



FACULTY OF BUSINESS AND MANAGEMENT

**BACHELOR OF BUSINESS ADMINISTRATION (HONS.) HUMAN RESOURCE
MANAGEMENT**

PRINCIPLES OF ENTREPRENEURSHIP (ENT530)

CASE STUDY: COMPANY ANALYSIS (MONSTR)



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EXECUTIVE SUMMARY

This case study was conducted in order to accomplish the Entrepreneurship Principles (ENT530) assessment. After some deliberation among our group members, we decided to choose Monstr Company for this case study assignment. Furthermore, because we are required to select a small business corporation in any industry, Monstr is the best option for our case study. For Monstr, we conducted a background study in which students were asked to conduct research on any firm or business in order to identify two or more difficulties that the company or organisation was facing. The study's goal is to provide students with an understanding of how the manufacturing industry works.

After completing the finding analysis, we were able to recognise and highlight several of Monstr's problems, including low-quality cookie ingredients, an excessively greasy and watery chocolate dipping sauce, and a lack of dipping options. Additionally, we have offered some answers to the problems raised by this study, which this organisation might employ to enhance its offerings. First, the business needs to use premium ingredients, add more varieties of dipping sauce, raise the amount of sauce or liquid, and minimise the number of oils in the dipping..

From this case study, there are some recommendations we can make to the founder of Monstr Company, who is the company's owner. Monstr needs to be prepared to actively compete, needs to offer benefits to its customers, needs to increase the perceived value of their product in the eyes of customers, and needs to keep and improve their business and social media marketing.

1.0 INTRODUCTION

1.1 Background of the study

The food industry in the country plays an important role and major contributor in influencing the national economy and is even said to be one of the industries that 'will never die'. The increase in food products is also influenced by high and continuous demand from consumers themselves. In Malaysia, the food industry can be divided into traditional food industries, franchise food industries and numerous other food industries. The wide range of food options in this market has resulted in a wide range of consumer demand. Furthermore, food products will become crazy and popular not only because of the brand but also because of their taste and quality. Malaysians are lucky to be enlivened by the dumping of local food products that meet their criteria and tastes. One of the food industries that is growing and getting more and more attention in Malaysia is the cookie industry.

The cookie industry market in Malaysia is also seen as growing year by year. That can be seen where, during the last year, in 2022, the sales value of manufactured cookies in Malaysia was around 3.29 billion Malaysian ringgits. The sales value of cookie manufacturing has increased compared to the previous year, showing that the biscuit market is increasingly dominating the food market. In addition, another industry that is seen growing is the chocolate-based industry. The chocolate industry in Malaysia is seen as continuing to grow rapidly and has the potential to become a chocolate hub for Asian countries, as well as generating good economic returns for the country. Furthermore, cocoa-based products such as chocolate, cocoa fat, cocoa powder, and cocoa paste in Malaysia have wide market coverage and are well received by consumers. Entrepreneurs in the chocolate industry in Malaysia actively promote the brand of their chocolate products to be recognised by the local community and also in the market.

In this case study, we chose to do the research on the company called Monstr Confectionery Sdn. Bhd. This company is one of the existing companies in the cookie industry in Malaysia. Basically, Monstr Confectionery Sdn Bhd is a business company that produces dessert-type foods based on cookies and chocolate. As we also know, this dessert type of food is becoming more and more known and loved by people nowadays, especially the young generation. This is because young people prefer and like to try the variety of new foods produced in the market. Therefore, we chose this company to find and identify the challenges or problems faced by the company throughout its operation. After that, we are required to find a solution after we successfully identify the problem faced by the company.

1.2 Purpose of the study

The main purpose of this case study is to show a situation, such as one that pertains to this company, and to provide a comprehension of how the business foods industry functions in the business world. Hence, this case study aims to identify the root cause of a problem that occurs by the organisation, finding the solutions, and giving recommendations and solutions regarding the issues of its products.

Next, by presenting specific characteristics of a situation and doing analysis based on the business model canvas analysis, this case study can assist in identifying what is happening in a situation with greater clarity. In-depth information on the company and its products that is also provided in the case study. In addition, this case study can be used to demonstrate the company's results from its products and services. Hence, the purpose of this case study is to demonstrate how the product satisfies the consumer needs. This is also the most effective way for the business to explain the product and assist the buyer in learning more about it.

Therefore, the company's business outcome may be proved through this case study. Not just the theory but also the company's actual results and the accuracy of the case study's actual account are confirmed. Indirectly, it might be advantageous for both the business and the consumer in general. The company will find it simpler to win people's trust as a result of the evidence provided. These case studies are widely employed in exploratory research to aid in the ideas for both parties. Hence, this case study helps to learn more regarding how the business foods industry is operating in the markets.

2.0 COMPANY INFORMATION

2.1 Background



Figure 1: Founder of Monstr

NAME	Nurul Fatin Mohamed
AGE	34 years old
HIGHEST EDUCATION	Holder of Master in Business Administration from Universiti Teknologi Mara (UiTM) Shah Alam
POSITION IN THE COMPANY	Founder

Table 1: Biodata founder of Monstr

Monstr was actually founded in 2012, when founder Nurul Fatin began creating fruit cakes during the month of Ramadan. Finally, in 2017, Monstr, formerly known as Brownies Monstr, started to make brownies under the name MONSTR CONFECTIONERY SDN BHD. Brownies Monster, a popular product that sparked the creation of further popular products, gave rise to the brand name Monstr. The company decided to rename after seeing such great success with its product, and as a result, the name Monstr was created. The company has been utilising the new brand name Monstr since January 2020, and demand for its products is steadily rising.

