



**CAWANGAN MELAKA**  
**KAMPUS BANDARAYA MELAKA**



**CASE STUDY: COMPANY ANALYSIS**  
**MIKABELLE ENTERPRISE**

**PRINCIPLES OF ENTREPRENEURSHIP (ENT530): CASE STUDY**

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## **Executive Summary**

Madam Fazlina Binti Nasir is a wife and a mom with twins who enjoys baking. She enrolled in premium cake classes to learn more about the field of pastry. She initially ran a small home-bake business in 2016 while working full-time as an MCIS underwriter. However, this business is becoming well-known and is in high demand among upper-class customers. Due to that, the couple discussed and decided to open a bakery shop. Mr Husni saw this business opportunity and decided to open a sole proprietorship where he owned and handled the business activities himself. This couple also open a bakery shop because their house kitchen had limited space and Madam Fazlina was unable to prepare large orders without the help of workers anymore. Their shop first opened in November 2021. It shows that the couple takes a bold step, given that the country's economic recovery activities have only recently begun following the Coronavirus outbreak. MAC by Mikabelle is their bakery shop's name. This company currently employs five employees and the shop is located at A-G-6 Diamond Residence, Jalan Semarak Api 3, Off Jalan Gombak, Kuala Lumpur.

Furthermore, this company's speciality is they only offer high-quality products. All ingredients such as butter and flour used are premium to achieve this objective. As a result, the price of products sold becomes expensive. This business tries to meet these various customers' requests by offering numerous size options. For example, a small cake is sold for RM85 while a large cake is sold for RM150. In this way, all their customers with different budgets can purchase their products. Since this business is in high demand, the owner intends to open more shops or franchises in the future if there is sufficient sustenance and opportunity.

We scheduled an interview session with the owner of Mikabelle Enterprise at Google Meet on 22 April 2022 to learn more about this company and get more information for this case study report. We refer to the nine elements in the business model canvas to generate a clear overview of their business operations and to understand how each segment relates to one another. From here, we can identify a few problems faced by this company. The primary problem is that they are still having difficulty attracting new customers because the products sold are expensive and this business is known through word of mouth. The next problem is that the products are too fragile and heat-sensitive, making it impossible to deliver to more distant areas. As previously stated, this shop started its operation at the end of last year, so they are still in need of employees, particularly those with experience or a background in the field of pastry. Therefore, this company implements a few solutions to ensure that it can continue to flourish in the future.

## 1. Introduction

### 1.1 Background of The Study

A case study can be explained as a description and an explanation of an activity, event, situation or arising problem whether it is a real situation or a hypothetical situation. In business, there are business case studies of companies to illustrate the terms or theories of business. Analysing case studies allows people to adapt to the real situation that they faced by gaining and applying the knowledge of theories, terms, examples and factors that might be useful in the business situation.

As for the Principles of Entrepreneurship (ENT530) Case Study Assignment, it is compulsory to cooperate with five members in a group. Hence, the five of us need to prepare a case study report of any small or micro business that we chose. In the report, we need to collect all information about the business chosen by having an interview session with the owner or the founder of the business. Lastly, we need to gather all the information and compile them as one report.

### 1.2 Purpose of The Study

The purposes of the study are as followings:

- To identify the background of the chosen business by collecting the business information including the details of products, the people behind the business, the operation, financial, marketing and administrative strategy.
- To analyse the nine (9) elements in the Business Model Canvas that we have learnt in this subject course to create a clear layout of the business.
- To find out the problems, causes of the problems, challenges, solutions and achievements that the business faced.
- To evaluate the alternatives and solutions of the business by evaluating them with advantages and disadvantages.
- To analyse the case study of business are applied with the business studies' elements such as Business Model Canvas (BMC).



## **2. Company Information**

### **2.1 Company Background**

Mikabelle Enterprise is one of F&B (Food & Beverage) business. Behind the success of Mikabelle Enterprise, there is a pair of lovebirds of husband and wife which are Mr Husni Mui and Mrs Fazlina Bt Nasir. Starting from a home-based business, Fazlina, a wife and also a mom with twins loves to bake especially cakes. The name of Mikabelle is inspired by both of her twins, which is Mikael and Belle. So, Mr Husni and Mrs Fazlina decided to combine their twin's child as 'Mika' and 'Belle' resulting of 'Mikabelle'.

This couple started the home-based business of Mikabelle on Instagram, @Mikabelle2013 when Mrs Fazlina started baking on 2005. Mrs Fazlina went to premium baking class which produces premium type of cakes and pastries. During the home-based business, they sell varieties of cakes including birthday cakes, marble cakes and cupcakes. After taking orders and baking for online customers for years, this couple started to make discussion on opening a bakery shop which is Brick-To-Mortar business which customers can walk in, dine in and take away the cakes physically.

There are main reasons why Mikabelle has decided to open a bakery shop. One of them is because of higher demands of the products itself. Since Mikabelle is a home-based business, hence the business has its limit orders. Apart from that, when high customer demands, more space needed in their house, specifically their house kitchen. Thus, they finally chose A-G-6 Diamond Residence, Jalan Semarak Api 3, Off Jalan Gombak, Kuala Lumpur as Mikabelle bakery shop on November 2021. Mr Husni and Mrs Fazlina agreed to name their first bakery shop M.A.C by Mikabelle which stands for Mad About Cake. Now, the MAC by Mikabelle is ready to serve public people dine-in, take away or online delivery.

