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CASE STUDY: COMPANY ANALYSIS

DBDN by Drbidan

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EXECUTIVE SUMMARY

On January 20, 2020, World Health Organization (WHO) declared the COVID-19 outbreak, which is a worldwide health emergency. COVID-19 was designated a global pandemic by the WHO on March 11, 2020, which was the first time since H1N1 influenza was proclaimed a pandemic in 2009. Sorrowfully, due to the sudden pandemic outbreak, the COVID-19, tons of businesses were affected. This report will be explained the company's performance and whether they were also affected by the pandemic outbreak. This case study also gained information through an online interview with the business owner. Hence, we chose DBDN by Drbidan, which was founded by Mrs Shamimi Nabihah, to complete this case study report. The founder is familiar with the nickname 'Mrs Mimi'.

First and foremost, this is a brief background about DBDN by Drbidan. The company has been operating for eight years long. According to Mrs Mimi, the business provides four services to the customers. The services are confinement, wellness (physiotherapy and wellness centre), herbs (confinement set or al carte) and lastly the academy. Badly, the academy is not actively operated due to a lack of staff and specialists to provide the teaching session. During the interview with Mrs Mimi, we were told that her life mottos are '*Masa itu emas*' and '*Masa tidak menunggu kita*'. She mentioned that, by sticking to her life mottos, she was able to achieve her target, which is the mission and vision of the company within the three years planned. Moreover, she said that they need to plan a new vision and mission for the next three years to gain more and be more successful in the future.

This case study report consists of five sections. In the first section is the introduction regarding the business. This included the background of the study and the purpose of the study. The second section is about the company information. This section will be consisting the details and further explanation of the company, which will be explained the background, organizational structure, products and services that DBDN provided to their customers, and the strategy used by the company. The strategies are in terms of business, marketing, and operation and lastly, the business's financial achievements. Next, the third section is the company analysis which is the Business Model Canvas (BMC). Meanwhile, the fourth section will be discussed the finding and discussion. That also will include the appropriate recommendations. The last section is the conclusion that will sum up all the key points and important details of this case study report.

1.0 INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Entrepreneurship is one of the most important factors that contribute to the growth of an economy and the production of new jobs in a country. When it comes to the private sector, one of the most significant drivers is an entrepreneur. After land, labour, and capital, the fourth element of the production is business ownership and entrepreneurship (John Stuart Mill, 1848). Entrepreneurs have emerged as one of the primary forces behind the expansion of a nation's monetary resources, both in terms of incoming and outgoing cash flows, as a direct result of the implementation of innovative technologies and the proliferation of a wide variety of goods and services offered in a variety of delivery methods. The practice of entrepreneurship encompasses not only the process of establishing a new business but also the broadening and strengthening of an existing enterprise.

Students learn fundamental business concepts and get practical experience through participation in the hands-on Principles of Entrepreneurship class (ENT530). Students are required to prepare a case study linked to a Small and Medium Enterprises (SME) firm or company while they are enrolled in this class. Students are required to conduct an interview with any SME firm or corporation as part of this case study. The purpose of these interviews is to gain an understanding of the challenges that the business or organization is currently facing. The students were required to analyse any problem that the company or organization had to face and then they were responsible for developing solutions to those problems.

Students will learn from this case study in two ways: first, it will show them how businesses function and how they are managed, and second, it will provide them pointers on how to be more creative in their dealings with customers and other business people. Students might also be instructed on different approaches to problem-solving with the help of this case study. DBDN by Drbidan, a company headquartered in Saujana Puchong, Selangor, is participating in this case study. In addition to that, the investigation of Drbidan's Business Modal Canvas was meant to be the focus of this case study.

1.2 PURPOSE OF THE STUDY

When reading the success story of an entrepreneur who formerly failed in business and is now able to become one of the well-known business people in the national market, we might easily think that being an entrepreneur or running a business is not so "difficult". Yet, to be an entrepreneur, one needs a multiplied work and has a lot of business skills. Without any understanding of business, automatically a person can easily fail in operating a business since he or she still does not comprehend the concept of business and is also easily misled by those who promise support to manage his business.

Thus, the objective of this study is to study how an entrepreneur develops an idea about the business he wants to operate, what kind of product innovations are made, how he grows the firm from small-scale business to large-scale business and so on and the primary objective of this case study is to investigate and analyse the significant facets of successful business owners in terms of how they run and manage their company or firm by utilising the Business Canvas Model. A secondary objective of this study is to determine the challenges that were faced by the company or organisation. In addition, the goal of this case study was to learn about and discover solutions or other methods to address the problems that the owner had previously encountered and to use that information to learn about and identify solutions or alternative ways to solve those problems.

In addition to this, we need to interview the owner of the firm to learn more about the management style they use and the steps they want to take to secure the continued prosperity of their enterprise. We gather data about the company's product or service offerings, as well as its business plan, marketing strategy, operational strategy, and financial performance, among other things. At this point, we'll bring everything together and have a conversation about what we found. For instance, you may identify the issues that the company is facing and suggest solutions, or you could provide them with advice and ideas to assist them in improving their business.

2.0 COMPANY INFORMATION

2.1 BACKGROUND

DBDN by Drbidan is a local small business managed by Mrs Shamimi Nabihah and her husband. They only started this company in 2014. DBDN began with the name Drbidan, which is now Drbidan Enterprise. At the time, the company only had two confinement ladies, including Mrs Shamimi herself. Because the company is still in its early stages, Mrs Mimi does not want to take any risks. She learned how to massage in the medical field while studying Physiotherapy and working part-time at her auntie's spa. She is so generous that she started the business to assist people to generate income despite their lack of qualifications. So she assigned one of her employees to go learn on Kolej Kemahiran MARA to obtain Sijil Kemahiran. DBDN by Drbidan is still in operation at 13-1, Jalan SP 3/1, Saujana Puchong, 47110, Puchong, Selangor Darul Ehsan, Kuala Selangor.