Their brownies are not just any Brownies, but the very first pouched Brownies. Made to consume easily wherever you are, at any time. They put a lot of effort into making the greatest chocolate possible for the local market. Their vision is to steer an international company that is recognised as producing chocolate of the greatest quality. All along the way, they will keep their attention on a small number of principles. The customer is promised quality and high

standards of service, which they will deliver. Each product is guaranteed to meet or exceed customer expectations for chocolate. With the help of chocolate of the best possible quality, the company aims to continuously satisfy its customers' needs.

Employees will have the chance to grow professionally and benefit from success that is shared with them. A period of time and work was put into creating unique chocolate combinations. They contend that using the best raw materials is crucial to producing the best final goods. They continue to be devoted to the highest levels of production and quality. High quality, secure, and chocolate products. After all the hustle and bustle, they are now pleased to introduce their key products, including the Pour & Dip Kookies Jar Monstr, The Kookies Monstr, The Brownies Monstr, and The Kookcrunch Choco Jar Monstr.



Figure 2: Logo of Business

NAME OF THE COMPANY	Monstr
BUSINESS ADDRESS	No 31, Jalan 9/2, Seksyen 9, Bandar Baru Bangi 43650 Selangor, Malaysia (Peninsular).
WEBSITE	http://monstrshop.com/
TELEPHONE NUMBER	010-2261806
FORM OF BUSINESS	Food Industry
MAIN ACTIVITY	Producing and selling Monstr's Product
DATE OF REGISTRATION	31 December 2012
EMAIL	monstrbakes@gmail.com

Table 2: Biodata Background of Monstr Company

2.2 Organizational structure

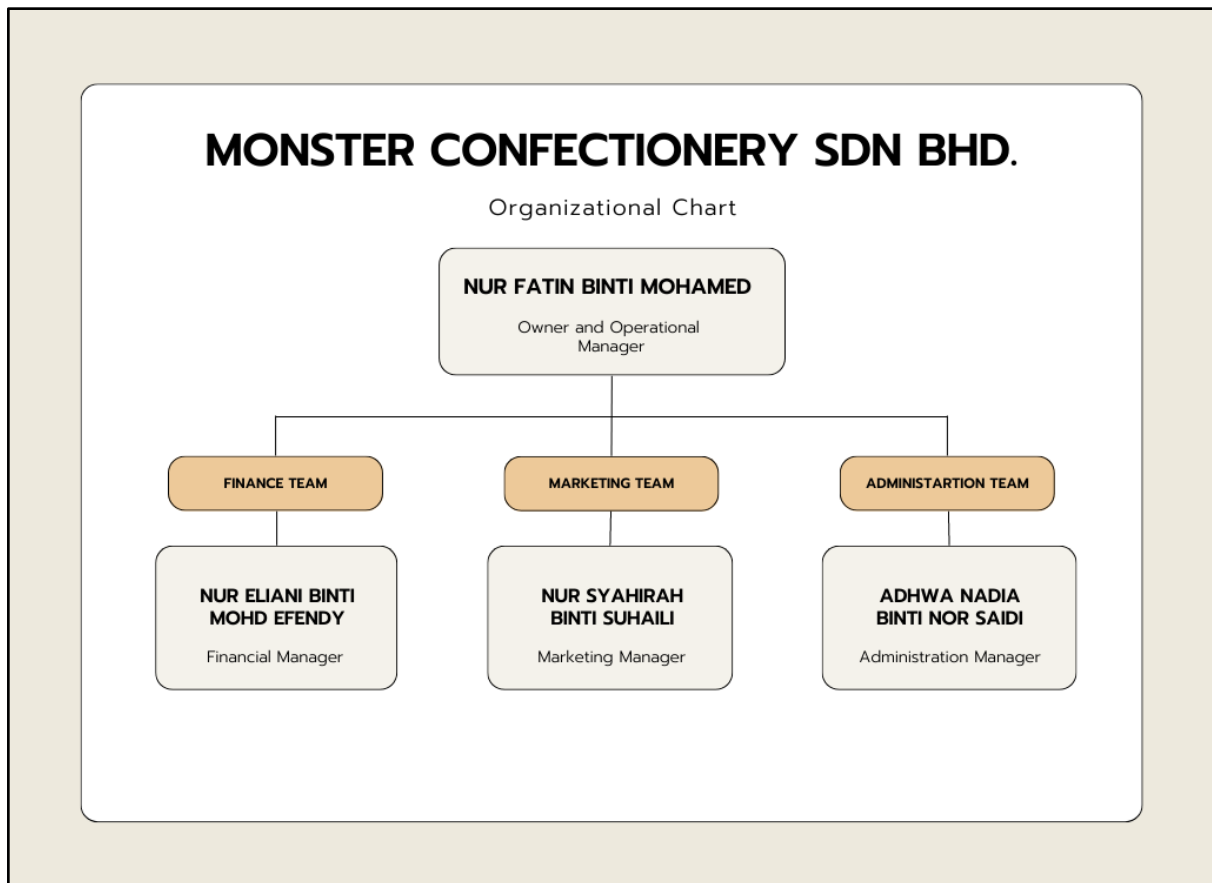











Table 3: Organizational structure of Monstr.My

2.3 Product of the Monstr.My

MAIN PRODUCTS

NAMES	ITEMS	PRICE
Cookies Chocolate Drizzle		Big - RM18.00 Small - RM10.00
Brownies Bites		Big - RM18.00 Small - RM10.00
Kookcrunch Chocojar		RM18.00
Cookies Pour n Dip		RM18.00

