



اَللّٰهُمَّ صَلِّ وَسَلِّمْ عَلٰى اَبْنائِنَا
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CASE STUDY: COMPANY ANALYSIS

KEREPEK MASTUKI

PRINCIPLES OF ENTREPRENEURSHIP (ENT530): CASE STUDY

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EXECUTIVE SUMMARY

Kerepek Mastuki has been in business for 30 years, beginning in 1991 and continuing until 2021. Puan Zaronah binti Basri is the company's founder. She began on a small scale, and sales were very limited in the early stages of the company. She only marketed at Batu Pahat restaurants, grocery stores, and MITSUMI companies. This is due to the fact that Puan Zaronah only works at MITSUMI as a factory worker. From a small stall to a factory. In 2000, the first and official Kerepek Mastuki factory was built and they are selling over 100 types of products such as various kinds of kerepek and cookies. The operation hours of this company are from 8.30am-10.00 pm before the implementation of Movement Control Order (MCO) and from 9.00am to 6.00pm during MCO. ✓

This case study involves the information of Company KEREPEK MASTUKI such as the background of the company, organizational structure, business product, marketing channel and strategy as well as their financial achievement. This case study is also an extensive study of how a company operates and manages their business and how they are facing their challenges that they are facing. As a company, KEREPEK MASTUKI have their own strengths and weaknesses. Therefore, there are also few recommendations given in the case study for solving certain matters and promisingly would be able to give KEREPEK MASTUKI the opportunity in making their base stronger and known. ✓

1.0 INTRODUCTION

1.1 Background Of The Study

Principle of Entrepreneurship (ENT530) is one of the elective subjects that need to be taken by most of UiTM students who further their study to Bachelor level. Entrepreneurship education refers to a formal program to equip students with entrepreneurship knowledge and skills in understanding the customers' insights, market needs and business opportunities. It is basically enclosing idea creation, networking skills, developing and implementing business plan, handling business and evaluating business environment. This course also is to be studied in learning by doing it whereby basics of the entrepreneurial process such as value creation, opportunity recognition and assembling people and resources are implanted in this course.

In this course, students will be in need to carry out a case study for any company or small company. Students are required to interview any company and business in order to know the problem that they faced. Consequently, students will be able to analyze the problem and search for a solution to overcome it. It will be able to make the students know how a business or company runs and operates their business. In this case, we are carrying out a case study of Kerepek Mastuki which is a retail business. ✓

For anyone, especially students, learning entrepreneurship will benefit them because it teaches people to nurture skills for being entrepreneurs and always to think outside the box. Furthermore, it will create opportunity, instill confidence, stimulate the economy and also ensure social justice. Entrepreneurship education is going to provide entrepreneurs with skills and knowledge to come up with business plans or create new business. It will teach them to learn about most core areas in business such as finance, marketing, management and accounting. There are a lot of skills that people are able to possess for being an entrepreneur such as leadership, communication and listening, critical thinking, creativity, confidence, perseverance and many more.

1.2 Purpose Of The Study

Case studies are a proven and well-established technique. The general purposes of a case study are to describe an individual situation such as person, business, organization or institution. In this term, case study is needed to identify the challenge or problem faced by the company or the customer itself. Therefore, case studies are used to investigate those problems and situations in the business and also provide and recommend solutions to the problem based on analysis and theory. In certain situations, companies are also already providing solutions to their own problem, thus case studies are able to describe the solution provided by the company.

Case studies are used to understand certain situations better such as identifying what happened and why by describing particular aspects of that situation and analyzing it in terms of theoretical categories. Other than that, case studies are able to illustrate the measurable results gained from using the service or product from the business. Case studies are similar like telling a story about the company in detail where it will be able to bring the product to life. Case study is an excellent way to illustrate the product and help customers to understand how and what the products are for. It will be able to show how the product has been implemented that actually really benefits the readers which is the customer itself. ✓

Case studies really help both customers and also the company itself. It will be able to demonstrate how the product has been used successfully. Case studies are also one of the ways to demonstrate success. It proves that a company is able to accomplish what that company is capable of achieving based on real results and real stories stated in the case study, not just theories. It will be able to give the company more credibility. It also shows that the product of that company is trustworthy based on the proof given. Not to forget, case studies are often used in exploratory research that are able to help in generating new ideas for both sides.