The owner of this business is Mrs Shamimi Nabihah. She is also known as “Mrs Mimi” as the Chief Executive Officer (CEO) and the founder of this business. Mrs Mimi graduated in Physiotherapy. Then, she served people as a Physiotherapist for 2 years. But she felt that physiotherapists were not her passion. She decided to resign and work as a financial consultant at the same time, she gives massage from home to home. Mrs Mimi loves beauty and health. She thinks that she needs to focus on only one job to get the best outcome. She used all her saving to start Drbidan in 2014. She believes people still will use her service using word-mouth marketing. Mrs Mimi said in the interview, “DBDN by Drbidan frontrunner in postnatal services and she added there is no research being conducted yet in this field this it is a country’s treasure.

DBDN by Drbidan Sdn. Bhd. is now operating as a business company that sells various services and products such as confinement lady services, physiotherapy & wellness service also Herbal Bath products that were just released this year. Therefore, DBDN has 30 confinement ladies all over Malaysia to help reach the customers or for a daily visit. The vision of the company is, a leading corporation focusing on the growth of our network, developing strong business leaders with immaculate development structure and business ventures. Also, Mrs Mimi wants to bring this service internationally. Then, the missions are to strengthen business and get a license to open franchises across Malaysia, adding more high-quality product lines and giving the best training for confinement ladies for them to be more eloquent in sales thus, increasing their income and elevating their socio-economic status.

2.2 ORGANIZATIONAL STRUCTURE

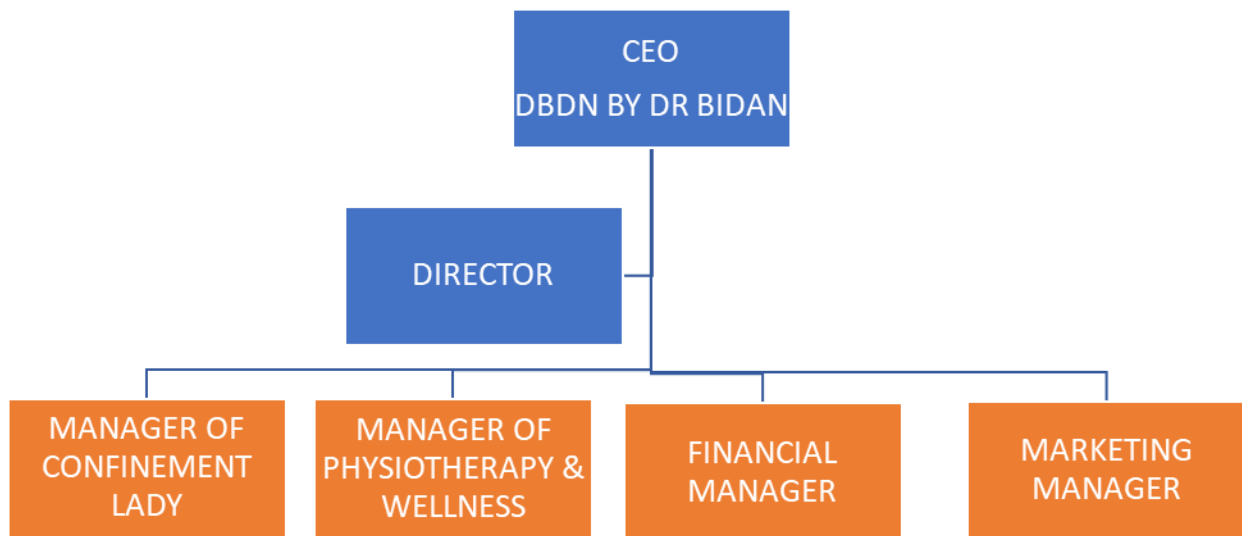


Figure 1 DBDN by Drbidan organizational chart

2.3 PRODUCT OR SERVICES

DBDN By Drbidan Sdn Bhd is a company that offers service for Confinement Lady. At first, their main focus and supply were only for the Confinement Lady. Then, this company began to expand and became well-known by Malaysians. Therefore, this company started to produce Physiotherapy & Wellness and Herbal Bath. There are several services include for each package as example, for Kasturi Package include “*Urutan Bersalin, Tungku, Herbal Bath, Pilis, Param, Tapel, Pemakaian Bengkung, Tangkas @ Sauna dan Rawatan Bayi*”. Physiotherapy & Wellness service mainly focuses on customers that want service in ala carte such as *Urutan Tradisional, Therapeutic, Facial or Sauna @ Tangas*. The latest product by DBDN is Herbal Bath. The target market for these products for existing customers and new customers that fall in love with Herbal Bath during treatment. It can be purchased by Confinement lady and through Shopee.







Types of Services	Services
Confinement Lady	     

Table 1 Confinement services package by DBDN by Drbidan

<p>Physiotherapy & Wellness</p>	
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Table 2 Physiotherapy & Wellness package by DBDN by Drbidan

Types of Products	Products
<p>Herbal Bath</p>	

Table 3 Products by DBDN by Drbidan

2.4 BUSINESS, MARKETING, OPERATIONAL STRATEGY

2.4.1 Business Strategy

The term "business strategy" refers to the methods employed or the overall efforts made by a company in order to accomplish its objectives (Heubel, 2021). The company will then be led to make judgments on how to upgrade itself in order to remain competitive in the market by the business plan. In the case of DBDN By Drbidan Sdn. Bhd., the company has implemented a variety of techniques in order to maintain its status as a user favourite in the relevant market or industry. For instance, the organisation that you work for has devised its own vision and mission at the level of the organisation.

In order to guarantee that the services offered to clients are of the highest calibre, DBDN by Drbidan makes certain that the ingredients it employs are of the highest possible quality. According to Mrs Mimi, she always makes sure to instruct all of the Confinement Ladies (CL) to treat their customers as if they were members of their own family. In order to guarantee that all of the CLs are using the techniques that they have been taught, Mrs Mimi requires that each and every CL to pass a series of examinations that she administers herself. In addition, Mrs Mimi has conducted her own Research and Development (R&D) in advance for the standard operating procedures (SOP) of therapy. This is to ensure that all of the clients have the greatest possible outcome for each treatment, regardless of any changes that may be made. Because it gives powerful information and insights, as well as leads to changes to existing processes where efficiency can be raised and costs can be decreased, Research and Development (R&D) is crucial for organisations. The reason for this is stated in the previous sentence. As a result of this,

Mrs Mimi has planned multiple seminars throughout the year in order to help all of the CLs polish their skills. During that seminar, Mrs Mimi will learn whether CLs need to improve by receiving one-on-one tuition or whether they can progress by attending classes. The majority of CLs hold either a Sijil Kemahiran Malaysia or a Diploma Kemahiran Malaysia in their respective fields. Because of her extensive training and experience in the field, Mrs Mimi is the one in charge of Physiotherapy and Wellness. She holds a diploma in the discipline. During each appointment, she also brought up the need of maintaining our principles when interacting with the clients.