FESTIVAL EDITION

NAME	ITEMS	PRICE
Biskut Pesta Raya		RM20.00
Monstr Ajwa Dates		RM18.00
Grandma Fruit Cake		RM37.00
Merdeka Chocojar		RM11.00
Pour & Dip Red Velvet Cookies		RM16.00

LIMITED EDITION & COLLABORATION

NAME	ITEMS	PRICE
<p>Cookies Hitam Manis</p> <p>Brownies Larut Malam</p>		<p>RM20.00</p>
<p>Nutella Seasalt Chocolate Chip Cookies</p>		<p>RM18.00</p>
<p>MonstrXWanyHasrita</p>		<p>RM16.00</p>
<p>MonstrXPestaPanas</p>		<p>RM23.90</p>

Little Monstr is a business that offers a variety of chocolate desserts from Monstr.my which is a dessert company that are affordable and have a luxurious taste of high quality chocolate. Simple, satisfying, and nostalgic, a chocolate chip cookie is the quintessential sweet treat. We have four main types of products from Monstr.my which are Kookrunch Mini Chocojar, Pour & Dip Kookies Jar, kookies in mini and maxi size, and lastly is brownies packaging in junior and senior size.

All of our products are made with premium chocolate that are not too sweet but just nice for everyone to eat. Dare we say that these chocolate chip cookies are better than any homemade cookie you have ever tasted. These cookies are our second most popular cookie for good reason. Our secret recipe includes dark brown sugar, butter, margarine and semi-sweet chocolate chips. These cookies have a luscious taste with the slightest outer crunch.

In addition, if you are one of those “fudgy” brownie lovers, our brownies are for you! These brownies are thick, fudgy, and chewy. They are ultra-moist without feeling heavy and underbaked. They have that perfect crinkly crust on top which you will be completely obsessed with. They are absolutely incredibly fudgy the next day and the day after that, and even stay fudgy after freezing them or eating them cold out of the refrigerator up to a week later.

Now MONSTR is known by Malaysians. Various products are produced year by year. They also make special edition products such as Pesta Raya Monstr Cookies, Grandma Fruit Cake for Eid Fitr, Kurma Ajwa Monstr for Ramadan, Pour and Dip and Red Velvet Cookies for Chinese New Year. They also have limited edition products namely Brownies Larut Malam, Cookies Hitam Manis and Nutella Seasalt Cookies. In 2021, Monster's biggest achievement is having a collaboration with Wany Hasrita and Pasta Panas.

2.4 Business, marketing and operational strategy

Business Strategy

A business strategy is an outline of the actions and decisions a company plans to take to reach its goals and objectives. A business strategy defines what the company needs to do to reach its goals, which can help guide the decision-making process for hiring as well as resource allocation. A business strategy helps different departments work together, ensuring departmental decisions support the overall direction of the company. There are several business strategies that are implemented by this company.

- **Supplier**

In order to obtain a supply of raw materials every month, Monstr made an agreement with a supplier to channel the supply of raw materials to produce this company's products. Therefore, these suppliers are needed to supply ingredients for making products such as bakeries for chocolate dipping and grocery stores for main ingredients. With the availability of suppliers, it is able to provide low prices to reduce the company's production expenses.

- **Courier Services**

Monstr works with J&T and Shopee Express, two delivery services, to get products to agents and customers. This is the finest choice because of the great costs offered by these two courier providers. Customers, agents, and dropshippers can receive their products more quickly thanks to JNT and Shopee Express' shipping services. In light of this, Shopee Express is used when customers purchase goods on Shopee, as well as by J&T when customers purchase goods via their agents, dropship, or social media accounts.

- **Privacy policy**

To protect both the clients and their business operations, this company also made sure to provide its business policies. Monstr collects the information required for the website registration process as part of its gathered information policies. Customers freely provided the information that they gathered to them when they bought the product online.

Marketing Strategy

A marketing strategy is a long-term plan for achieving business goals through an understanding of client needs and the creation of a unique, sustainable competitive advantage. A marketing strategy can determine your company's positioning in the market, the kind of products you develop, the strategic partners you collaborate with, and the types of advertising and promotion you invest in. Therefore, the marketing strategy used by Monstr company is the 4P's strategy.

- Product

Monstr company use tangible products such as red velvet cookies, chocolate dripping cookies, funfetti candy cookies, and many more. They are not only professionals in cookie baking, but also in cake baking, such as Chocobanana Cakes and Bundt Cake Volcano. The customer is promised quality and excellent levels of service. Thus, the ingredients utilised were also of excellent quality and safe, which can provide buyers confidence in using it. This market strategy is vital because Monstr must first understand exactly what their product is and what makes it special.

- Price

Monstr is a well-known Malaysian company that sells high-quality chocolate products at reasonable prices. As a result, it is inexpensive to all. They began making pricing decisions based on an inexpensive and decent price that all customers could afford. Their pricing decisions will have an impact on their profit margins, supply and demand, and marketing strategy.

- Promotion

This company promoted their products through social media platforms such as Instagram, Facebook, and Tiktok, which are popular among youngsters nowadays. They gain clients using social media. Each touch point must be supported by this company so that they can get more clients and meet sales targets together.