## 2.2 Organizational Structure





**Figure 1 Organizational Chart of Mikabelle Enterprise.**

## 2.3 Products/ Services

### 2.3.1 Pastries

Products	Name of Products	Price Per Slice (RM)
	Biscoff Chocolate Cake	17.90

	<p>Honey Russian Cake</p>	<p>17.90</p>
	<p>Mango Cheese Cake</p>	<p>15.90</p>
	<p>Premium Burnt Cheese Cake</p>	<p>15.90</p>
	<p>Premium Carrot Cake</p>	<p>16.90</p>



	<p>Premium Chocolate Fudge Cake</p>	<p>15.90</p>
	<p>Premium Devil Chocolate Cake</p>	<p>17.90</p>
	<p>Premium Ferrero Roche Cake</p>	<p>17.90</p>
	<p>Premium Matcha Burn Cheese Cake</p>	<p>15.90</p>




	<p>Premium Neapolitan Cake</p>	<p>15.90</p>
	<p>Premium Orange Cream Cake</p>	<p>15.90</p>
	<p>Premium Pandan Gula Melaka</p>	<p>15.90</p>
	<p>Premium Raspberry Cake</p>	<p>16.90</p>

	<p>Premium Red Velvet Cake</p>	<p>15.90</p>
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**Table 1 Pastries of Mikabelle Enterprise.**

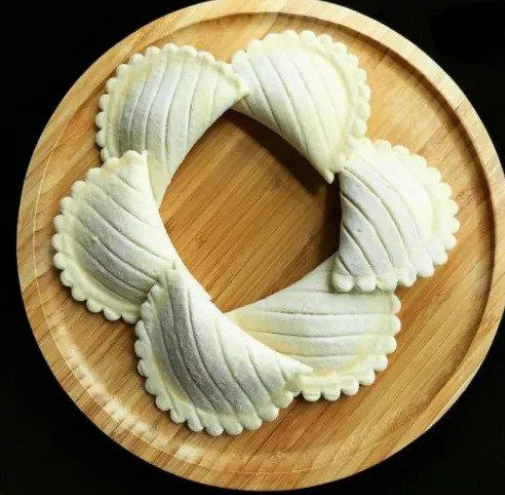
2.3.2 Cutlery Dish

Product	Name of Products	Price (RM)
	<p>Buttermilk Chicken Pasta</p>	<p>17.90</p>
	<p>Creamy Tomyam Pasta</p>	<p>20.90</p>




	<p>Spaghetti Aglio Olio Chicken</p>	<p>16.90</p>
	<p>Spaghetti Aglio Olio Smoked Beef</p>	<p>16.90</p>
	<p>Spaghetti Aglio Olio Smoked Duck</p>	<p>19.90</p>


**Table 2 Cutlery Dish of Mikabelle Enterprise.**

### 2.3.3 Frozen Foods

Products	Name of Products	Price (RM)
	Frozen Croissant	21
	Frozen French Apple Turnover	21
	Frozen Pain Au Chocolate	23



	<p>30 pieces Frozen Satay with peanut sauce</p>	<p>35</p>
	<p>Frozen Chicken Fresh Wings</p>	<p>17</p>
	<p>Frozen Chicken Boneless Breast</p>	<p>17.50</p>

	Frozen Chicken Drumstick	17.80
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**Table 3 Frozen Foods of Mikabelle Enterprise.**

Mikabelle now served not only cakes and pastries, but also cutlery dish that can be enjoyed during lunch and dinner. Also, Mikabelle customers are able to buy frozen fresh chicken with different parts which are thigh, drumstick, wings and boneless breast. Apart from that, customers also can purchase the special frozen foods that only offered by Mikabelle which are homemade Frozen Croissant, Frozen French Apple Turnover, Pain Au Chocolate and Frozen Dim Sum. Mikabelle also accepted bookings for special event cakes such as birthday, wedding, new year and bento cakes.

#### 2.4 Business, Marketing and Operation Strategy

Mikabelle created their own business strategy by selling only the premium products from the cakes, pastries and frozen foods. Thus, when people start to taste their products, they can guarantee that people will love it and it can lead to repeat order. Generally, all businesses have the goal for their customer repeat purchase from them. Hence, Mikabelle set the strategy of offering the premium quality of cakes, pastries and frozen foods for their customer in order to make customers repeat purchase. This is proven when Mikabelle already has their own regular customer at least 50 people even before they open their physical bakery shop.

Starting from home-based business, Mikabelle already served the premium quality of cakes and pastries through Instagram, @Mikabelle2013. One of the customers' favorite cakes is marble cake. In Malaysia, marble cake is one of the well-known cakes because of its texture, taste and unique appearance. Hence, there are many bakeries produce marble cake, but as for Mikabelle, the normal marble cake is now a premium marble cake that has the same quality and standard with other premium cake in famous cake shop like Secret Recipe and Ambrosia Bakery. This is because they only use premium ingredients in cakes making. Then, when Mikabelle opened up the MAC by Mikabelle bakery shop physically, more repeat purchase

customers were gained because the customers recommended to their friends, family and social medias after they taste the premium cakes made by Mikabelle. From this, we could see that Mikabelle has choose the right step in making the only premium cakes to their customers.