2.0 COMPANY INFORMATION

2.1 Background

Kerepek Mastuki has been in business for 30 years, beginning in 1991 and continuing until 2021. Puan Zaronah binti Basri is the company's founder. She began on a small scale, and sales were very limited in the early stages of the company. She only marketed at Batu Pahat restaurants, grocery stores, and MITSUMI companies. This is due to the fact that Puan Zaronah only works at MITSUMI as a factory worker. The sale of kerepek is merely a source of their additional income. At that time, the demand for *kerepek ubi pedas basah* expanded as time passed. Puan Zaronah's husband, Encik Mastuki, who worked as a seller of used clothes (bundle), quit his job and offered to help Mrs. Zaronah produce more *kerepek ubi pedas basah*. There was an encouraging response and it became popular among the customers. As time went by, they opened a small stall in front of their house to meet the customers' demand. Year after year, the development was more obvious. From a small stall to a factory. In 2000, the first and official Kerepek Mastuki factory was built and they are selling over 100 types of products such as various kinds of kerepek and cookies. The operation hours of this company are from 8.30am-10.00 pm before the implementation of Movement Control Order (MCO) and from 9.00am to 6.00pm during MCO.

2.2 Organizational Structure

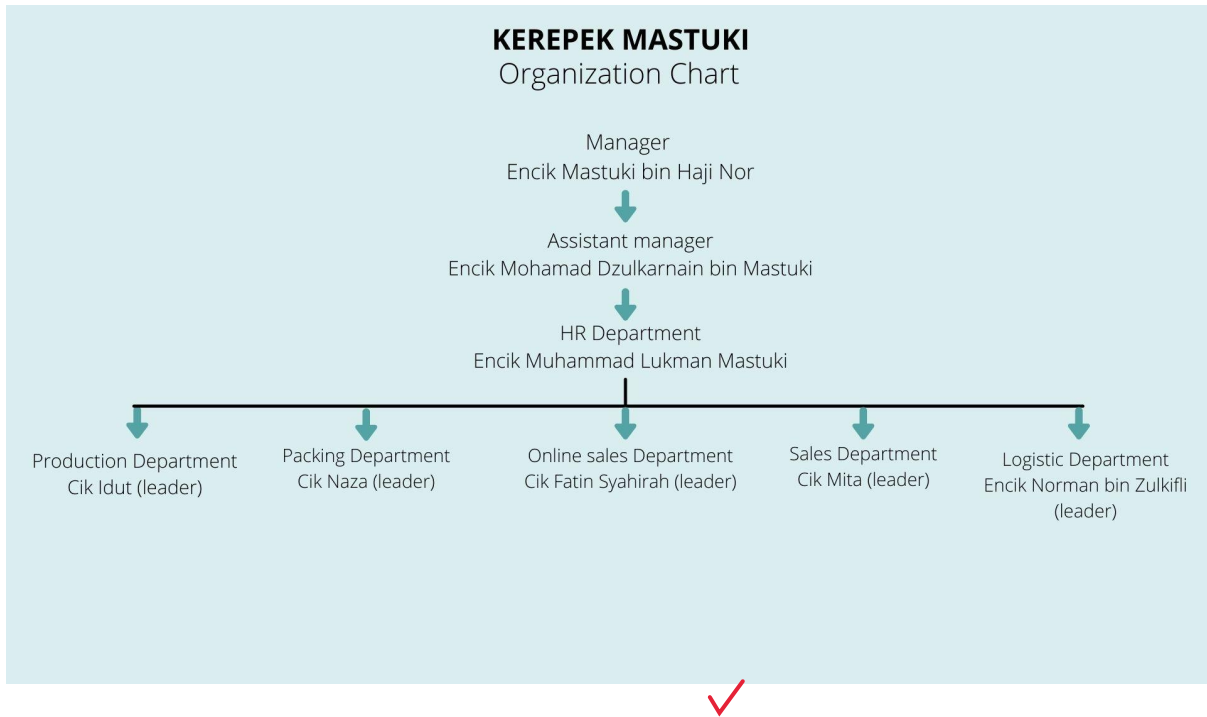


Figure 2.2 Organizational structure of Kerepek Mastuki

The figure shown above is the organization chart of Kerepek Mastuki company. Encik Mastuki is the top Manager of the Company while the assistant manager and HR are both his son who is Encik Mohamad DZulkarnain and Encik Muhammad Lukman. There are another five departments under the HR department which are production, packing, online sales, sales and logistic department. These five departments are led and guided by their own leader. And there are few workers under each department of the company. Total staff of the Kerepek Mastuki company is about 35 people.