- Place

Monstr business constantly understands that marketing is about putting the right goods, at the right price, in the right place, at the right time. It is crucial for them to determine the best places to convert potential clients into actual (regular) customers. So, Monstr company expanded their marketing methods by locating their business at

Jalan 9/2, Taman IKS 43650, Bangi, Selangor, Malaysia, which is a key location for their business because the possibility of attracting clients is higher.

Operational strategy

As for Monstr, they currently use the product and services strategies by making sure that the products sold are in good condition and the product must do a quality check to make sure that they fulfill their customer satisfaction. To provide the best product, Monstr create a plans that analyze and adapt to changing surroundings, continually improve recipe and skills, and continuously build new strengths. Monstr also uses the customer driven strategy for their operational strategy as they try their best to fulfill the customer expectation by improving their customer service day by day. For example, Monstr always improves their chocolate recipe and packaging design to more delicious and better quality design with secure packaging.

2.5 Financial achievement

Profit is defined as the amount of income earned by a company that exceeds its costs and expenses. It appears on an income statement and is calculated as total revenue less total expenses. Profit generation is the purpose of any company, regardless of its size or scope, or the industry in which it operates. Profit for Monstr is a very vital and crucial aspect of starting a business and keeping the company viable. As a result, Monstr has been open for business since 2012 and already has some devoted clients. Monstr's key financial successes from 2012 to the present are roughly RM 1 million.

This company's profits are increasing as more individuals become aware of it. However, due to the implementation of the Movement Control Order (MCO) last 2 years, there was a significant drop in demand for the products. Since the outbreak of pandemic Covid-19 and the implementation of MCO the company focused more on internet sales, and demand for their products is increasing. Recently, the company's monthly direct selling sales ranged around RM300,000. During the festive months of Ramadan and Syawal, the company's sales might reach RM600,000 each month. This is because of the higher demand for the products during the festive months.

3.0 COMPANY ANALYSIS

BUSINESS MODEL CANVAS

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITION	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
<ul style="list-style-type: none"> • Supplier • E-commerce • Social media platform • Courier services 	<ul style="list-style-type: none"> • Production & Operation • Marketing & Sales • Agent & Dropship • Delivery 	<ul style="list-style-type: none"> • Suitable for all customers • Packaging • Reasonable price 	<ul style="list-style-type: none"> • Service • Discount on special days 	<ul style="list-style-type: none"> • Demographic segment • Psychological segment
	<p>KEY RESOURCE</p> <ul style="list-style-type: none"> • Financial resources • Physical resources • Human resources • Intellectual resources 		<p>CHANNELS</p> <ul style="list-style-type: none"> • Direct selling • Social media • Agents & dropship • Influencer paid review 	
COST STRUCTURE		REVENUE STREAMS		
<ul style="list-style-type: none"> • Suppliers • Factory • Marketing • Fixed & Variable cost • Salaries 		<ul style="list-style-type: none"> • Sales of product • Agent & Dropship 		

3.1 Key Partners

- **Suppliers**

In order to get the supply of raw materials every month, Monstr makes a deal with the supplier to channel the supply of raw materials for the company. Therefore, the supplier will be the bakery for the chocolate dippings and grocery stores for the main ingredients. The level to which a provider's goods or services are necessary to the customer is known as supplier significance. The phrase "supplier dependency" also applies to the idea. With suppliers, it is able to provide low pricing in order to reduce production expenses for this company.

- **E-commerce**

Shopee serves as the e-commerce platform for Monstr. This is due to the fact that it might facilitate the sale of their goods online. Shopee helps in the process of delivering customers their purchases. This can simplify the management of the company's operations and, in addition, it can boost the brand's productivity. In addition, Shopee is a good choice for Monstr because the majority of people have the application on their smartphones. Shopee is also a well-known E-commerce platform. Therefore, it will increase in sales and profits of this company.

- **Social media platform**

Monstr using Instagram and Facebook as their HQ main page. This is because it aims to make it easier for their customers to find out more about the products they sell. In addition, it can also help indirectly promote their products, which can increase in sales. This is due to Facebook and Instagram being the largest social media platforms, and having a large number of users, so they can help in the marketing process.

- **Courier services**

To distribute goods to agents and clients, Monstr uses the delivery companies J&T and Shopee Express. Due to the excellent rates displayed by these two courier services, this is the best decision. JNT and Shopee Express' delivery services can speed up the delivery of their products to customers, agents, and dropshippers. Therefore, Shopee Express is used when customers buy goods on Shopee, and for J&T, when customers buy products on Instagram, Facebook, or through their agents and dropship.

3.2 Key Activities

- **Production**

Their production activities are associated with the process of preparing cookies, creating packaging, manufacturing, and delivering vast quantities of items to agents and clients. Their Business Model is dominated by production activity, which consists of mixing the ingredients required for their product. Pouring the dry ingredients together was the first step, followed by mixing in the liquid ingredients until the final step. For example, the creation of cookies is divided into three activities carried out by the business's team members. One concentrates on combining the elements that make up the simple cookie dough. Another team member is in charge of flavouring the cookie dough. When the dough is ready for sale, it must be packaged. The packaging then consists of putting it into the containers and then sealing it with tape. In order to distribute the cookies to agents or clients, they will ensure that all products are quality checked so that no one receives substandard cookies.

- **Marketing**

This business advertised its products using popular social media sites for young people today, such as Instagram, Facebook, and Tiktok. Marketing is about putting the right products, at the right price, in the right location, at the right time. This is something that big business is always aware of. Finding the locations where they can turn prospective customers into loyal ones is vital for them. As a result, the Monstr company increased its marketing strategies and set up shop in Bangi, Selangor, Malaysia at Jalan 9/2, Taman IKS 43650, which is a crucial location for their company because it has a greater chance of drawing customers.