Next, for Mikabelle Enterprise's marketing strategy, Mikabelle started with producing varieties of cakes. Mikabelle always try to innovate from basic cakes to innovative cakes. For example, mostly bakeries in Malaysia produced Burnt Cheesecake, but as for Mikabelle, they not only produce Burnt Cheesecake, but they innovate the cake to Matcha Burnt Cheesecake for fulfil the desires of customers that love matcha and burnt cheesecake. In addition, Mikabelle accepted wedding cakes and birthday cakes orders with premium ingredients used. For instance, Mikabelle offered handbag shaped cake for birthday cakes like Louis Vuitton and Chanel handbags. This can make customers attracted to Mikabelle because Mikabelle not only served the attractive appearance but the quality as well.

Besides, Mikabelle also offered other foods category like cutlery dishes and frozen foods. As described before, Mikabelle started the business with home-based business which is taking orders and baking them at home. When they opened up their physical bakery and shop, customers are able to walk in and dine in the cakes. Now, Mikabelle customers can enjoy other foods than cakes because they served the cutlery dishes such as Buttermilk Chicken Pasta, Spaghetti Aglio Olio with three options of chicken, smoked beef or smoked duck. Additionally, customers of Mikabelle can purchase frozen products like Frozen Croissant, Apple Turnover and Pain Au Chocolate and they can enjoy the foods at home with their friends and families.

As for operational strategy for Mikabelle Enterprise, Mr Husni and Mrs Fazlina started with home oven and home-used mixer. When they upgraded their home-based business to physical public business, they upgraded more high-quality oven, mixer and other baking tools for high production outputs and for better quality products. By having more baking tools, they now can produce more products such as they received a big order of cookies from a company for Chinese New Year season. Hence, it is good for Mikabelle as they do not have to use their fully energy to produce a big number of orders.

## 2.5 Financial Achievement

Throughout the interview with Mr Husni as the owner of Mikabelle Enterprise, one of the big achievements that they had succeed is being offered by RapidKL to produce 500 jars of biscuits. Also, the other financial achievement achieved by Mikabelle is getting big orders from a non-government company for Chinese New Year. Next, Mikabelle has be one of the main agents of a big company that produced frozen foods which is Ladangku Maju Sdn Bhd.

### 3. Company Analysis

#### 3.1 Business Model Canvas (BMC)

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITIONS	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
<ul style="list-style-type: none"> <li>➤ Family members</li> </ul>	<ul style="list-style-type: none"> <li>➤ Selling products through physical store</li> <li>➤ Online Selling</li> <li>➤ Delivery to front door</li> </ul>	<ul style="list-style-type: none"> <li>➤ Produce variety of dessert</li> <li>➤ Serves main dishes for breakfast, lunch and dinner</li> <li>➤ A high-quality brand.</li> <li>➤ Quick, high-quality service</li> </ul>	<ul style="list-style-type: none"> <li>➤ Friendly customer service</li> <li>➤ Preferences</li> </ul>	<ul style="list-style-type: none"> <li>➤ Teenagers</li> <li>➤ Adult</li> <li>➤ Local</li> <li>➤ Communities</li> </ul>
	<b>KEY RESOURCES</b>		<b>CHANNELS</b>	
	<ul style="list-style-type: none"> <li>➤ Raw Materials and Machinery</li> <li>➤ Quality ingredient from supplier</li> </ul>		<ul style="list-style-type: none"> <li>➤ Direct selling</li> <li>➤ Internet marketing</li> </ul>	
<b>COST STRUCTURE</b>		<b>REVENUE STREAMS</b>		
<ul style="list-style-type: none"> <li>➤ Staff Salaries</li> <li>➤ Raw Materials</li> <li>➤ Machinery Maintenance</li> <li>➤ Shop Rent</li> </ul>		<ul style="list-style-type: none"> <li>➤ Sales of Products</li> <li>➤ Delivery Fees to Houses</li> </ul>		

**Table 4 Business Model Canvas of Mikabelle Enterprise.**

### 3.1.1 Customer Segment

Customers of Mikabelle Enterprise are divided into age groups and geographical regions. Located on Jalan Gombak, Kuala Lumpur, Mikabelle primarily targets clients from the Klang Valley. Mikabelle Enterprise offers a quality dessert assortment as well as French desserts like croissants, pain au chocolate, and many more to potential customers who have never tried them before.

Mikabelle Enterprise expects to service consumers ranging in age from 13 years old and up. Teenagers are well-known for their tendency to try new things in order to keep up with the rest of their peer group. They like trying new foods. A teenager's only source of income was from their parents, since they did not allow them to work until they were in their adolescent years. There is a moderate demand for after-school entertainment for this set of students.

In addition, there are people in this age range. Cakes and desserts can be enjoyed at break time, as well as making appointments. This group is quite demanding. As a full-time employee, these people have the freedom to choose whatever product they choose. The owner can learn about the benefits of this company's success by integrating the two previously described traits. To top it all off, Mikabelle Enterprise offers a wide range of main meals such as spaghetti aglio olio, buttermilk rice, nasi lemak, and more.

Despite not being the primary target demographic, customers over the age of 40 represent a sizable portion of the market. They often have a steady source of income. For further reasons, they are prepared to spend extra for the product greater values. Thus, the dessert store is intended to add additional value to them.

<b>AGE</b>	<b>DEMAND</b>
13 - 19	Medium
20 - 39	High
> 40	High

### 3.1.2 Channels

As a way to increase sales and build a stronger brand among its long-term customers, the company has turned to direct selling. Mikabelle has found a way to keep its clients happy by offering them what they want and need based on their preferences. For example, has simplified the purchase process by putting the selling items in easy packaging. Mikabelle also uses social media marketing to sell their items, such as Instagram and WhatsApp, to promote their business.