2.3 PRODUCTS / SERVICES

Kerepek Mastuki sells various kinds of kerepek and Cookies. For example, *Popia simpul*, *kerepek bawang*, *kek kukus buah*, *kuih batang buruk* and more. The most famous product among the customers is the *kerepek ubi pedas basah*. The customers can buy the products at the factory and online platforms such as shopee. Most of the products are packed in a bundle because the target market is among the wholesaler and the resellers. Kerepek Mastuki offer delivery services for the purchases occurring on the online platforms. Kerepek Mastuki operation hours start from 8.30 am to 10.00 pm before the MCO and start from 9.00am to 6.00 pm after the implementation of MCO. Below shows the places where the Kerepek Mastuki products are stored and packed in a bundle and the products that buyers can buy online at shopee.

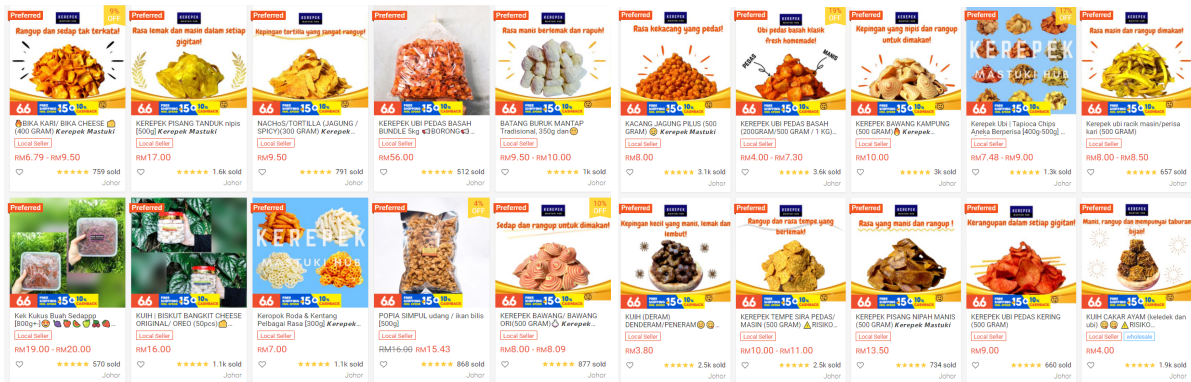


Figure 2.3 The products

2.4 Business, marketing, operational strategy

Kerepek Mastuki utilises direct and indirect selling. Besides, its target market is among the wholesalers and resellers. The example of direct selling is the company selling the products directly to the customers. Other than that, the mouth to mouth marketing method which experienced customers share their reviews with others and influence them to buy the products. Next, the company also uses a direct selling method in which they sell the products to the wholesaler and the resellers. Kerepek Mastuki also uses social media to promote and advertise their products such as on facebook page. Moreover, the company always carries out promotions of the products such as offering discounts of prices of the products.

2.5 Financial achievements

This company is getting more profits day by day as more people know about the company. However last year they had a significant drop in demand for the products due to the implementation of Movement Control Order (MCO). Before this, the company did not really focus on online sales, therefore it was hard to get the products during MCO. After the outbreak of pandemic Covid-19 and the implementation of MCO, the company focused more on the online sales and the demand of their products is increasing. Recently, the company's range of sales for direct selling every month is about RM300,000. During festive months such as Ramadan and syawal, the sales of the company could reach up to RM1.5 million per month. This is due to the higher demand for the products during the festive months.

3.0 COMPANY ANALYSIS

a) STRENGTH

Based on the interview that has been conducted. The strengths of the company is that their products are a well known brand in Muar. This is because their products have a high quality of raw materials used to produce their products. Kerepek Mastuki also promotes their products at an affordable price. Their products also can be eaten by people of all ages. Furthermore, this company has loyal customers that keep buying their products. According to the interview, she stated that the top manager of this company Encik Mastuki is very generous and provides good service towards all the customers. That is why many customers like to buy kerepek from this company.

b) WEAKNESSES

Kerepek Mastuki has some shortcomings in addition to its strengths. In the current situation, their business is also affected at the first stage of MCO due to the issue of the COVID-19 disease ^{threat} pandemic which is spreading across the country. Next, the weakness of the company is because they do not emphasize on advertising of the products. In which they focus more on word of mouth as their advertising rather than advertise it on social media. Other than that, the company also has little market presence or reputation since it is only famous in Muar. It can be famous in other states if the company focuses more on advertising the products or company. Lastly, the company's target market is not very broad. Their target is among the resellers and wholesalers since most of the products are packed in a bundle. They could get more profit if they widen their target market for the products.

c) OPPORTUNITIES

Kerepek Mastuki Company also needs to simplify procurement to meet the needs of its customers, which is one of the measures that needs to be taken to improve the company. They used an online platform such as Shopee that can be used to generate their sales. They have their own ability to sustain in the market because of loyal customers. They are also at an advantage because the government is now encouraging local and micro businesses to expand their growth more by providing some initiative.

d) THREATS

There are also some things that can threaten the Kerepek Mastuki Company especially when the company has to compete with other competitors of similar products. Besides, the customers could change their preferences and buy products from other companies or brands. Customers might change their preference from kerepek to biscuits in which this situation is not under their control. This company also can be affected with any uncertain economic conditions like the pandemic Covid-19 affect the demand of their products at the first stage of MCO. We never know what will happen in the future that can affect their business.