2.4.2 Marketing Strategy

Aside from that, marketing strategy is critical for a company to gain and maintain a competitive advantage in the market by understanding and serving the needs and wants of its customers (Aashish, 2021). Any effective marketing strategy should centre on a company's value proposition. This is the statement that informs clients about the company's values, business practises, and why they should do business with it. When deciding how to market a product or service, the four most significant factors to consider are product, pricing, promotion, and location. All of these components of the business of DBDN by Drbidan have been examined in order to design their marketing strategy. As their business grew, so did their supply chain and their ability to reach every corner of Selangor, Kedah, Pulau Pinang, Perak, and Kuala Lumpur with their goods and services. As a result, it was required to publicize the services on a larger scale.

Product and service promotion is an important part of DBDN's business marketing strategy, and it is one of the most important methods. This is one of the most important factors to consider when determining all of the components that must be in place in order to successfully sell these products on the market and meet the needs or desires of customers. Facebook and Instagram are just two of the social media platforms used by DBDN to promote their products and services. This is due to the fact that in today's world, people use social media as a platform for conducting information searches. It is critical for businesses, particularly small enterprises such as DBDN by Mrs Mimi, to promote themselves and establish their own social media presence. Given that, in this digital era, social media has become the key venue for promoting businesses, it is critical that businesses do so. Furthermore, Mrs Mimi intends to promote her products and services on the social media platform TikTok, which has lately emerged as a popular alternative for businesses to employ when advertising their goods and services.

Customers who comment positively about a company's product or service to their close friends, family members, and other persons with whom they have personal connections are known as word-of-mouth marketers, or WOM marketers. "Word-of-mouth" marketing is another term for this form of promotion. Because the vast majority of consumers (92 percent) trust their friends and family more than they do traditional media, word-of-mouth marketing is one of the most effective types of promotion. Existing clientele typically suggest DBDN by Drbidan's services to friends and family. Good customer service is crucial, so DBDN awarded loyal customers free presents.

2.4.3 Operational Strategy

Operational strategy is a type of strategy that requires the operational level to perform their duties in an efficient manner in order to achieve the highest possible quality of the product, which in turn attracts the trust and interest of customers in the products or services offered by the company. After determining the overarching business plan, the next step is to formulate the operational strategy so that it will complement the strategic orientation of the company. The implementation of production and support capabilities that are efficient with regard to cost will be the end result of an operations strategy that has been meticulously designed. In addition to this, it discusses the technologies that will either be acquired or developed in-house, as well as the suppliers of goods and services that the company will work with in the future. As an illustration, the business of DBDN needs to send products to be used for service Confinement Lady as an example '*Tungku, Mandian Herba, Pilis, Param and Tapel*' to each CL because they need to guarantee that all of the materials used for services are of high quality. As a result, the team that handles operations offers to transport customers' orders anywhere in Peninsular Malaysia by utilising a reliable and effective courier service of their own.

The hours of operation for DBDN by Drbidan are as follows: Monday through Saturday, closed on Sundays. The hours when the office is open are from 9:00 in the morning to 6:00 in the evening. Because they are a tiny business, Mrs Mimi has stated that she would not hire any additional staff for the time being in order to cut costs for this year. This is due to the fact that an entrepreneur, will do whatever to cut costs. On the other hand, she has plans for the following year to recruit new people to work as confinement ladies because their business has expanded and gained more clients as a result of the feedback received this year. In addition to this, she keeps her contact with the employees she oversees by hosting seminars and family days for all of them.

Mrs Mimi oversees physiotherapy and wellness in Puchong. Because these services are new, organisations are actively pursuing new clientele. Mrs Mimi will shop weekly for the herbal bath items. She double-checks the confinement lady service ingredients every day to ensure there isn't a large surplus at the end of the week. This is done to ensure that all of the components used are fresh in order to preserve the quality and flavour of the mother who has just given birth.

2.5 FINANCIAL ACHIEVEMENTS

Small business owners must plan for and monitor their finances. When business owners plan their finances, they gain a comprehensive view of their current and future financial health and are better able to expand and develop their firm. By studying this, individuals may learn about their company's financial situation. Profit and loss statement of DBDN Sdn. Bhd. for 2020 and 2021 is provided below.

	2020 (RM)	2021(RM)
Revenue		
Sales	100,000,000	250,000,000
(-) Direct costs	43,500,000	108,750,000
Gross Margin	56,500,000	141,250,000
(-) Marketing Expenses		
Marketing Equipment	18,000	20,000
Website	30,000	35,000
In-store Advertisement	15000	18,000
Others	18,000,000	45,000,000
Total Operating Expenses	18,063,000	45,073,000
Operating Income	28,437,000	63,677,000
Depreciation	250,000	350,000
(-) Income Tax	25,882,500	64,706,250
Total Expenses	87,659,500	218,879,250
Net Profit	12,304,500	31,120,750

Table 4 Profit and Loss Statement

3.0 COMPANY ANALYSIS

3.1 BUSINESS MODEL CANVAS (BMC)

The Business Model Canvas can assist in the management of a business by determining the type of product we want to provide our target clients first. If we use Business Model Canvas, we will be able to more simply establish the product and its standard. It also aids in the development of a business by providing a financial plan, marketing strategy, targeted audience, and strategy. It is very helpful in explaining our business in the event that we need a bank loan or if an investor wants to invest in our firm and wants to know how we can reduce the risk of failure or loss. It also guarantees that we can determine our company's strengths, weaknesses, opportunities, and dangers, as well as those of our competitors. Customer Segments, Value Propositions, Channels, Customer Relationships, and Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure, are all included in the template.