### 3.1.3 Value Propositions

Mikabelle Enterprise is known for its affordable yet high quality premium beverages. The owner determined that it was critical to retain the dessert's high quality while also keeping the cost to their customers reasonable. Thus, the owner always asks for their customer's feedback and makes some improvements from time to time.

One thing that gives value to this business is that those who are very new and want to try dessert from the shop for the first time but in a hard situation to choose, they should not be worried as Mikabelle Enterprise provides free consultation and recommendation to their lovely customers. All in all, clients may gain a new perspective while relaxing in this peaceful environment.

### 3.1.4 Customer Relationship

When it comes to the significance of relationships with customers, Mikabelle monitors their social media accounts on a daily basis for any complaints or ideas from its customers, which they then respond to. Next, the other way to keep strong relationships with the customers, Mikabelle always asks for their honest feedback. They will express their consumers' feelings, whether they are positive or negative, regarding their company and its products and services.

### 3.1.5 Revenue Streams

The major revenue stream of the enterprise will be primarily created by customers' purchases on dessert, specifically devil chocolate cake, croissant, pain au chocolate and others which would be main products of Mikabelle Enterprise. They also obtained their money from their other services which include small event and birthday party by manufacture their goods such as cookies and dessert as goodies. By consumers categories, teens in the age of 20-39 would be predicted to bring the biggest amount from their entire income. Meanwhile,

revenue from customers in the age of 13-19 will represent a lesser part of revenue compared to another group.

### 3.1.6 Key Resources

The owner of Mikabelle Enterprise mentions that he depends on several resources to make sure his business operates smoothly and systematically according to his plan. Ingredients, employees, and equipment are the three most important resources. All of the ingredients are obtained from a variety of suppliers who also provide a variety of baking goods as a backup for them. Because purchasing in bulk will save the owner money, the owner typically purchases in big quantities.

### 3.1.7 Key Partners

Basically, Mikabelle is a family business run by Mr Husni, and his wife. Mikabelle Enterprise is a business that does not associate with any other organization.

### 3.1.8 Cost Structure

The costs paid by the business are mostly the price of the materials used to prepare desserts and main meals, the costs of hiring and training employees, as well as the costs of purchasing and obtaining equipment. The owner makes every effort to keep costs as low as possible by purchasing in bulk from the same supplier who happens to be located close to the manufacturing place.

Apart from that, Mikabelle Enterprise also spent expenses for the pay of their employees. It is the owner's responsibility to make sure that the salaries are paid on schedule. Generally speaking, their wages are paid at the start of each month. Furthermore, if their performance is good and they complete their tasks within the scope of their employment, the owner will reward them with a bonus as a show of appreciation for their efforts.

Next, another cost structure incurred by Mikabelle Enterprise is the cost of acquiring equipment. In this industry, one of the most significant things is the equipment. Because of this, the owner always makes sure the entire equipment is in good condition and ready for use. Literally, the owner will acquire the equipment that is more important first then, he will slowly upgrade it from time to time.

### 3.1.9 Key Activities

Mikabelle Enterprise have many key activities that they implement in order to gain profit to the company itself. As a general rule, "key activities" are the critical tasks that the company must accomplish in order to run and give value propositions to its customers. Similarly, Mikabelle's primary business is the sale of main meals and desserts through their physical store on Jalan Gombak in Kuala Lumpur. There are many different types of French desserts and cakes available at Mikabelle Enterprise, including croissants, devil chocolate cake, basque burnt cheesecake, and others. As an alternative to this, they also serve main meals at all three meal times: breakfast, lunch, and dinner, including spaghetti aglio olio, nasi lemak, buttermilk chicken rice, and so on. In addition, they manufacture frozen foods such as frozen dim sum, frozen croissants, frozen pain au chocolate, and frozen sambal, among other things. Manufacturing frozen food makes it easy for those who are short on time to dine because all they have to do is cook the frozen meal in an air fryer or microwave, saving them time and money.

Following that, Mikabelle promotes their goods on social media channels such as Instagram and Whatsapp, among others. This measure provides Mikabelle with the opportunity to step up their game in order to outperform their competitors and generate more income by attracting more customers through social media platforms. By selling through online platforms, they have the opportunity to earn from the customer's shipping fees, which, in turn, can result in additional profits for Mikabelle in the long run.

Additionally, Mikabelle promotes their goods through online applications such as Grab, Foodpanda, and other similar services. Customers who do not have a lot of free time to dine can place their orders using these applications. The order will be taken by a Foodpanda or Grab rider, who will then deliver the meal to the consumer. Therefore, the Mikabelle will get money for sales made through these applications after the transaction has been completed.



## **4. Findings and Discussion**

### **4.1 Findings**

Mikabelle Enterprise is experiencing some difficulties in its operations, but there are two major issues that must be addressed promptly in order for the business to continue operating successfully. These issues are as follows: The first problem they had to deal with was that Mikabelle did not have many customers and that the company's brand recognition was still low. Due to the fact that their product is too expensive when compared to their competitors in the baking industry, they are experiencing this difficulty. Because the owner is concerned about the quality of the tastes of the product they produce, they make full use of high-end goods or ingredients in the production of their products, which are primarily cakes and pastries. As a result, the price of their goods on the market becomes more expensive than the price of the same from competitors. At Mikabelle cafe, the lowest price for a cake is costs RM150 for a whole cake. As a result of this, Mikabelle has difficulty attracting customers from the middle-class community.

