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UNIVERSITI
TEKNOLOGI
MARA



CASE STUDY: COMPANY ANALYSIS

SUGARRAI ENTERPRISE

PRINCIPLES OF ENTREPRENEURSHIP (ENT530)

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EXECUTIVE SUMMARY

Sugarrai is a sole proprietorship business that has been in the industry for almost 7 years. They have been involved in food service, event planner and also provide catering for special occasions such as school functions, events, weddings, and others that are based in Seremban, Negeri Sembilan. They can be contacted through whatsapp, telegram, facebook, and Instagram. They have two types of packages. Wedding package and village style package. The customer is also allowed to suggest any menu they want. The context of this written report on the case study will contain the company's background information, organizational structure, types of services provided, all the business strategies like marketing and operating strategy, and also the financial achievements of the business. There will be a business model canvas (BMC) which consists of the value propositions, the key resources, key activities, key partners, the channels, the customer relationship, customer segments, cost structure, and revenue structure. It will give an idea about the management's strategy on getting higher profits and lessen the cost. It will also insert the problem they might have along managing the business that needs to be improvised. There is frequency of employee exchange, lack of workers, and increase in raw material prices. As for the frequency of employee exchange, it is suggested the company hire a full time worker or find experienced workers so they do not have to be trained to do the job properly. Other than that, the company can also set the limit order that can be ordered for certain events. It will help Sugarrai to focus on minimum order and maintain the quality of their foods and services. Furthermore, Sugarrai can also do mass buying since it will lessen the cost and still get the same profits. Sugarrai needs to step up in order to solve the problems experienced. There are many things that can be done in making the business catch the people's eyes to increase the business profits. However, as we know, the training cost and the marketing costs may require a lot of money and are time-consuming. And at the end of the report, there are some pictures of the product and service they provided, some pictures from the interview session, the owner of the business and also the Instagram account.

1.0 INTRODUCTION

1.1 BACKGROUND OF THE STUDY

A group of students pursuing a Bachelor of Accountancy (Hons.) degree is required to take Principles of Entrepreneurship, course code ENT530, in their fourth semester. The goal of taking this course is to develop a fundamental understanding of entrepreneurship from the perspective of the individual entrepreneur. The emphasis is on the individual's entrepreneurial mindset and decision-making process as they pursue entrepreneurial opportunities, launch new ventures, and deal with business management issues. This course will also teach us how to identify goals as they grow naturally and learn strategies for facilitating the evolution of those objectives.

We were assigned to write a case study report about a small business in which we must analyse a real-life situation in which existing problems must be solved. This task allows us to see how real-life complexities influence our decisions. It will also benefit us since we can learn to cultivate unique skills and think outside the box. Despite a lot of competition, we still won't suffer a loss much by practising the knowledge learned. It can also be based on past experience.

1.2 PURPOSE OF THE STUDY

As part of the coursework for this programme, students must write a case study report. Students must conduct an interview with the chosen company to gather as much information as possible about the company's background, products, marketing techniques, business performance, and other factors. Students must also analyse the company's Business Model Canvas (BMC) tool to identify the company's problems and propose relevant solutions to improve its business performance.

Students gain an understanding of entrepreneurship and how to identify market strategies used by businesses to ensure that their product is accepted by the target market by completing this report. It teaches students about how business products and services are used in the real world. Furthermore, students will gain a better understanding of how to improve or manage their business in the future. Students with entrepreneurial knowledge may have more opportunities to be involved in business.

2.0 COMPANY INFORMATION

2.1 BACKGROUND



Figure 1: Company logo.

Raihana Zullaikha Binti Amross owns Sugarrai Enterprise as a sole proprietorship. It first opened its doors in 2016 and the business is still ongoing and it shows how strong the business is since it can survive through the pandemic. The company is based in Seremban, the capital city of Negeri Sembilan. This company's primary industry is delicious food and drinks. The founder started this firm because she enjoys cooking and believes that this field has a lot of potential for profit. She also enjoys marketing because it allows her to interact with people. She started this firm with her savings of five hundred Malaysian ringgit. This shows her intensity on starting this business and with sincerity, she manages to build up this business successfully. This company provides various types of services such as hot meal services, frozen goods, catering, and event planning to its customers. In this era of technology the customer can communicate via WhatsApp, Telegram, Facebook, Instagram, and phone call.