3.1.1 Key Partner

In any business, the relationship between key partners is important to ensure the business model can get the success. Key partners are the outside suppliers, governments, non-consumer entities or companies that can help to carry out the company's key activities and aid the business model's operations. In addition, it also can reduce the risks and acquire any resources when these alliances already be formed.

i. SSM – Enterprise

SSM is the most important key partners for this business, they operate as an agent for the formation of company and responsible in process of the registration of businesses, it as well as the public disclosure of any corporate and sector information. Then, to get any information about corporations or enterprises, everyone can go to the commission's website which is SSM e-Info Services. With SSM, it also in charge on conducting lawful and legitimate business online. To add, usually customers will have more faith and would be more willing to acquire the products or services that registered under SSM.

ii. Instagram & Facebook (social media)

In this advance era, technology has evolved significantly in our life. If mention about technology, it related with various platforms online that can help in start the businesses or sell their products. It is the place that help as the partners of this business's grown up as the company use Instagram and Facebook to promote directly or indirectly and

more. It can be call as marketplaces, it become relation of partnership that does not impose any fees on their users. In addition, it can be in advertising sector, it assists a business in earning the profits by rise awareness for the products or services and in reality, any consumers will never learn about the products and services unless they are advertised. As a result, businesses will be able to gain more profit from the deal, and both platforms have simple process and easy to use for everyday procedure.

iii. Suppliers

Usually, company have their own suppliers, to continue in this type of business, we need some materials and ingredients to complete the package. For this, must maintain good relationships with the suppliers in order to purchase materials at a lower cost. Once, both company and the supplier understand about each other's businesses, the more they may be able to assist one another. This may necessitate to the some but it has the potential to result in increased efficiencies and operational value.

iv. Employees (Confinement lady/Therapist)

To ensure the smooth operation of the business, they work together with the employees especially confinement lady or therapist that they have to service the customers. Try keep the employees happy because they are one of the keys to running a successful business for a long period. If employees happy, they will do a good job when they working so customers will be pleased with the services. After that, relationship between customer will be improves, and our reputation improves as well. Usually, confinement lady will be serviced by customer's chose on the package that they want.

3.1.2 Key Activities

Key business activities are the focus on what we need to do for the success of the company or business model. These activities may involve the creation of a product, the provision of a service, or both. These tasks should concentrate on delivering on the value proposition, have to reaching out on client segments and maintaining customer connections, and creating profits.

i. Services, Products and Package Sales

As being told that DBDN by Drbidan is selling many types packages of services also the products that relate with the services. Whereas this is their main activities to gain profit. They provide package with high quality services but also provide

affordable prices as they very concern in therapy for the customers, they also want the customer felt their sincerity and felt happy

ii. Marketing (Promoting or Advertising)

As a growing business, it is crucial to have a lot of promoting or advertising activities, if not have the good promoting and advertising, the business will become unnoticed, which will have an impact on its performance. These activities contribute to increase customer traffic as be inform the purchasing customer that they are making a concerted effort to remain relevant in the marketplace of this type industry. For this company, they make a lot of advertising on social media like Facebook and Instagram also have a lot of information that can be found on their official website. It was very cool because not many businesses that enter this industry have a lot of effort as DBDN by Drbidan. They also make some direct or face to face promotion, as after the services at the customer's place, the employees will promote by talk method and the word will be spread around customer's surrounding.

iii. Face-to -Face or Direct Services

As many people know this business involves the employees, confinement lady and therapist go to the customer's places to have the services that they buy. It will be in massages, herbal bath and many more.

3.1.3 Key Resources

The most essential assets necessary to make your business model thrive are key resources, which enable your organisation to build and deliver a value proposition, reach markets, maintain connections with client segments, and produce revenue.

i. High good quality services

For the services, not everyone has the right to do it because it required the certificate and have the education level of this field to service. It also can be under health or medical sector because relate with the therapist and some herbal medicine. This company really focus on high quality services as they will send their employees to the specialized classes to be taught various techniques and new useful knowledge to work under this sector. They also required to have good personality and behaviour to ensure the good relationship between co-workers also customers.

ii. Vehicle to go to the customer's places

The therapist, confinement lady, and personnel will go by vehicle to the clients' locations in order to provide services, which may be said to have a significant impact on the business because the business would not make profit if the customers were not met with the personnel. It really provides a lot of help and can also be a source of revenue.

iii. Service's equipment and materials

It was the massage equipment or any materials or herbal ingredients for medicine, drink, or bath for the consumers when the massage took place. All of this will be divided or contributed to multiple packages, allowing clients to select the most comfortable and appropriate products for their needs and conditions.

3.1.4 Unique Value Propositions

A unique value proposition describes why a buyer should pick one product or service over another, highlighting the product's or service's particular benefits over its competitors. It provides a one-of-a-kind combination of products and services that enhance the customer's experience by fixing a problem or adding value to their lives. This is the point at which your services and products satisfy the rationale for the customer's desire to buy them. This company's product or service may have a single value proposition or multiple value propositions. Drbidan's DBDN promotes its proposals such as a diverse package of services and goods that are available quickly. It is simple to obtain the company's services and products. With the help of their representatives, customers may quickly locate Drbidan's DBDN. They can also place orders or buy things online via WhatsApp, Instagram, or Facebook. All of these items can be simply demanded by clients as what they want, need, and demand.

3.1.5 Customer Relationship

This block of the Business Model Canvas (BMC) is considered as the important block and defines the relationships between the business with their customers would look like. The relationships between them will heavily impact the customers perspective and experience. This is essential because the customers must have their certain expectations regarding the established relationships from the business towards them. According to Belyh (2020), customer relationship management aims to help customers at three stages of their engagement with the organisation. The stages are customer acquisition, customer retention and upselling.