4.0 FINDINGS AND DISCUSSION

The major business problem is that The company does not emphasize on the marketing of the products. The company's target market is not very broad. Pandemic Covid-19 leads to the implementation of Movement Control Order (MCO). the company has to reduce the operation hours of the company. During the early stage of MCO there was reduction in demand leading to oversupply of products. There is no direct selling to the customers, and the business activities are conducted through the online services.

In the foregoing case study above, there are some suggestions that we can put forward to improve the business, in fact not only for Kerepek Mastuki, it is also suitable for any business company. To overcome the shortcomings in terms of being outdated or having a lot of competitors, there are several opportunities that should have been taken by Kerepek Mastuki Company. The company should properly keep track and be aware of new trends in the current market. Therefore, they will be able to always follow the trends after being up to date and also be able to give them valuable insight about the preferences of customers. Being the first to market with a new product helps a business to gain market share before competitors release a design that looks identical. This strategy is a great opportunity by producing and releasing new products on a regular basis keeping the momentum running and meeting customer demand for new releases.

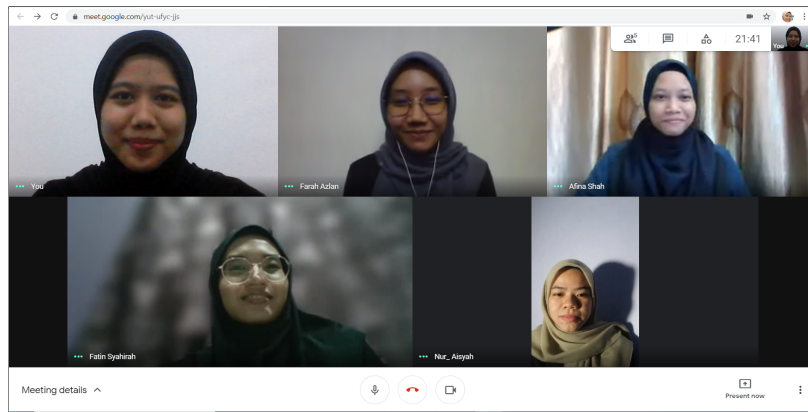
5.0 CONCLUSION

To summarise, this case study is extremely beneficial to us students in terms of expanding our awareness of entrepreneurship. This is because entrepreneurship education enables students with the knowledge and skills they need to generate business ideas and develop their businesses. As a result, the course assists students in learning more about business management, such as how to increase revenue, marketing tips, and communication skills. According to our findings, business owners must prepare ahead of time for unexpected allegations such as COVID-19, which suddenly invades the country. This has had little effect on the economy, which could have an impact on Malaysian businesses. As a result, with extra preparation, even in critical circumstances, the company can be maintained. ✓

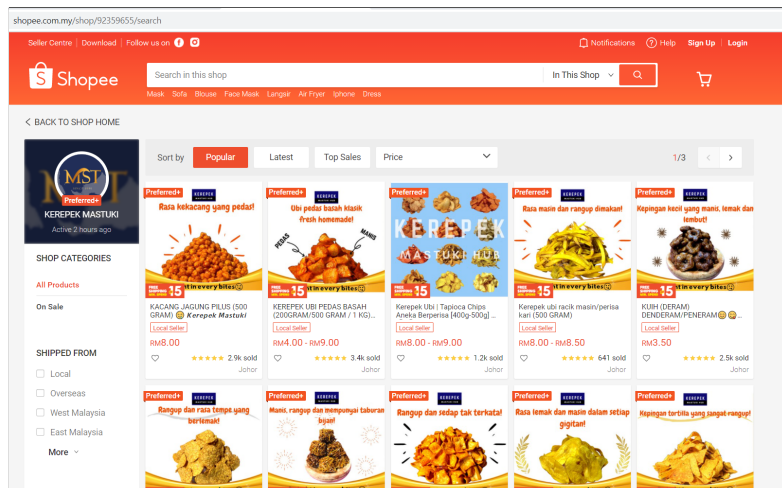
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✓

7.0 APPENDICES



The figure shows the interview session with one of the workers of the company that has been conducted online through google meet. ✓



The figure shows the shopee page of the company that they use for online sales. ✓

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