2.2 ORGANIZATIONAL STRUCTURE



Figure 2: Company organizational structure.

The main purpose of such a structure is to help the organization work towards its goals. It brings members of the organization together and demarcates functions between them. Secondly, the structure also helps in ensuring smooth and efficient functioning. In other words, it reduces time, money and effort.

As shown above, the business has been organized and managed by Mrs. Raihana Zullaikha for many years, with her husband as co-founder. They have four workers that have been helping them to perform multiple tasks in banquet services and setting up catering events.

Position	Job description and specification
Ceo	<ul style="list-style-type: none">● To plan, coordinate and manage the business operations● To develop and implement business plan for the business profit.● Responsible for cooking the food.
Co-founder	<ul style="list-style-type: none">● Assist in the employee recruitment and training.● Develop strategies to improve overall quality and productivity business.● Manage the transaction of customers.
Catering server job	<ul style="list-style-type: none">● Assist with the preparation of the dining area.● Responsible for meal preparation.● Assist in providing a safe and clean work environment as a side job.● Clean, organise, and restock equipment after returned from catering events.

2.3 PRODUCTS/SERVICES

Sugarrai Enterprise provides two catering packages: the wedding package and the "masakan kampung" package. The menu for both packages is not fixed, so clients can select whatever menu they want. Aside from receiving feast catering reservations, the company also accepts mini feast reservations such as birthday party celebrations.