In the customer acquisition there are several stages which are, awareness, desire, interest and action. In the first stage, the purpose is to raise awareness of the business offerings among the target market demographic. It also involves informing the customers that the business may has a solution to an issue that affects them. As for DBDN by Drbidan, the awareness of their business is through **word of mouth**, as they operating a B2C business. They are depending more on their regular customers to give a suggestion to their relatives or friends, but they also actively market their business through online platform. Subsequently, the potential customers will be interested and gain more customers to get a service from them, as it was beautifully suggested by their trusted relatives. According to Mercer, D (n.d.), he explained that the customers who come to your store because of word of mouth will convert better. This is because, they already have a degree of trust and confidence in the company that has been passed down to them from the person who suggesting your business.

Furthermore, the customer retention. This stage focuses on retaining customers who are loyal to the business. For DBDN by Drbidan, in order to keep a good relationship with the customers, they give offer tons of promotion, gives extra benefits after treatment and even free gift that the business produce. The founder, Mrs Mimi also had mention that, the services that they give to the customers are one of the cheapest confinements. The services also different with the others confinement (competitors), which the confinement ladies are trained with medical. As Mrs Mimi was specialist in physiotherapy and she also had experience working in hospital in that major before she begins the business. Therefore, it could gain more trust between the customers, as the workers was trained professionally with tons of courses.

Lastly, the upselling. DBDN by Drbidan now gain a lot of customers and also keep making sales with the existing sales. In the interview with Mrs Mimi, she had mention that when firstly she officially operates the business, she obtains her customers from the time when she working

with her aunt's spa shops, at the age of 18. Also, typically as a youth she tries different types of works. Before she decides to open the business, she working as financial consultant and between of that, she also took the clients that want her services for massage. Therefore, until now the business could gain regular customers and new customers with the help of word of mouth. DBDN by Drbidan provides four services to their customers which are, confinement, wellness (physiotherapy and wellness centre), selling the herbs that related with confinement and academy. The founder used the term of 'diversified' for her business, as she mentions that the customers can enjoy the other services that provided by them rather than mainly just a confinement service. Thus, they generate sales according to these four services. She also said that by having these four services, it can 'cover' the others if one of the services are not well received.

3.1.6 Channels

Channels are describing on how a company communicates and reaches its customers to deliver its value proposition. There are various functions of channels to a business which are, as one of the marketing tools, raising awareness among the customers about the company's products and services, to helps on estimating the value proposition of the business, and much more. Channels is divided by two which are, acquisition channels and delivery channels (Belyh, 2020).

DBDN by Drbidan used both channels. Where for the acquisition channels, they were actively using social media to interact with their customers. They are using Facebook, Instagram, and also TikTok to promote their brand and business to the customers. They using the platform to advertise their services and also provides the feedback of the customers. Thus, they can gain more trust for the potential customers in the future. As Mrs Mimi mention, they advertise their business by using a lot of ways such as using the ads in Facebook, Instagram or TikTok to 'remind' the customers about the services that they provided.

The acquisition channels are used as awareness for the customers. Awareness among the consumers is very important, in an attempt to ensure that the patrons are not forgetting about the existence of the business. Thus, by advertising it will create more awareness for them. Due to modern technology nowadays, social media are very well known and it has been developing in a very broad way.