Not only that, but Mikabelle has fewer customers due to its products being too fragile and heat-sensitive, making it difficult for them to expand the area covered for their delivery customers even further. Furthermore, due to factors affecting the quality and appearance of the cakes and pastries, delivery service is not available outside of a specified radius. Mikabelle, for example, produces dense but brittle cakes that are made possible by the use of high-quality ingredients such as French butter. Because these cakes are susceptible to shaking, it is possible for the cake to deform from its original shape. Thus, delivery service is not provided for areas that are too far from the store because the company is concerned about harming their products and the business's reputation. Aside from that, their pastry items are also heat sensitive, which means that pastries such as frozen croissants must be taken home within 30 minutes of being purchased. This is because the shape of the croissant will change to be like a regular doughnut dough when it reaches room temperature. As a result, Mikabelle's prospective client base is limited to those who live within a 10-kilometre radius of the store, and the rest of the market cannot be reached except through dine-in service.

The second main issue is a lack of employees who work at Mikabelle cafe, either at the front counter or in the kitchen, who is in charge of the baking and cooking operations, among other things. Mikabelle cafe, which Mr Husni owns, has a total of 5 employees who are responsible for managing the entire operation. Apparently, the owner is having difficulties finding employees with a pastry educational background and previous work experience in the food and beverage industry, either in pastry cafes or hotels, which is contributing to the staffing

shortage. Despite the fact that they have fewer customers from the local community, Mikabelle cafe obtains a large number of orders for cakes and pastries from corporate organisations. Usually, the orders received are in high amounts, which causes them not to have enough staff to finish all requests in a timely manner. There are numerous pastry order projects that have had to be denied by Mikabelle because the bakery could not afford to finish the order within the timeframes specified by the customers in their orders. Hence, this shortage of staff has closed Mikabelle's opportunity to boost its revenue and profits as well as build its bakery portfolio in the eyes of premium or reputable customers.

## 4.2 Discussion

### 4.2.1 Major Problem Summarization

As mentioned in the findings, there are two major problems that Mikabelle currently faces. Number one is they did not have many customers and that the company's brand recognition was still low. This is due to the fact that the price for their products is quite expensive in the market including the main product, cakes. Other than being expensive, Mikabelle products also are fragile and heat-sensitive which makes it tough for them to reach a bigger market outside of their specified radius from the physical store. The second major problem for Mikabelle is there is a shortage of staff, especially in the kitchen as they need more people to increase the production of cakes and pastries. The shortage of staff is due to the fact that the owner is having difficulty finding people with pastry educational backgrounds and experience in the food and beverage industry.

Major Problems	Reasons/Cause
Lack of Customers and Low Brand Recognition	Expensive product price Products are fragile and heat-sensitive thus cannot be delivered to an area that is too far from the physical store (>10km)
Shortage of Staff	The owner is having difficulty finding people with pastry educational backgrounds and experience in the food and beverage industry.

#### 4.2.2 Solutions to The Problems

##### Solutions for Lack of Customer and Low Brand Recognition

- 1) Expand Their Product Options to Cater to Various Types of Customers Based on Their Needs.

When discussing about business, it's essential to mention that lowering a product's price is a difficult task because a company's sales aim is dependent on the requirement for profitable revenue. As a result, the smart solutions are to identify the benefits of external elements in order to attract more customers. The first solution proposed is for Mikabelle to broaden its product options to meet the needs of diverse sorts of clients. Many Malaysians, for example, are admirers of premiums and care about food quality and taste, but they do not have the financial ability. Hence, customers can be given the choice of purchasing cakes of varied sizes at lower pricing. For example, if Mikabelle sells a whole chocolate cake for RM170 in a large size, Mikabelle can produce a whole chocolate cake in medium and small sizes for RM120 and RM60, respectively. According to Jonah A. Berger in his research, customers will be more interested if they have many options because they will be able to select any product based on their financial capabilities (Berger et al., 2007).

<b>Advantages</b>	<b>Disadvantages</b>
By making more options of products, Mikabelle can attract more types of customers and not limit to one market segment (premium customer) only. It can also promote the brand to new customers who decide to try and error Mikabelle's product first before going to commit with a much more expensive product price.	Mikabelle needs to produce more for just a single type of cake. For example, without size options, Mikabelle might only need to produce 3 units of chocolate whole cakes per day, however, with size options, Mikabelle might need to produce 6 or more units just for one type of cake flavour. Hence, there is a risk of some excess cakes not getting sold. Perhaps, it will need extra work to produce more units of cakes per day.

- 2) Doing Research and Development Process to Improve Their Product

The second solution that can be done to overcome the market area expanding constraints due to its fragile and heat sensitive products is by conducting research. Mikabelle has to put a lot of effort into their product's research and development in order to get the ideal cake recipe

that isn't too fragile. Based on the research on *R&D spending, strategic position and firm performance*, the R&D process has shown to be a critical endeavour in most businesses' efforts to stay afloat and perform well in the industry, as they strive to meet customers' requirements and demands (Guo et al., 2018). As a result, R&D is critical for Mikabelle's product since the delicate cake has limited Mikabelle's ability to attract customers from a broader market because it cannot be delivered to the customer's home due to the cake's design, which poses a significant risk of damage. Apart from that, their pastry products must be re-evaluated to ensure that they are not overly sensitive to heat for an extended period of time. At the absolute least, the new recipe's pastry shape must be able to withstand room temperature. To address this, another option is to offer ice in Styrofoam packaging during the delivery process to maintain their frozen pastry at an appropriate temperature.