Figure 3: Wedding and Celebrations

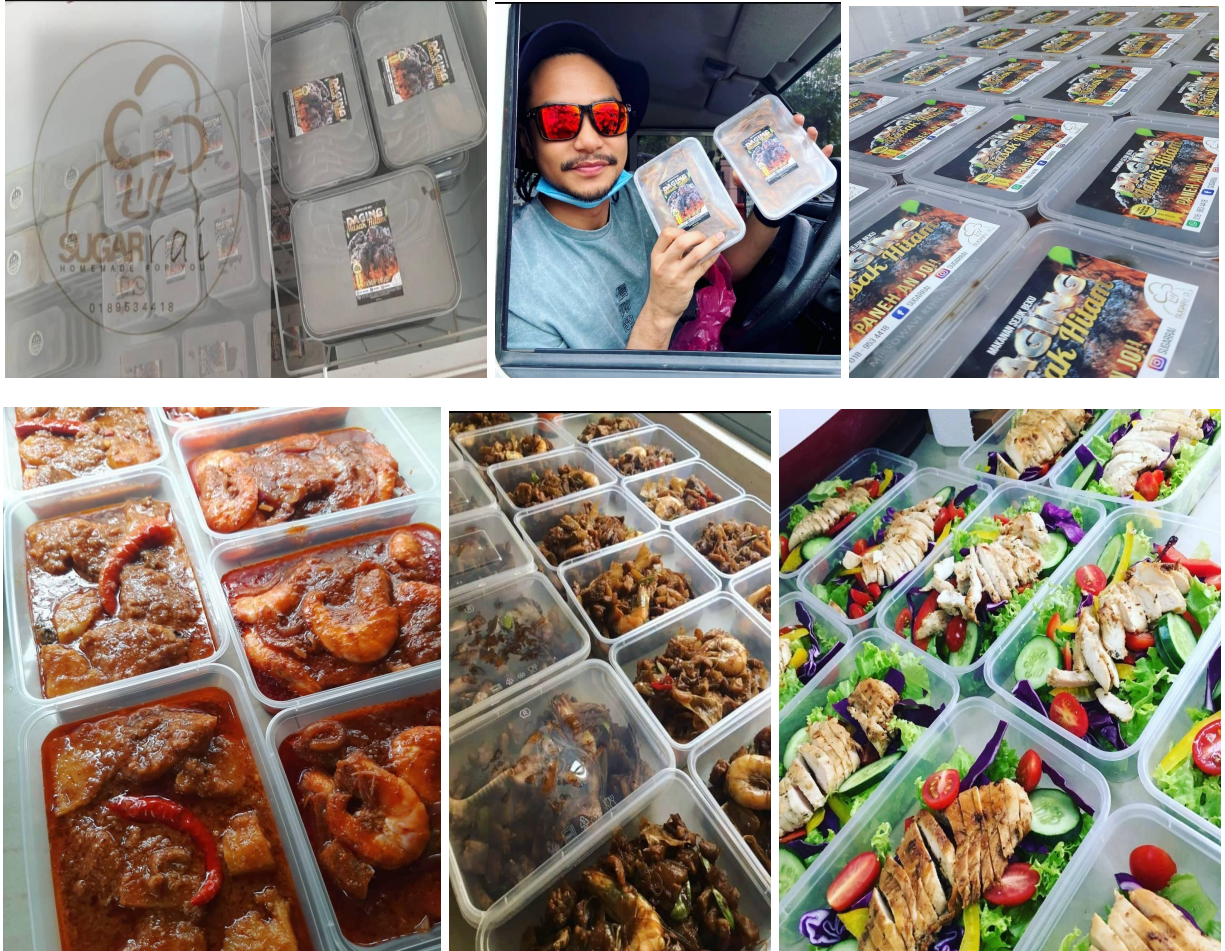


Figure 4: Frozen Food

2.4 BUSINESS, MARKETING AND OPERATIONAL STRATEGY

BUSINESS STRATEGY

Business strategy is a clear set of plans, actions and goals that outlines how a business will compete in a particular market, or markets, with a product or number of products or services. There are few strategies that Sugarrai Enterprise uses to help their business.

- **Target market**

A target market is a group of customers with shared demographics who have been identified as the most likely buyers of a company's product or service. Identifying the target market is important for any company in the development and implementation of a successful marketing plan. The target market also can inform a product's specifications, packaging, and distribution. Sugarrai Enterprise focuses on any plans for occasions such as weddings, birthday parties , family gatherings or any functions.

- **Customer retention**

Customer retention is a business's capacity to engage customers into repeat buyers and retain them from moving to other competitors which build customer loyalty. Sugarrai Enterprise always asks for feedback from customers for their services to ensure they are satisfied with the services given. So, they also can fix their lack which makes customers feel open and happy to make them repeat again from us.

- **Pricing strategies**

Pricing strategies are the processes and methodologies that businesses use to determine the prices for their goods and services. Sugarrai Enterprise offers reasonable and attractive prices with precedence the quality of service and products for their customers to meet customer's budget. Therefore, they also offer a variety of buffets to attract and make customers' choices.

MARKETING STRATEGY

Marketing strategy refers to a business's overall game plan for reaching prospective consumers and turning them into customers of their products or services. A marketing strategy contains the company's value proposition, key brand messaging, data on target customer demographics, and other high-level elements. A thorough marketing strategy covers "the four Ps" of marketing—product, price, place, and promotion.

- **Product/service**

Service marketing is a form of marketing that businesses provide a service to their customers to increase brand awareness and sales. As for Sugarrai Enterprise they provide food as their service . The service and food they served will have the best and high quality ingredients and give options to customers to select their menu. The main product lines for catering and events are Daging Hitam and Rendang. Other than that Sugarrai Enterprise also sells frozen food such as Daging Masak Hitam, Sambal Jawa and Rendang Daging as their side income.

- **Price**

Price is the value we pay in exchange for the product or services offered by a company. Price is considered a vital element of the marketing mix because it dictates a company's survival and profit. As for Sugarrai Enterprise the price is dependent on the original discount promotion schedule. Normally the price for a catering dish is RM16 per pax. Thus the lower selling price will benefit the business because it significantly attracts customers. For the frozen food, Daging Masak Hitam 500g is for RM25 and 1kg is for RM50.