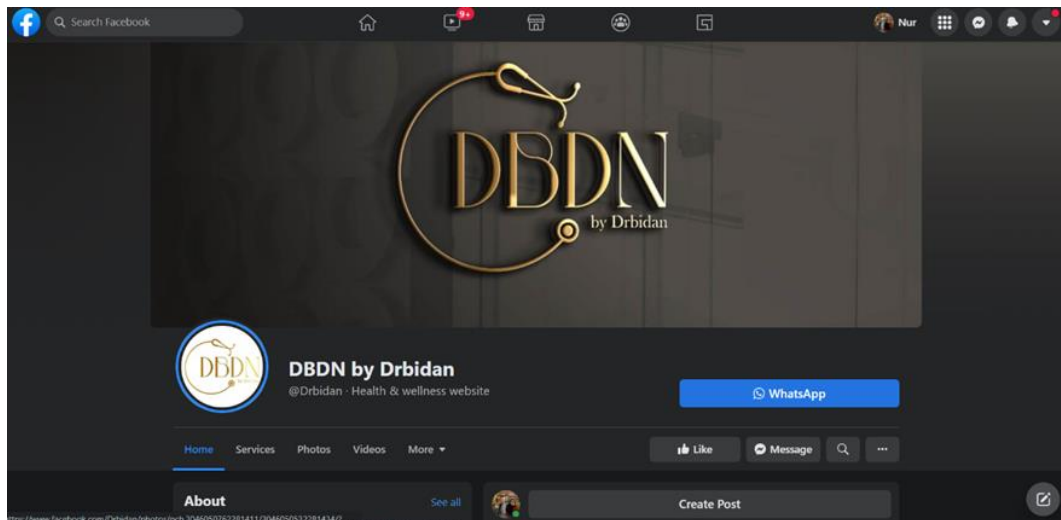


Figure 2 DBDN by Drbidan Facebook

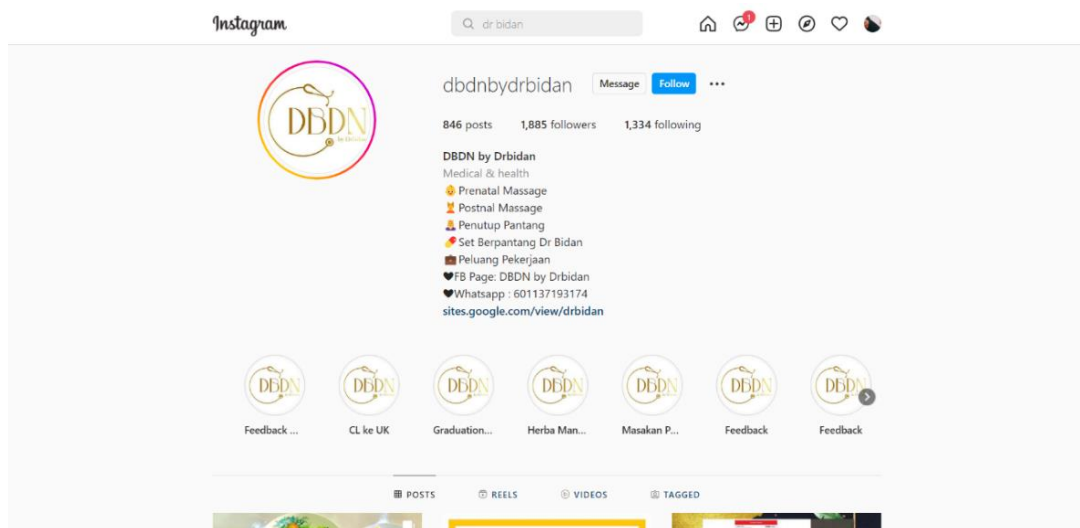


Figure 3 DBDN by Drbidan Instagram

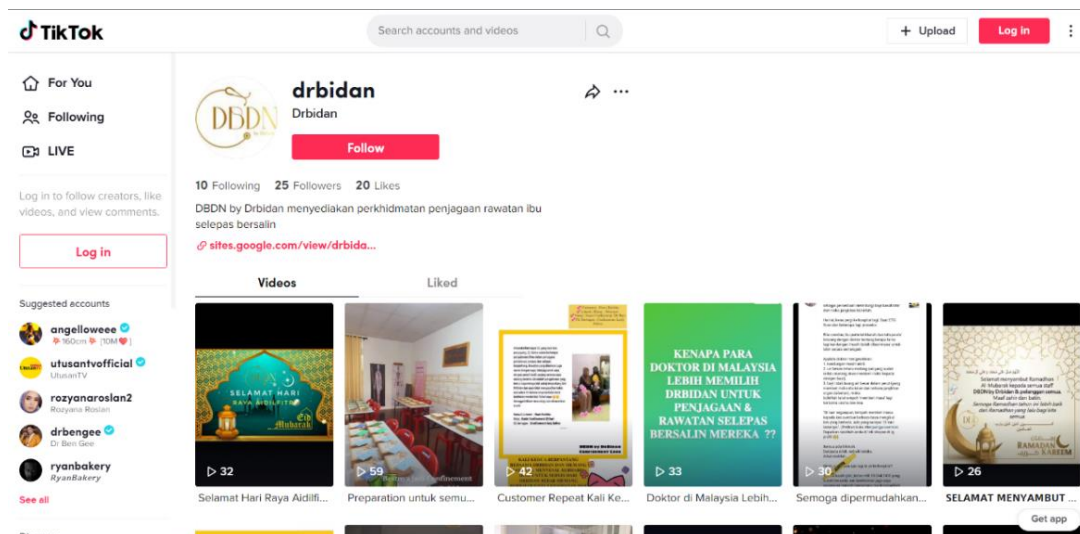


Figure 4 DBDN by Drbidan TikTok

Meanwhile, for the delivery channels DBDN by Drbidan used the delivery channels to post out their customers' confinement set when they are confirming having a slot after maternity. Thus, the in-charge confinement lady can do their work easily as the materials needed have been provided by the company beforehand. Moreover, they also used Shopee to sell their herbal and items related to confinement such as *kerusi tangas*.

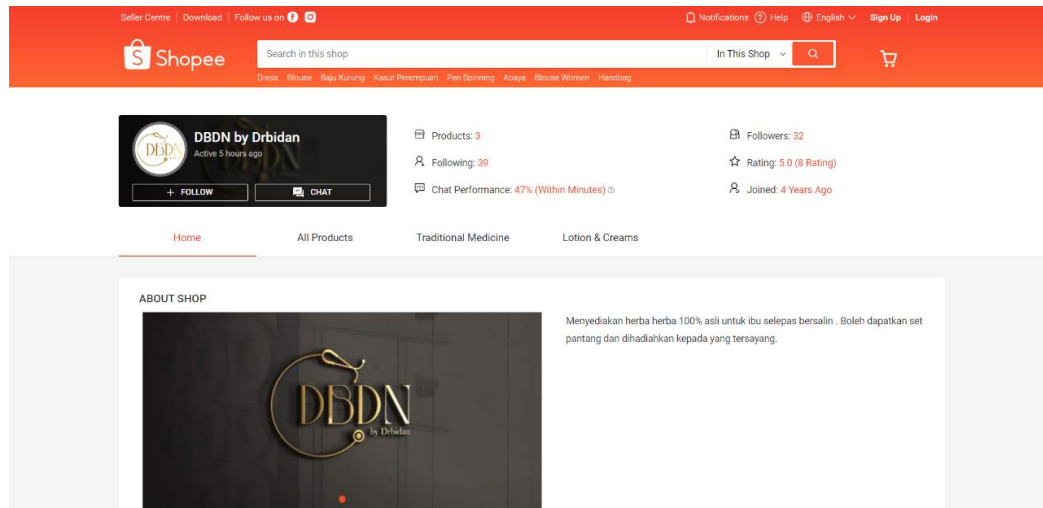


Figure 5 DBDN by Drbidan Shopee

3.1.7 Customer Segments

According to Athuraliya (2022), the customer segments are various which are, mass market, niche market, segmented, diversified and multi-sided markets. Based on the interview with Mrs. Mimi, the founder of DBDN by Drbidan, we can conclude that her business using a mass-marketing as they do not have specific characteristics for the target customers, they will sell the services and products provided to the customers as many as possible. Moreover, she explained that her customers are interrelated with one another of the services that the business provided. For instance, when firstly the customers' get a service only for message and satisfied for the serviced provided, they will find Drbidan to get the service for confinement when she is pregnant in the future.

3.1.8 Cost Structure

Each of a business an entrepreneur must understand what are the costs that will be contributed by each of the key activities, key partners and key resources. With a view to be cash positive we should collect our revenues on time and have cost under control. There are two major costs associated which are fixed costs and variable costs.

DBDN by Drbidan will distributed the sales in three parts. Which are for the confinement lady in-charge, the management and material cost. The sales gained will be distributed by 50%, 20% and 30% respectively. The sales are from the confinement services that the customers booked for, as the company has focused on giving their workers (confinement lady) half of the sales from the package that the customers chose. DBDN by Drbidan has tons of package for the confinement, different package different benefits. For example, the customers chose Kasturi package for 3 days of confinement. The confinement lady in-charge to taking care of the customers as the promised date, will gained her salary for RM245. The balance of the sales will go to management (RM98) and material cost (RM147).