Advantages	Disadvantages
<p>By doing R&amp;D, Mikabelle can produce a better quality product and meet the demands of both company and the customer. Mikabelle can also able to expand its product delivery service to other districts and states after getting better recipes for the durability of its cakes and pastries. Hence, more customers and a bigger sales market can also be achieved when the delivery service area can be expanded.</p>	<p>The process of doing R&amp;D can be time-consuming for Mikabelle to acquire the right recipe for their cakes and pastry. Thus, this solution can be seen as a long-term process in overcome the issue. R&amp;D process also will use a lot of costs and Mikabelle needs to be ready to spend some of their revenue on the project. Other than that, the process of exchanging the recipe is risky as it might somehow change the original taste of the cakes and pastry a little bit.</p>

### 3) Do Digital Marketing

The third solution for Mikabelle to gain more customers and become more well-known is to completely utilise marketing channels, particularly digital marketing. People nowadays are quite active in their usage of digital technology, with the majority of them spending most of their time on social media. In fact, it's rare to come across someone who does not use the internet for their regular information needs. According to research, digital marketing can reach more people or prospects and provide brand awareness (Dwivedi et al., 2021). Thus, Mikabelle must seize this opportunity to advertise its product and brand to a wider audience. Not only that, but cakes and pastries are a popular choice among today's youngsters. Many of them are looking for a location to hang out with their friends and conducting online and

social media research. As a result, Mikabelle can collaborate with Malaysian influencers to promote their brand and increase their market.

Advantages	Disadvantages
<p>Mikabelle brand is able to penetrate a bigger market across Malaysia as more people are using digital technologies nowadays. It is also less costly to make advertisements on the internet compared to television. Perhaps, the utilization of a digital platform is more efficient as Mikabelle can analyse the advertisement analytics such as the engagement receive to improve the content of the ads. Getting involved in digital marketing also can open the opportunity for Mikabelle to build customer relationships with the previous customer, thus, will attract them to becoming a repeat customer.</p>	<p>Mikabelle might need an extra person who can manage the social media or marketing platform with the ability of public relations writing. This is because as the internet is the best place in doing advertisements, it is also a platform whereby people are not afraid to give harsh comments about things they didn't like. Thus, a staff with public relations skill are needed to make conversations or handle unwanted situation whenever occur. Besides, doing marketing on the internet might cause the business to grow too fast that Mikabelle cannot handle to cater to all orders coming from the customer as they have a shortage of staff.</p>

### Solutions for Shortage of Staff

#### 1) Joining The Job Fair

If a company releases job vacancy ads one by one on the internet and on any job search platform, the percentage to get a response from job seekers may be time-consuming. This is because many potential employees are unable to gain a clear insight of the advertisement or the given criteria are overly demanding, prompting them to be hesitant to apply. As a result, a corporation has missed out on prospects with highly skilled potential employees. As mentioned on *The Career Fair as a Vehicle for Enhancing Occupational Self-Efficacy* journal, by attending a job fair, a company can directly engage with job seekers and convince more potential employees to apply for positions with them. This is due to the large number of people who attend the job fair and are likely to apply for jobs with the company (Kolodinsky et al., 2006). As the quantity of applications grows, it becomes easier for the organisation to select employees who meet their requirements. A job fair can also facilitate the process of finding

employees because the company has the opportunity to hold a first-round interview to explore more talents in the job market.

Advantages	Disadvantages
<p>A job fair is very helpful to the company because the company can access a very large number of candidates at one time. Job fairs can also help Mikabelle to increase its brand awareness among the community. For example, before attending the job fair, not many people knew about Mikabelle's company. But after joining Job Fair, many people began to know about this company and its products because they saw their booth or communicated with representatives from Mikabelle at the event.</p>	<p>This initiative might consume time and effort from the representatives of Mikabelle to spend their day at this fair. Perhaps, there is a possibility for the representative to spend their time having interaction with candidates who are unqualified to apply for the job in the first place.</p>

## 2) Outsourcing The Business

Another effective way to overcome the problem of lack of employees to meet the order request from the customer is by outsourcing the business. In this way, Mikabelle has the opportunity to receive more orders from her corporate customers. According to Sudawan Somjai in his research, outsourcing the business can help a company to prepare all orders from customers according to the required time without rushing. This initiative can also reduce costs because a company does not have to hire more employees which will then add costs to the organization (Somjai, 2017). For example, with each addition of new employees, the company must incur costs to pay salaries, and costs to provide benefits to employees such as healthcare and insurance, and it is likely for the company to open an HR department if the number of employees increases. So, by outsourcing, Mikabelle can save from those costs while at the same time being able to run the production process smoothly.

Advantages	Disadvantages
<p>Mikabelle has the opportunity to receive more orders for their cakes and pastry</p>	<p>Total quality control couldn't be performed on the product as Mikabelle did not handle</p>

without worrying about whether or not they had time to prepare all the orders. This means they are able to make more revenue from the sales of their product. Outsourcing also can save more money rather than hiring more staff to complete all the order requests. This allows the flexibility in staffing whereby outsourcing contracts can be made when the demands of product in growth and later can be released when the demands are slow again without the need to hire and fire the staff constantly.