- **Place**

Place refers to the geographical location in which the business sells its products and provides its services. It said that location is one of the most important parts of marketing strategy. Sugarrai Enterprise started their journey at home which is located in Seremban, Negeri Sembilan and still maintained their service for almost 7 years. During a pandemic, the business has a problem to proceed with their main business, so they proceed with their side income business which customers can order through WhatsApp and the customer can either pay online or cash on delivery and they do as their main job to survive.

- **Promotion**

Promotion of your catering business is a key part of your operation, helping to spread awareness of your culinary services and attract new customers. As for Sugarrai Enterprise they use public relations campaigns and traditional advertising methods spiked with social media to show how their food is one of a kind and their service is top-notch. Sugarrai Enterprise keeps on updating their service for large or notable events and food offerings on social media platforms such as Instagram, Telegram and Facebook to attract more customers. Other than that they still provide brochures that contain information about pricing, private tastings and menu options for customers that they meet face to face. Giving one free meal for small or large occasions is the key for Sugarrai Enterprise to attract their customers. No delivery charge for the customer who stays within the area. For the frozen food they will give a discount if customers buy more than one food.

OPERATIONAL STRATEGY

Operational strategy involves refining and specifying a company's business strategy and developing strategic initiatives and operational plans, aiming at enabling our clients to successfully implement overall strategy for their business.

- **Customer-driven strategies**

Customer driven strategies refers to meeting customers' needs in a more personalised way and helps businesses to optimise marketing return on investment. By identifying and targeting with higher lifetime value, businesses can strengthen relationships by crafting solutions to fit their wants. Sugarrai Enterprise will take customer feedback for them to improve their menu. This will help both parties' satisfaction as it will be at par with their expectations. The business also offers to deliver their product directly to their customer and it feels more secure and protects their products so that the customer is satisfied with their service.

- **Developing core competence**

Core competence refers to the capabilities, knowledge, skills and resources that constitute its "defining strength". Sugarrai Enterprise's strengths and resources are their cheap food and the customers are able to choose their own food menu according to their preferences.

- **Product and services development**

Product development is the process required to bring a product from being a concept through to reaching the market. There are many steps required to take a product from the early stages in the product development process, from product idea generation and market research to research and development, manufacturing and distribution. As for Sugarrai Enterprise they always keep their customers' needs and desires with their food taste, packaging, quantity and safety.

2.5 FINANCIAL ACHIEVEMENTS

Sugarrai Enterprise started to enter the food industry in 2016 and slowly started to build a strong financial. Since this is their seventh year in the food industry, they have faced various financial-related problems before. They began as a small business that sold frozen food until they managed to do big events such as receiving catering orders for any festival. People begin to recognise their catering business after receiving big events because they give tasty meals utilising high-quality raw materials at reasonable pricing. The client may also select a menu catering whether two set packages and consumers can determine what menu they want based on their preferences. Many clients are satisfied with their services since they can provide the menu with two fixed package options and they also can request another menu together with their perfect service.

Alhamdulillah, after people acknowledge their existence, their financial start grows and survives until now in 2022. During a pandemic, their catering services had to be temporarily closed to receive orders from big events because of movement control order (MCO) but they still receive orders and generate income from their food frozen business, which they may order with them through WhatsApp and social media.

This year, Sugarrai Enterprise has received bookings for catering services after Hari Raya from June to September. It will be a hectic year for them, but they are ready to take this service. They also have engaged in contracts with a few companies to provide food for any meetings held at that company. Instead of catering services for the wedding feasts, this has become their side income. This will be their greatest accomplishment and a great opportunity in 2022 to grow their business more after the pandemic.

3.0 COMPANY ANALYSIS

3.1 BUSINESS MODEL CANVAS (BMC)

A business model explains how an organisation creates, delivers, and captures value. Entrepreneurs must create and refine a business model for themselves in order to gain clarity and to discuss with colleagues, partners, and other stakeholders. Furthermore, this business model will assist them in identifying opportunities in both their internal and external environments. The business model canvas addresses four key aspects of any venture: customers, offering, infrastructure, and financial viability. A business model is described and evaluated using nine building blocks: unique value proposition, customer segments, customer relationships, channels, key activities, key resources, key partners, cost structure, and revenue streams.