Figure 6 DBDN by Drbidan Kasturi Package for 3 days

3.1.9 Revenue Streams

Since DBDN is a service-based company, the majority of its revenue comes from confinement service packages, which include implementation costs and a selection of products. There are two types of implementation fees; fixed price and dynamic price. The following are the four fixed-price packages:

i. Mahsuri (1 day)

The Mahsuri package contains all of the necessary post-natal care for clients. The confinement lady will serve the clients with '*urutan bersalin*', '*urutan menaikkan rahim*', '*urutan peredaran darah*', '*urutan peredaran susu*', and '*bertungku*' for a one-day care. The clients would be charged RM 150 for this package.

ii. Senandung (3 days)

The Senandung package comprises '*urutan bersalin*', '*tungku*', '*mandian herba*', '*pilis*', '*param*', '*tapel*', and '*pemakaian bengkung*', as well as basic and supplementary post-natal care for customers. A qualified confinement lady would supply the services for three days at a cost of RM 380.

iii. Kasturi (3 days)

The Kasturi package offers the same services as the Senandung package, plus two extra services: '*tangas*' or '*sauna*' and '*rawatan bayi*'. Certainly, the price, which is currently RM 490, will be much higher, but it will be well worth it.

iv. Puspawangi (3 days)

Puspawangi provides the same services as the Senandung package, plus three additional services: '*tangas*' or '*sauna*', '*minuman herba*', and '*scrub*', all for RM 599, three days of post-natal care.

Meanwhile, dynamic price packages can be tailored to certain customer categories. These packages are available in three-day, five-day, seven-day, fourteen-day, and twenty-one-day sessions, depending on the client's preferences. The confinement services are significantly more comprehensive as they are designed for clients who want to receive comprehensive post-natal care for both the mother and the newborn. The following is the cost of each package:

i. Puteri (half day care)

The Puteri package includes '*urutan bersalin*', '*tungku*', '*mandian herba*', '*pilis*', '*param*', '*tapel*', '*bengkung ibu*', '*tangas*', '*sauna*', '*scrub*', '*minuman herba*', '*masakan pantang*', and '*rawatan bayi*'. The client will pay RM 700 for 3 days of services, RM 1200 for 5 days, RM 1500 for 7 days, RM 2550 for 14 days, and RM 3800 for 21 days.

ii. Basic (8am – 4pm)

Meanwhile the basic care will only be provided from 8 a.m till 4 p.m, with '*urutan bersalin*', '*tungku*', '*mandian herba*', '*pilis*', '*param*', '*tapel*', '*bengkung ibu*', '*tangas*', '*sauna*', '*scrub*', '*minuman herba*', '*masakan pantang*', '*penjagaan bayi*', '*cucian pakaian bayi*', and '*kemasan tempat berpantang*' for clients. The minimum price started from RM 1600 for 7 days of care, RM 2600 for 14 days, and RM 3600 for 21 days.

iii. Permaisuri (Stay-in)

As for Permaisuri packages, the confinement lady will stay in the client's house from 8 a.m till 6 p.m while providing '*urutan bersalin*', '*tungku*', '*mandian herba*', '*pilis*', '*param*', '*tapel*', '*bengkung ibu*', '*tangas*', '*sauna*', '*scrub*', '*minuman herba*', '*masakan pantang*', '*penjagaan bayi*', '*cucian pakaian bayi*', and '*kemasan tempat berpantang*' accustomed to days that the clients had subscribed. The price for 7 days is RM 1650, RM 2780 for 14 days, RM 3780 for 21 days.

In addition, DBDN sells a product called '*Herba bunjut*' that is available for purchase. It is a traditional herbal bath used by mothers for postpartum care to expel wind, relieve pain, and reduce tension. 3 pieces for RM 26, 7 pieces for RM 46, and 14 pieces for RM 67 are the prices for the '*Herba bunjut*'.

Designed for:

Designed by:

Date:

Version:

Business Model Canvas

Key Partners

- SSM – Enterprise
- Instagram & Facebook (social media)
- Suppliers
- Employees (Confinement lady/Therapist)

Key Activities

- Services, Products and Package Sale.
- Marketing
- Face-to -Face or Direct Services

Key Resources

- High good quality services
- Vehicle to go to the customer's places
- Service equipment and materials

Value Propositions

- Drbidan's DBDN promotes its proposals such as a diverse package of services and goods that are available quickly. It is simple to obtain the company's services and products, with the help of their representatives, customers may quickly locate Drbidan's DBDN.

Customer Relationships

- Free gifts for the regular customers.
- Gives extra benefits after treatment.
- Promotions.

Channels

- Social media (Facebook, Instagram, TikTok)
- Delivery - to post out the materials for the confinement services. They also use Shopee to sell the confinement set.

Customer Segments

- Mass marketing - do not have specific characteristics for the target market.

Cost Structure

- After gaining sales for the confinement services, it will be divided by three parts. Which are 50% for the confinement lady in-charge, 20% for management and 30% for material cost.

Revenue Streams

Implementation Fees (Fixed and Dynamic price for Post-natal package)

- Mahsuri (*RM150 - 1 day*)
- Senandung (*RM380 - 3 days*)
- Kasturi (*RM490 - 3 days*)
- Puspawangi (*RM599 - 3 days*)
- Puteri (*RM700 - RM3800*) - half day
- Basic (*RM1600 - RM3600*)
- Permaisuri (*RM1650 - RM3780*)

Products

- “Herba Bunjut” (*RM26 - RM67*)

Table 5 Business Model Canvas for DBDN by Drbidan

4.0 FINDINGS AND DISCUSSION

4.1 FINDINGS

When it comes to running a business, everyone has challenges they need to deal with. Mrs. Mimi, DBDN's founder and owner, is in the same boat (a confinement therapy services provider). Following the Covid-19 pandemic, Malaysians were required to follow the Movement Control Order (MCO) to help control the virus's spread. Mrs. Mimi claims that DBDN reacted positively to the pandemic, and yet, as with every other business, it had an issue with insufficient customer access. DBDN has limited freedom to provide services because of MCO's limitations on movement, assembly, and overseas travel, as well as the mandatory shutdown of businesses, industries, governments, and educational institutions.