- **Sales**

Their sales operations include assisting customers in the purchase of products. They may accomplish this through educating customers about the product's value proposition or quality. Customer experience is heavily influenced by sales and service. They are the primary drivers of client loyalty, acting as defenders and promoters of your brand. Aside from being the company's "front" staff, they are also the ones that respond to customer concerns and have the power and means to avoid the issue and seek customer happiness. They can also conduct administrative activities such as enrolling and controlling customer accounts, both new and old.

- **Operation**

Their operational activities included manufacturing, selling, and generating money, as well as maintenance. Monstr presently employs the product and services strategies, ensuring that the products sold are in good shape and that the product undergoes a quality check to ensure that they meet their client satisfaction. Monstr develops plans that examine and adapt to changing environments, consistently refine recipes and skills, and continuously build new strengths in order to give the finest product possible. Monstr also employs a customer-driven strategy for their operational plan, as they strive to meet consumer expectations by enhancing their customer service on a daily basis.

- **Agents & Dropship**

Additionally, they employ agents and dropshippers to market and sell their products to customers. A dropshipper or an agent is a person who acts as a middleman for dropshipping businesses. Additionally, they act as marketers and advertise the company's products. Thus, customers can also place orders through the agent and dropship in addition to social media for the products they wish to buy. When a customer places an order through an agent, they can immediately receive the products after completing the payment because the agency has some stock on hand as well. Meanwhile, the dropshippers can only help with sales and hold no inventory. So, the customer's order will subsequently be given to the headquarters for fulfilment and shipped to the customers.

- **Delivery**

This company provides goods delivery services to their consumers. The product's design allows it to be easily shipped throughout Malaysia and safely delivered to its customer's front door. As a result, it is an ideal product for clients who want their dessert delivered right to their door, such as online distance learning (ODL) students and work-from-home employees. In addition to being handy and dependable, delivery services give clients access to limited-time deals and promotions. The advantages of delivery include the potential to quicken orders because everything is done online through an effective online ordering process. The automated system benefits both the customer and the company.

3.3 Key Resources

- **Financial resources**

Monstr has good financials and had a total profit of RM1 million in 2012, thus the company has enough capital to maintain operations. Additionally, the company's profits increase as more individuals become interested in it. However, two years ago COVID-19 had a significant impact on the product's demand. The business has increased its emphasis on internet sales since the pandemic's outbreak, and there is growing demand for its products. Currently, Monstr's average monthly direct sales are about RM 300,000. As a result, Monstr sales throughout the Ramadan and Syawal festive months approach RM 600,000. This is a result of the products being in higher demand over the festive period. Due to the substantial financial resources at Monstr.

- **Physical resources**

The company uses all advanced machines to produce high quality cookies, since having a growing number of customers Monstr uses machines to produce cookies and to melt chocolate. This is for the purpose of speeding up the operation and production process. Apart from that, Monstr also has raw materials to produce cookies and other products such as cakes.

- **Human resources**

Monstr also has skilled and highly experienced workers in the food industry because skilled and effective workers are the key to business success and profitability. Human resources helps select, attract, and retain employees by leading them appropriately and successfully and aligning them with business objectives and goals. Furthermore, Monstr offers a workforce that can assist with various aspects of running their business, including the hiring process, employee selection, product creation, distribution, manufacturing, salary, and benefits. It is important for businesses to understand whether they do well in the food industry or not and what they need to improve or start doing.

- **Intellectual resources**

Monstr also has intellectual resources such as brands, proprietary knowledge, patents and copyrights, and customer databases. Having all of these things are increasingly important components of a strong business model. Monstr is a well-known product brand that can be seen when the number of customers is increasing, causing many people to recognize this product brand. As for proprietary knowledge, Monstr has its

own recipe in producing their products. In addition, Monstr has its own patent and copyright, for example their company logo, business name and trademark are different from other businesses. Moreover, Monstr keeps a customer database such as customer name and addressess. Therefore, In the food industry, trademarks and branding are everything, so not protecting them can be very dangerous.

3.4 Value Proposition

- **Suitable for all customers**

Instead of being a tasty treat for children, chocolate has captivated huge masses all over the world. Chocolate is frequently recognised as one of the most popular and well-liked food and beverage products eaten by people of all ages. It has also been shown that the majority of top chocolate buyers, typically for chocolate enthusiasts, are teenagers and the elderly. Monstr makes a high-quality, sweet milk chocolate that is specifically developed for all ages. Furthermore, high cocoa butter content chocolates are used to create this premium chocolate. As a result, buyers may be enticed to purchase Monstr unique style in handmade premium artisan chocolate.

- **Packaging**

A good product needs good packaging. Packaging is significant for branding. As we eat chocolates with such good packaging, the taste and the feels seems different to the one of the chocolates that had no good brand packaging. Maybe it sounds weird, but it is what it is. For example, chocolate products such as Ferrero Rocher presents chocolates with a golden packaging. It is a good packaging and branding because the audiences believe it is a luxury and exclusive chocolate. Hence, Packaging makes a huge difference for the perception of the chocolates.

- **Price**

Monstr makes a variety of chocolate products, each with its own unique name and flavour. A good and normal quality of chocolates are sold with a low price. It is recommended for customers who are interested in trying Monstr product for the first time. Finally, Monstr has limited edition chocolates that are not always available. This sort of chocolate is created with very expensive ingredients and by chocolate specialists, and all customers can afford these limited-edition products.