<p>Key Partners</p> <ul style="list-style-type: none"> -Friends -Traders in the market -Tent supplier 	<p>Key Activities</p> <ul style="list-style-type: none"> -Providing catering services -Marketing -Selling frozen foods 	<p>Value Propositions</p> <ul style="list-style-type: none"> -Affordable price for high quality foods -Negotiation of price -Menu can be based on customers preferences 	<p>Customer Relationships</p> <ul style="list-style-type: none"> Direct feedback 	<p>Customer Segments</p> <ul style="list-style-type: none"> -Individuals -Organizations -Businesses
<p>Key Resources</p> <ul style="list-style-type: none"> -Physical resources -Human resources -Ingredients 		<p>Channels</p> <ul style="list-style-type: none"> -Phone call -Instagram -Facebook -Telegram -WhatsApp -Mouth-to-mouth 		
<p>Cost Structure</p> <ul style="list-style-type: none"> -Raw materials -Wages -Electric bill -Cooking tools 		<p>Revenue Streams</p> <ul style="list-style-type: none"> -Catering -Frozen foods sales 		

Table 1: Sugarrai Enterprise BMC

- **Unique value proposition**

A company adds value to its customers by solving a problem or meeting a need. When deciding what to buy, customers choose one option over another based on the value proposition. Customers may value the following, though this is by no means an exhaustive list: novelty, performance, customization, design, brand, price, cost reduction, risk reduction, accessibility, and convenience. Sugarrai Enterprise offers affordable price catering services along with high quality taste and reasonable portions of food to their customers. People with a low income of less than RM1000 also can afford it. The problem that many people face nowadays as the Covid-19 pandemic has been around is that their cash inflows are not stable enough to let them pull a small event like a birthday celebration. On the other hand, some catering services offer an expensive price as well as the quality of the food does not match with it. By offering cheap price packages to the customers, it does solve their financial problems and is able to fulfill their desire. Customers can choose whatever menu that they prefer as the company would put it into considerations to fulfil their clients needs. If there is the need for price negotiation, the company does pleased their customers to do so. The company would be happy to accomplish their clients needs as long as there is a booked reservation and the customers themselves are happy. Sugarrai Enterprise offers hot foods, frozen foods, catering services and event planning services. The company satisfies customers needs in terms of price, quality, choice and convenience. Moreover, the company accepts any reservations like birthday parties and any type of small feasts. Furthermore, the company provides two types of packages; wedding food package and village food package. Well informed that, the company gives the customers chances to choose the food and drinks.

- **Customer segments**

Businesses cannot survive without customers. Businesses must identify and understand their customers, and they can group these customers into segments based on common characteristics. Sugarrai Enterprise customer segments are individuals, organisations and businesses. The most important customers that have been providing the company profit and allowing the company to operate until these days are individuals and communities. Frozen foods enable busy people to save their time without cooking a meal for their lunch and dinner or they may skip their meal throughout the day because of work commitments. On the other hand, lazy people also gain benefit from it. They just need to heat up the food in less than 15 minutes and it is ready to be served.

- **Customer relationship**

Companies need to maintain relationships with their customers to acquire and retain customers and boost sales. Strong customer relationships can significantly impact overall customer experience. There are many categories of customer relationships including personal assistance, self-service, automated service, user communities, and co-creation. Sugarrai Enterprise is concerned about their relationship with customers as they want to provide a flawless service and offer tasty foods. The company wants to deliver a cosy environment along with the clients without any awkwardness. Customer happiness is the level of loyalty and satisfaction that the customers experience after engaging with the services and products. It is the feeling that comes from the customers having their needs met regularly, at the right time, in the right way. When there is event reservation, the company will make sure they assign well mannered and present good appearance servers. Friendly services shown by the servers towards the client guests will produce good ratings about the company. It will catch everyone's eyes as well as improve the company's image. Communication between clients and the company is crucial when event bookings are made to prevent any miscommunication. Clients are advised to meet instead of planning the event on the phone calls. The meetup allows clients and the company to open up and brainstorm their preferences regarding the foods and services. Personal relationships will bond among them through the meet up. The company for sure

will assist their clients to bring out a bombastic event. Furthermore, co-creation is simply working with the employees and customers to create products and services that Sugarrai Enterprise knows they will love. Instead of waiting until a new product is almost finished, the company makes customer feedback and ideas central to development from the very beginning. Customer feedback helps the company to improve the taste of the foods and produce more savoury foods and to provide tip top services for the clients. Active customers with frequent numbers of orders and bookings will be sorted out as regular customers. They will be prioritized by the company first in receiving new information regarding the foods and services via phone call and text messages.