Because DBDN is a people-oriented service, its operation of providing confinement services to clients was halted, and the company strived to generate profit. DBDN struggled to maintain their performance due to Malaysia's extended MCO measures. As a result, their business's profitability and productivity suffered.

4.2 DISCUSSIONS AND RECOMMENDATIONS

4.2.1 Discussions

4.2.1.1 Product line sales

The MCOs clearly had an impact on DBDN's business operations. Fortunately, their company is not only reliant on services. Clients can also choose from confinement and therapeutic product line. The majority of DBDN's clientele had purchased their items regularly, which contributed to the company's profitability. Their product line includes herbal bath sets, post-natal therapeutic kits, and other items that help their clients to ease their Do-It-Yourself (DIY) post-natal care. However, this strategy may not be persistent as clients need more than just a product to carry out the post-natal care properly. It may be useful to some consumers, but not majority as the traditional confinement care are not widely known these days.

4.2.1.2 MCO 2.0

Not to mention, to adapt to the new normal of restricted MCO measures, DBDN markets its product lines aggressively, which helps the business stay afloat. The MCO measures were reintroduced in January 2021 as MCO 2.0. Essential businesses were allowed to operate during this phase, which helped to stimulate the slowed economy during the lockdown. Since the lockdown, the MCO 2.0 has greatly aided DBDN's business in stabilizing operations. As previously stated, the COVID-19 had a positive impact on the business, as their services increased in comparison to before the COVID-19 hit.

4.2.2 Recommendations

However, we believe that during MCO 1.0, DBDN can gradually market their services online, such as by having a live stream to assist clients virtually. As an example, DBDN could ask their confinement lady (CL) to create compelling content via social live stream every day for two hours each. While clients may not be able to use DBDN's services, they can learn about post-natal care at home. Furthermore, their partner or guardian can at least prepare by learning basic natal care to provide after the clients have given birth.

According to (*Brenner, 2022*), this approach is relevant to the industry, as clients spend a lot of time educating themselves on the traditional confinement method. Because traditional confinement services may be limited in other countries, a consistent live broadcast can help broaden DBDN's brand globally. It gives the clients a privilege to be part of DBDN, as there are not a lot of exposure on the traditional method of confinement. Furthermore, the return of MCO 2.0 will increase their client base because they already have a larger audience. It may inspire the DBDN to do more than merely provide service to the client, which to enhance their brand values. Finally, as digital platforms are extensively used, DBDNs should take advantage of these strong tools to increase their value. DBDN should extend their strategy than just to focus on the products sales, in boosting their business productivity.

5.0 CONCLUSION

Finally, case studies are extremely useful, particularly for entrepreneurs looking to start their own business or expand their current one. We use Business Model Canva (BMC) to learn about a company and the products or services it provides and thus has proven useful. It not only enables us to find the short-term solution, but it also allows us to determine the long-term solution for the business. The purpose is to raise awareness of the company's competitors and to remind us to improve the quality of our products and services. A SWOT analysis, which allows us to learn about the company's strengths, weaknesses, opportunities, and threats, is also available. Thereafter, we can utilise the insights to grow our business and turn our weaknesses into strengths, as many aspects can change to be the rise of the growing business. Business growth can be extreme and unexpected, especially when external circumstances are constantly changing, which is critical for strategic growth. The COVID-19 pandemic has had a significant impact on a wide range of industries around the world. DBDN by Drbidan, on the other hand, has much potential even amid the COVID-19 pandemic because they consistently strive to provide the best service to their customers. As a result, it is an excellent marketing strategy for a new business to steadily expand commercial development and establish strong client relationships.

To sum up, this case study has aided us in projecting the future of our own company. Customers' limited access was one of the issues that DBDN faced during the closure. It reflected a fresh take on how expanding businesses deal with adversity. In the long run, DBDN's strategy of emphasizing its product line during the MCO may not be sustainable. As a result, several measures have to be taken before a strategy may be implemented. Based on how DBDN managed to stay afloat throughout the recent economic downturn, it appears that the company needs to look for new chances to be discovered during times of crisis. They must restructure their plans, which includes analyzing customer behavior to see how they will react to the environment, particularly following the COVID-19 lockdown. However, every plan has pluses and minuses, hence every company should weigh the risks before implementing one. Overall, this case study has provided us with a unique perspective on how a company endures a crisis.

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7.0 APPENDICES



10 COMPULSORY QUESTIONS

Business Name : DBDN BY DR BIDAN SDN BHD

Location : 13-1, Jalan SP 3/1, Saujana Puchong, 47110, Puchong, Selangor Darul Ehsan, Kuala Selangor

Contact Person & No phone/email : Mrs. Shamimi Nabihah & 013-344 7410

Questions	Entrepreneur answer	Reason (if any)
1. When does your business start? Do you register with SSM?	Start in 2014 as IN 2021 – syarikat	
2. At what time you start opening your stall/ opening hours?	Monday to Saturday: 9 am – 6 pm Sunday: Closed	
3. Source of capital to start the business (loan, borrow, saving)	Saving	
4. How do you maintain relationships with customers?	Give extra benefits after treatment and free gift of products that DBDN produce	As a result, the customers will stay as a loyal customer then promote DBDN to other people
5. How did you come up with the name of your business? (Idea/inspiration/reasons)		
6. How do you promote or advertise your product/ services? (Social media, word of mouth, banner, pamphlet)	Social Media, Word of Mouth, Product and service promotion	
7. What is the uniqueness of your product/ services?	The founder is specialist in physiotherapy. The services	

	provided is traditional combined with medical. Thus, the workers also trained with medical guideline.	
8. Who is your customers? (Target market)	Women, especially women before give birth or after give birth.	
9. How the business performance before& after COVID-19? (Suffer loss/not)	Suffer for Movement Control Order 1 only.	Because after that, the confinement lady can go from home to home with police's relief.
10. What is your average profits (daily/ monthly)	Yearly profit around 20k until 30k.	It can be higher in 2022 because there are more customers that use service of DBDN.

****Attach this in your appendices section. Make sure all questions being answered. Thank you for your cooperation**