100% of the production process. Certain outsourcing companies might be focusing on making a profit by doing the task in a short time instead of doing the job well done, thus, the quality of the product might be different from the in-house production. Mikabelle also might face uncertainty changes due to policy changes on the outsourcing company that can affect a lot of factors such as production schedule, and production cost, among other things.

## **5. Conclusion**

To summarise, Mikabelle Enterprise is a well-managed business that has grown from a home base to having their own bakery, which is something that people should be impressed by. The excellent part is their product, which is a high-end cake with a tasty flavour. One slice of cake is made using high-quality ingredients. Mikabelle Enterprise not only sells wonderful cakes, but also offers a variety of dishes. Their business is steadily developing day by day, despite the fact that they had several problems in the state of growth, which they were able to overcome and manage well, leading to a positive outcome. They are still working really hard and putting in a lot of effort to make their business a success today. Mr. Husni stated at the end of the conversation that they are looking to expand their business by opening a new franchise and developing a new product menu that includes an oat bar. However, it is not simple since they must compete with many large brands, as well as work extremely hard to produce revenue and replace the losses incurred during the pandemic.

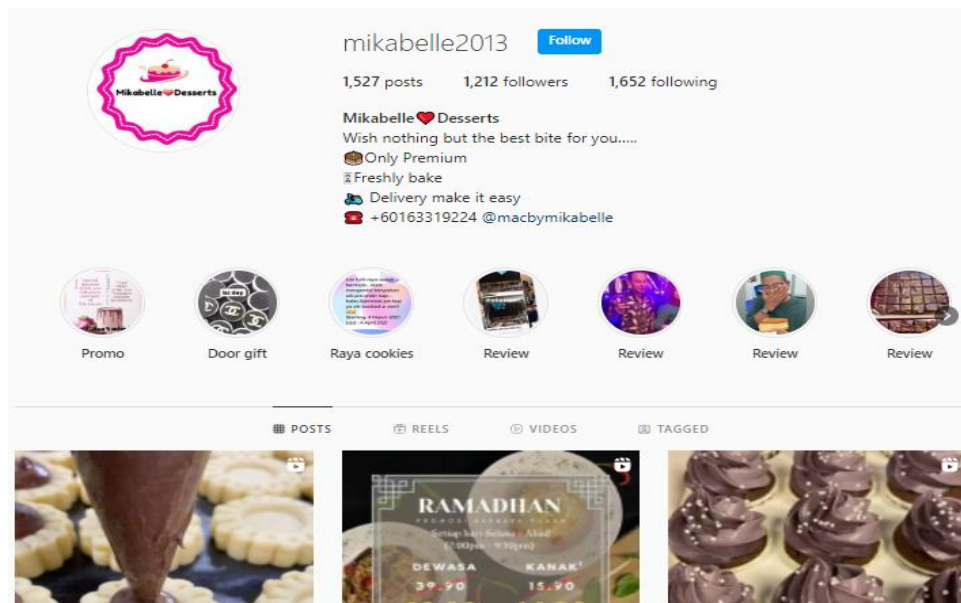
There is no doubt that their products or menu are superb, but Mr. Husni has to strengthen his marketing plan in order to get his business recognised by a larger number of people. Furthermore, he should hire additional employees since, as he stated, the orders received are in large quantities, causing them to lack sufficient workers to complete all requests in a timely manner. Hence, this shortage of staff has closed Mikabelle's opportunity to boost its revenue and profits as well as build its bakery client base in the eyes of premium or reputable customers. Mr. Husni might improve their organisational skills by participating in a marketing and business class to develop and increase their expertise in order to fight and win the market struggle. Finally, we wish Mikabelle continued success and a growing franchise network in Malaysia.



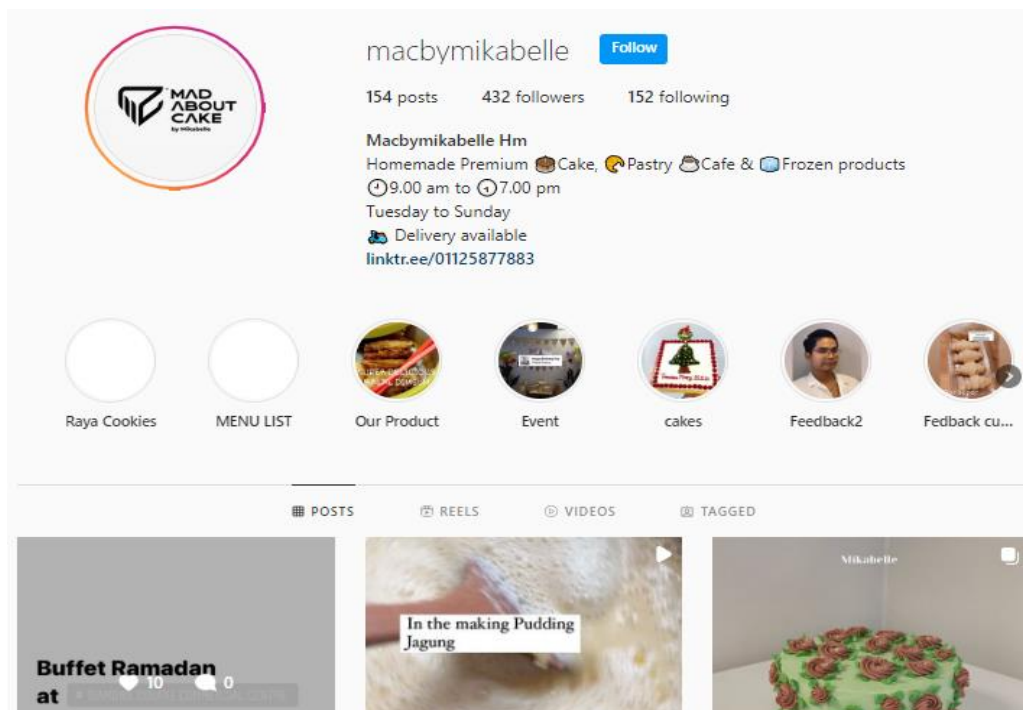
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## 7. Appendices