3.5 Customers Relationship

- **Service**

Monstr provide online service. Customer can contact the company through email, whatsapp, website, or any social media platform. They will be ready to reply your question as soon as possible and update the product information. A good service for appreciating customers is good communication. Maintaining a high level of service ensures that customers remember Monstr. Monstr always gives a friendly environment to their customer making their customers feel loved and close. Monstr is also being honest by notifying the customer if there are any issues with the products. This shows that Monstr customer service always performs. As a result, Monstr will be remembered as a good service company that keeps its commitments.

- **Discount on special day**

Successful companies know that sales promotion are among the best effective method of increasing sales. Taking advantage of special occasions and seasonal holidays to promote limited-time offers is an effective way to capture consumers' attention. These are common place in the world of sales and marketing, and carry familiar language, such as, "Limited Time Only," "Special Price," and, of course, "Special Offer." Monstr always give promotion and discount to attract new customers with exciting offer. Not just that, discount and promotion can retain their customers engaged and loyalty makes customers feel happy and appreciate.

3.6 Customer Segments

- **Demographic segment**

Demographic segmentation is a market segmentation method that is based on variables such as age, gender, income, and so forth. This segmentation assists organizations in precisely understanding consumer behavior, allowing them to perform better. The same goes for this product because it is very suitable for all age groups, genders, etc. These cookies can be eaten by all ages because they are cookies that are free from ingredients that are not suitable for children especially. So, it is very suitable for children especially since these cookies have the attraction of the main ingredient which is the chocolate chip that is loved by all children. If children are suitable to eat these cookies, of course, adults can also definitely try this product. Therefore, overall these cookies are suitable for all ages and genders.

- **Psychological segment**

Psychographic segmentation is a market segmentation strategy in which groups are generated based on psychological characteristics that influence consumption habits based on people's lives and preferences. It is primarily based on "how" individuals think and "what" they want their lives to be. Other than demographic segmentation, behavioral segmentation, and geographic segmentation, psychographic market segmentation is one of the most efficient segmentation approaches. So, based on this product it is very related to psychographic segmentation. This is because this product is very trending nowadays, and it is more easily available on all platforms including social media. Not only that, this company produced products that are understanding of customer's needs. For example, cookies are a very suitable food to be eaten at any time. So customers want something suitable and delicious to eat in their free time like these cookies. So this shows that cookies from this company are the most suitable food to be used as a snack for everyone regardless of the time and situation.

3.7 Channels

- **Direct Selling**

Direct selling is a business concept where the buyer, which is the customer, can buy products directly from the parent company. For Monstr's business, the customer can purchase the products through a few channels. One of the channels is direct selling. Customers who want to buy can just walk into the nearest physical store branch in their area. Through the sale of products done directly in these physical stores, customers can get the products they want at any time without having to buy online. Furthermore, by using the direct selling channel, it can help the business engage more with customers.

- **Social Media**

Social media is one of the other channels that this company uses to sell its products. For Monstr's business, customers can buy the products online, whether through their websites or social media platforms such as Shopee. This channel is one of the best and can have a big impact on Monstr's business considering that more and more users are using social media these days. Therefore, customers from all around Malaysia who wish to get a taste of their products can buy them online rather than visiting a faraway physical store branch.

- **Agent & Dropship**

A dropshipper and an agent are people who function as intermediaries for dropshipping companies. They also serve as marketers and promote the company's products. Dropshippers are those that assist in the sale of items but do not hold any stock, whereas agents are those that have some stock with them. Other than social media, customers can also place orders for the products that they want to purchase through the agent and dropship. The order placed by the customer with the dropshipper will then be assigned to the headquarters and shipped to the customers. If the customer places an order through an agent, they can get the product directly after making the payment since the agent also has some stock with them.

- **Influencer Paid Review**

Apart from the channels above, Monstr also uses Influencers on social media by paying them to review their products. Through this channel approach, their products can be exposed and will be known to more people. As their products become more known, they will be able to attract more new customers who want to try them and purchase them on social media after seeing the reviews made by the paid influencers.

3.8 Cost Structure

- **Suppliers**

A company's cost structure includes all of the charges and expenses that the organisation will incur while carrying out its business strategy. In Monstr's business, they also incur expenses by paying suppliers who supply raw material stock for their company's business. Suppliers are essential to businesses because they offer the products and services that allow them to operate. Businesses could not function without suppliers, as they are the ones who supply the raw materials. Raw materials are the important inputs that Monstr's business needs in the manufacturing process to produce completed products that can be sold to customers.

- **Factory**

In order to process raw materials to produce finished products, businesses will rent a factory so their production can run smoothly. Monstr's business also incurs expenses to pay the rent of the factories they use. A factory is the place required by Monstr where the machine to produce the product is located and will be operated by workers. With a factory, they can focus on their business operations and production.

- **Marketing**

Furthermore, Monsters also incurred the cost for marketing of their products. Marketing refers to the actions that a business engages in to promote the purchase or sale of a product or service. Marketing consists of promoting, selling, and delivering goods to customers. Good marketing investment activities done by the company can help the product increase brand awareness and sales. In order to attract more customers, Monstr incurred costs for the product marketing to make their business stand out and become more recognizable to many people.

