turnover results in the loss of valuable employees, whose replacement is costly. Sopheas Cakery can overcome these problems by hiring fresh graduates with culinary skills because the owners have stated that they only want to hire employees who have skills in baking or cooking. Indirectly, it will solve the problem of employee turnover for this business.

Furthermore, resulting in reasonable pricing and online delivery, Sopheas Cakery is equally focused on receiving positive comments from their customers. In order to maximize their sales, the effectiveness of partnering with a third-party food delivery partner use of platforms such as 'Grab Food' or 'Food Panda, enables the company to reach out to target customers more efficiently. Because of their partnership with the online delivery system, the food may be delivered to numerous places at the same time, and customers will not have to wait too long for their requested meal, thus the delivery will be more systematic and easier.

Sopheas Cakery indicates a great example of optimizing their customer relationship to improve their business. Since the company takes good care of customer relationships, it shows meaning to customers while also being genuine to the business owner. That's without a reason to think the main attraction that might serve as a model for other businesses in the sector.

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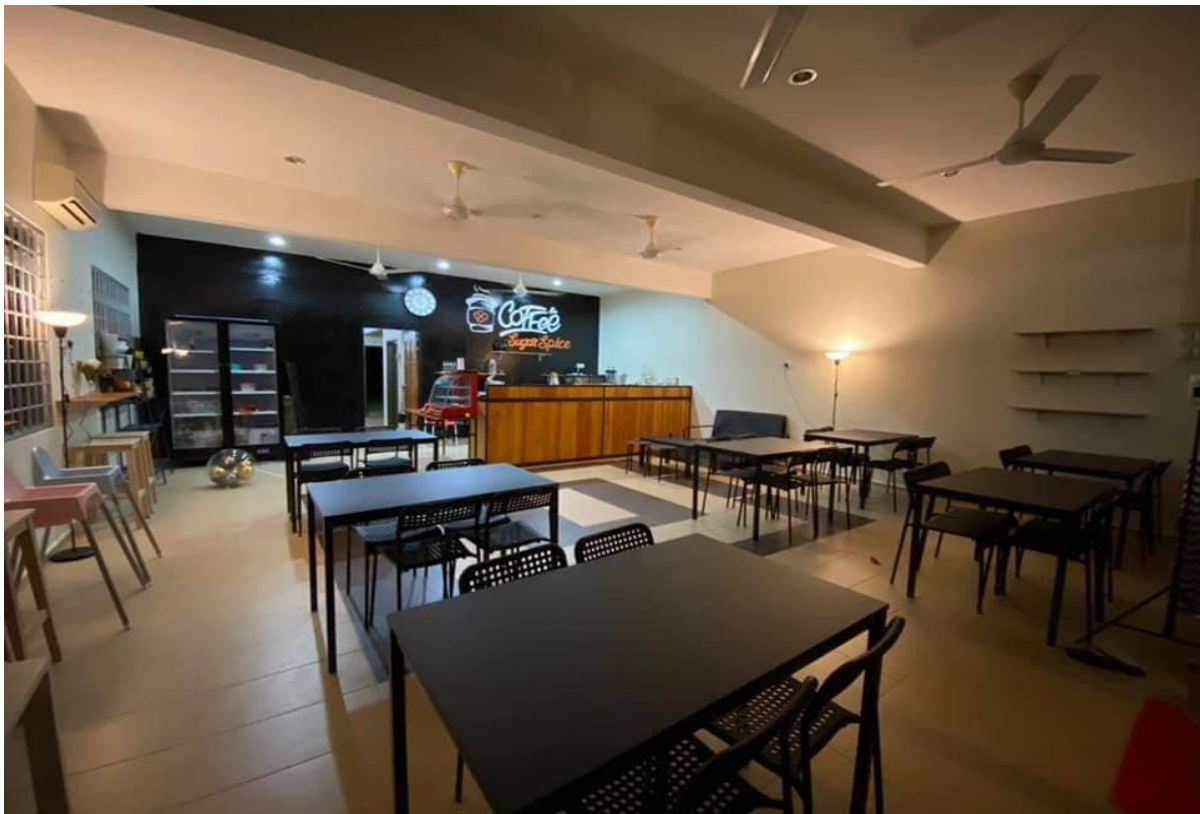
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7.0 APPENDICES

Sopheas Cakery's Cafe



Sopheas Cakery Menu

Sugar Spice CAFE
EST. 2021
☎ 0143330759 / 0138017197 📱 Sugar Spice

COFFEE

Caramel Machiatto	RM10
Latte	RM10
Mocha	RM10
Chocolate	RM8
Caramel Frapucino	RM10
Black Coffee	RM6
Java Chip	RM10
Matcha Latte	RM10

SMOOTHIES

Oreo Frappe	RM10
Longan	RM8
Pineapple	RM8

Air

Teh 'O' Ais	RM2
Teh Ais	RM2
Limau Ais	RM2
Sirap Ais	RM2




Sugar Spice CAFE
EST. 2021
☎ 0143330759 / 0138017197 📱 Sugar Spice

Menu







 Nasi Ayam Hainan ...RM8	 Set Ayam Penyet ...RM8
 Mee Kari ...RM6	 Set Daging Penyet ...RM12
 Mee Kicap ...RM6	 Set Kambing Penyet ...RM15
 Mee / Bihun Sup ...RM6	 Daging Bakar ...RM12
	 Kambing Bakar ...RM15

Sugar Spice CAFE
EST. 2021
☎ 0143330759 / 0138017197 📱 Sugar Spice

Side Dish

 Set Kentang ...RM5	 Roti Jala ...RM6
 Lempeng + Sambal Sardin ...RM6	

Dessert





Interview Evidence