**Figure 2 Mikabelle Instagram Account.**



**Figure 3 Mikabelle 2<sup>nd</sup> Instagram Account.**

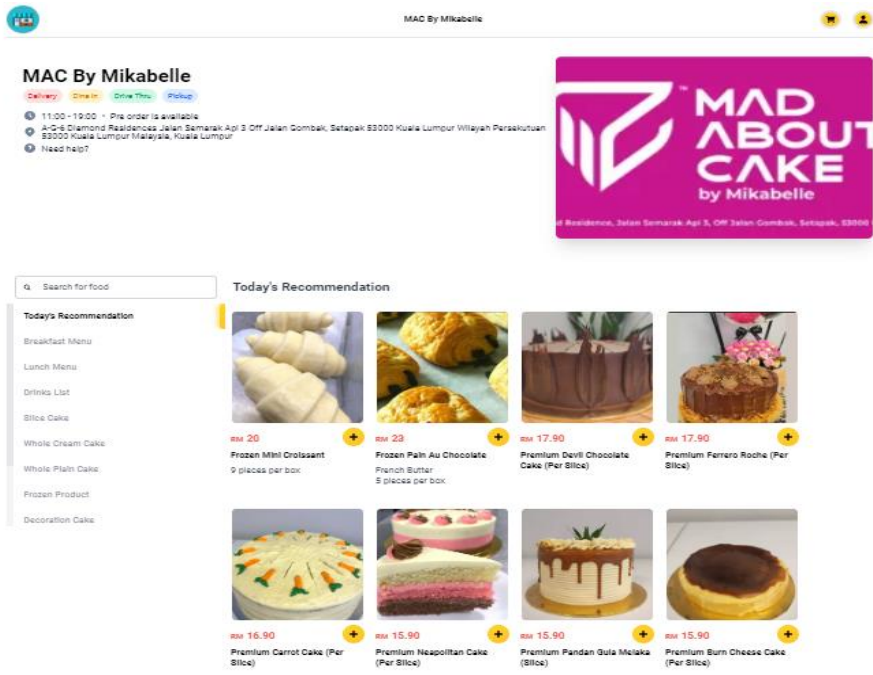


Figure 4 Mikabelle Official Website.

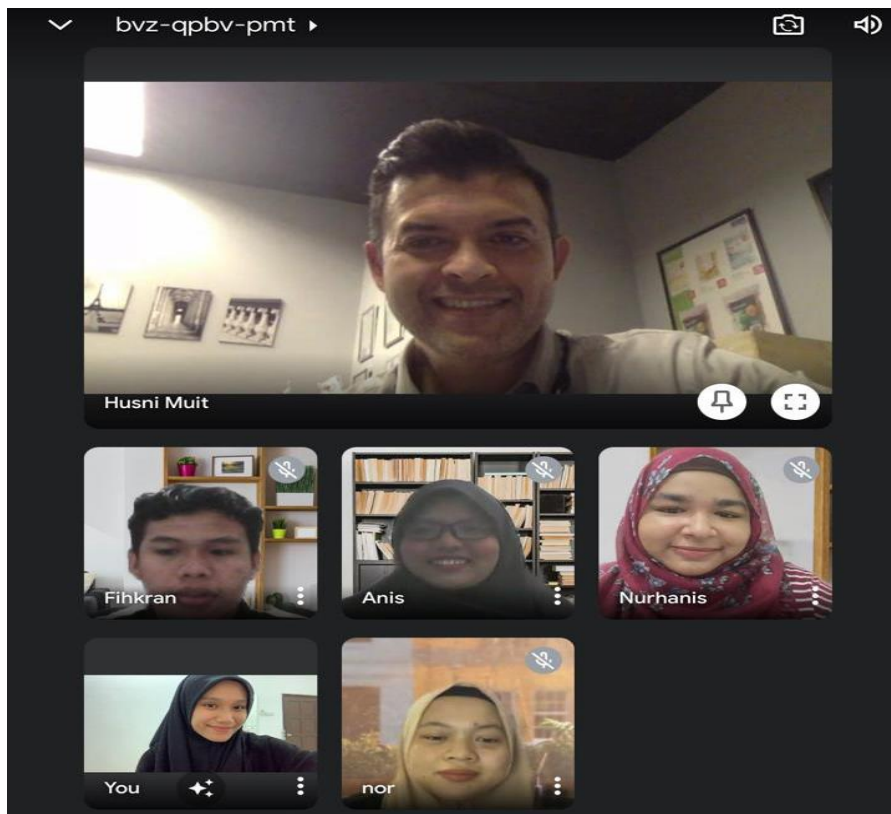


Figure 5 Interview session with Mikabelle's founder, Mr.Husni.



**Figure 6 Mad About Cake by Mikabelle Bakery at Setapak.**