- **Fixed and variable costs**

Fixed and variable expenses both contribute to the total cost structure of the company. A fixed cost is a company expense that does not fluctuate independent of the business's activity level. Monstr incurred costs for the fixed costs such as the rent, advertising, insurance and many more. Meanwhile variable costs are those that alter as the amount of services or products produced by the company changes. In Monstr's business, they also incurred costs for variable costs such as raw materials, overhead costs, and some more. Those costs are among the most important expenses in their business's production costs for it to run smoothly.

- **Salary**

Other than that, salary is also one of the costs that they incur in their cost structure. Essentially, a salary is a fixed sum of money paid regardless of the quantity of labour done. Monstr will incur expenses to pay the salaries every month of all their employees who are working with them. Salary is an important component in productivity since it is one of the factors that inspires employees to stay working with the company. Therefore, this shows that Monstr takes good care of the welfare of its employees through the payment of salaries.

3.9 Revenue Stream

- **Sales of product**

Revenue is the total amount of money that a company earns, including sales and any additional revenue from bank interest or investments. A company's revenue can be increased by expanding sales, introducing new sources of income, and raising the amount of money generated by each transaction. In Monstr's business, they get income from sales of their product which is cookies. So, when Monstr Company makes a lot of sales from selling their product, that's how they gain more revenue for their business.

- **Agent & dropship**

Agents and dropships are important components for a company to sell its products. This is because it brings various benefits to the company. Likewise, Monstr Company also recruits agents or dropships for their product. This is because if they recruit the agent and dropship, they will be able to sell more cookies in a fast time through the agent and dropship. Customers don't have to wait a long time to get their cookies because through the agent and drop ship everything will be faster and easier.

4.0 FINDINGS AND DISCUSSION

4.1 Findings

As we know, the majority of businesses regardless of size or industry will struggle to retain their reputation and continuity. So, they cannot avoid any problems and challenges to ensure their business continues to grow and succeed. Same goes to Monster Company. After some research we found various problems that faced by this company. Among the problems are the ingredients in cookies are not high-quality, the chocolate dipping sauce is too greasy and watery, and the last one is limited options for dipping.

1) The ingredients in cookies are not high-quality

Based on this research, we have found that this product was not using the high-quality ingredients for cookies. For example, in terms of chocolate chips which is one of the main ingredients in making cookies. They choose chocolate chips that are cheap and low quality, which has caused the cookies to be less tasty. Using low-quality ingredients will result in low-quality cookies. So, customers will not buy the products because they will choose to buy other cookies that are tastier and meet their taste and satisfaction. However, these cookies have advantages in that the cookies and chocolate dipping are delicious, even though this company uses low-quality ingredients. For disadvantages, this company will face an increase in production costs due to the use of expensive and high-quality materials. Production must use high-quality ingredients to produce delicious and quality cookies. The seller must take care of the quality of the cookies so that they can produce tasty and delicious cookies.

2) The chocolate dipping sauce is too greasy and watery

Another problem we found in this product is the chocolate dipping sauce for these cookies is too greasy and watery. This happens when there's too much liquid in the mixture. Other than that, this can also happen when there are not enough emulsifiers that help keep the ingredients together. If the dipping sauce is too greasy and watery it will indirectly cause difficulties for customers to enjoy the cookies as a result of the dipping sauce. Not to be forgotten, the calorie level will also increase because of the oil produced from the dipping sauce. Therefore, greasy and watery dipping sauces are not suitable if eaten with the cookies because they will affect the taste of the cookies. Even though this company has problems in terms of dipping sauce, this company also has advantages in that these cookies are still loved by all types of customers. This is because these cookies are very suitable for all ages, no matter how old or young. For disadvantages, if this company wants to improve their dipping sauce, they can expect an increase in selling prices due to the high cost of raw materials. In

the current economy, the price of all raw materials also increases, which causes the seller to increase the selling price.

3) Limited options for dipping

Last but not least, this product has a problem in terms of limited options for dipping into their cookies. As a seller, they should know that not everyone likes a certain type of chocolate. Some customers may like white chocolate, dark chocolate, or milk chocolate. Customers will end up not buying the product if there is only one choice of chocolate to dip. If the seller only offers one type of dipping, of course, customers will quickly get bored because they cannot make a variety of choices and it will be difficult for them to try new things. So, limited options for dipping give a side effect to this product to be better known and liked by customers because it is one of the attractions of the product itself. Even though the choice of dipping sauce is limited, customers still get the advantage of buying these cookies at an affordable price. The price of these cookies is comparable to their quality. Therefore, all customers can buy it without hesitation. Apart from that, this company also faces some disadvantages if they want to add more dipping sauce. The disadvantage is increased time and workload due to the variety of dipping sauces that need to be made. The workload of workers will increase in order to produce a lot of dipping sauces. So, every problem that appears also has its own advantages and disadvantages. Therefore, the company itself needs to be creative to find a solution to the problems it faces.

4.2 Solution of the problem

1) Use high-quality ingredients as they will produce better cookies

Every company that wants its product to be accepted by customers and popular in the market, needs to ensure that the products produced contain high-quality ingredients. This is because most people nowadays look for quality products that are comparable to their prices. Using high-quality products will guarantee customer satisfaction. For example, Monstr Company uses low-quality chocolate chips to make their cookies. It has affected the taste of the cookies themselves. Therefore they need to use high-quality and premium chocolate chips so that the cookies are even tastier. So, this company should use high-quality ingredients to produce better cookies and be able to meet customers' tastes.

2) Increasing the amount of sauce or liquid and decreasing the amount of oil in the dipping

There are many ways to prevent the sauces from breaking. One of them is by increasing the amount of sauce and reduce the amount of oil in the dipping. As we know, if the dipping sauce is too oily, it will cause queasy and indirectly if eaten with cookies, it will make the cookies taste bad. Naturally, reducing the oil in the dipping sauce can make the cookies to be eaten more deliciously because the dipping sauce is one of the main attractions of the products produced by Monstr Company. A properly seasoned sauce will take the cookies from good to great. So this is the best step to ensure that the dipping sauce eaten with the cookies is more delicious and liked by customers. With the improvement in the making of this dipping sauce, it has given a great impact on this product to be known more and thrive.

3) Add more types of dipping sauces

The last solution is they should add more types of dipping sauces. By diversifying the type of dipping sauce it will attract more customers to buy this product because they have the option to choose the types of dip they like. Not all customers have the same taste. Through this method, it can also distinguish the cookies from the Monstr Company with the cookies available in the market now because of the variety of dipping sauces. For example, they can add flavoured dipping sauces like white chocolate, dark chocolate, and milk chocolate. So, adding various flavours of dipping sauce to be eaten with these cookies, directly provides a new experience for customers to try something new and also unique.

5.0 RECOMMENDATION



Figure 3: Our Product known as Gadis Kukiss

In the current market, numerous new cookie items and brands are developing. In order to thrive and expand amid difficult market conditions. Therefore, our new start-up company which is Gadis Kukiss need to be ready to actively compete. Unquestionably, every business wants their brand to be well-known and resist being quickly forgotten by customers as new products are developed by competitors. Gadis Kukiss need to conduct solid planning and be strategic in how we sell and promote our cookies to fulfil the expectations and desires of consumers in the market if we want to ensure that the business can survive in the market for a long time. Moreover, we should make our items stand out from the competition. Making a chocolate cookie recipe that differs from all the others on the market is one way to differentiate a product from others on the market.

In addition, Gadis Kukiss also would like to provide benefits to our customers which is by offering a variety of interesting flavours of dipping for our cookies which are dark chocolate, white chocolate and milk chocolate, aromas, and tastes in our products make our product different from existing product from competitors. Moreover, we would like to increase diversity in the nutritional diet by improving the quality of ingredients used in making biscuits and chocolates. This will have a good effect on the health of customers because it can provide a balanced diet with healthy nutritional content. Furthermore, we also need to strengthen the value proposition of our product in the eyes of customers. Like providing customers with an enjoyable eating experience. In addition, Gadis Kukiss would like to provide to the customers with high-quality, tasty cookies at an affordable price, offer various options such as value combo cookies, family set, and combo cookies. Therefore, we would like to represent a unique

combination of product features, benefits, and price to the customer, it will make our offerings stand out in the competitive market.

Last but not least, we boost and improve our business and marketing on social media. This is because, by online sales, it will reach many customers who will buy our products. This is due to the increasing number of social media users, making many people aware of the existence of our product on the platform. Furthermore, we will set up our business by opening a retail store so that people can come and buy our product. It is also easy for us to distribute the products. Other than that, we would like to work and collaborate with famous celebrities and those who work in the food business so that we can gain more people to know about our product and influence them to purchase it. This is because it is one of the simplest ways to market our products through collaboration with other businesspeople. For example, working with cafes and food vendors is a great way to introduce products to a potential customer, then our business may also collaborate with well-known influencers to review and promote our product on their social media accounts. This is how we will make strategic connections to grow our business.

6.0 CONCLUSION

To sum it up, we carried out this case study to learn more about the background of Little Monstr's company and its significant challenges. Little Monstr is a firm that sells a selection of chocolate desserts from Monstr.my, which is a company that makes sweets that are inexpensive and have an exquisite flavour of premium chocolate. We made the choice to discover more about Little Monstr's business performance, and we have found a few issues with their operations, which are that the ingredients used in cookies are not of high quality, there are limited options for dipping sauce, and the dipping sauce is too greasy and watery.

To resolve the issue, we have come up with a few ideas as solutions for their business's major problem. For the first issue, we suggest they use high-quality ingredients because they can guarantee better-quality biscuits. The higher the quality of the ingredients, the more likely their cookies will be as tasty as possible. Other than that, the next solution that we recommended for them is to increase the amount of sauce or liquid and decrease the amount of oil in the dipping. This is because the excess amount of oil in the dipping sauce can cut the combination of the delicious flavour of the cookies and the original taste of the dipping sauce. Last but not least, the last suggestion and recommendation from us for them to add more types of dipping sauces. The availability of a variety of dipping sauces is able to attract the attention of customers because they can try different types of dipping sauce flavours that can be combined with the deliciousness of cookies.

On the whole, this case study has been really valuable to us students in terms of broadening our knowledge and understanding of entrepreneurship. This is due to the fact that entrepreneurship education provides us, the students, with the skills and information required to originate company ideas and grow businesses. Other than that, we are able to emphasise this with entrepreneurs by underlining the business challenge and highlighting and proposing applicable solutions. This case study also motivates and involves all students in learning by studying the chosen business's experience. In addition, the implementation of case studies in group work makes it easier for students to discuss and find the necessary matters and information about the chosen business together.

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APPENDICES



A1: Monstr company's team members



A2: Monstr HeadQuarters at Bangi



A3: Stock of Monstr products



A4: The process of making Monstr's products



A5: The packaging of Monstr's products



A6: Direct selling from booth Monstr



A7: Logo and packaging for our new start-up business.