- **Channels**

Through communication, distribution, and sales, channels deliver the value proposition to the customer. Companies can reach their customer segments through a variety of channels, both direct (e.g., salesforce and web sales) and indirect (e.g., own stores, partner stores, and wholesalers), to raise awareness, enable purchase and delivery, provide customer support, and support other critical business functions. In this era with modern technology, the use of social media platforms for business owners is the best way for them to advertise their business as many people already know how to use it. Not only teenagers, adults in their 30s, 40s and 50s are exposed to social media. Sugarrai Enterprise reaches their customers via direct and indirect channels. This company uses Instagram and Facebook to sell and advertise their products and catering services. By using social media platforms, it helps the company to be known by the communities all around the states. Feedbacks on the foods that the company serves can be seen and read at the highlights of the Instagram account. Newcomers can go through the feedback to be well informed about the foods and catering services offered by the company. On the other hand, the use of WhatsApp and Telegram is another option to reach up. WhatsApp is the common way of communication for Malaysians to communicate with each other. The company provided a contact number at the Instagram account so customers who are interested in placing orders or making reservations can click the contact button. Also, the company also accepts phone calls to place orders and make reservations for catering services. Mouth-to-mouth communication is another way of the company to

communicate with their customers as the company is stated in rural areas. This type of channel distribution is easily spread among the owner friends and around the same circles. Delivery services for hot foods and frozen foods are provided by the company. The owner of the business herself or a runner will deliver the order to the customer. Delivery charges may apply.

- **Key activities**

Key activities are the critical tasks that a company does to succeed and operate successfully. Different companies focus on different activities in categories such as production, problem-solving, and platform/network. The production process is one of the key activities of Sugarrai Enterprise as they were providing catering services. The business also has various experience and capabilities to give services for any events accordingly to meet the client's requirement and budget. Besides, Sugarrai Enterprise had experience in handling wedding, private and celebration events. In order to reach targeted customers, the need of marketing is the first step to the key activities because marketing functions start from identifying the customers need and end with satisfying the customer's needs. Marketing also functions as to gather the market information and analysing the information as well as to assist the product designing and development. As for Sugarrai Enterprise they will get feedback from their customers to improve their food quality and services. Sugarrai Enterprise will frequently update their customer feedback in social media to attract other customers by showing conversation between customers or menu that they provide. Next Sugarrai Enterprise also does side income jobs by selling Frozen Food such as Daging Masak Hitam, Sambal Jawa and Rendang Daging. The product is also doing well as the price is affordable and the taste is delicious.

- **Key resources**

Any business needs resources—physical, financial, intellectual, and/or human—to function. These resources enable the company to provide their products or services to their customers. Key resources can be categorized as follows. First is physical resources such as equipment, transportation and creating a menu. Sugarrai Enterprise will provide their equipment including plates, silverware, glassware, platters, utensils, napkins, linens

and centrepieces. They also have vehicles that can be used to transport the food to client's event locations. Other than that they give options to customers to choose the menu they want or give suggestions on the best selling. Sugarrai Enterprise also needs to consider the ingredients that they need for the food that they will serve and make sure that it is easy to source and preserve. For financial resources many businesses need cash for their operations or capital projects . Human resources are the people that you need to do the work. As for Sugarrai Enterprise they need staff when they have big catering events. They weren't really concerned about the quality or skill of the staff because the staff can improve their skill by joining several events. They just needed enough of them to serve the customers.

- **Key partner**

Companies build partnerships to optimize their business, reduce risk, or gain resources. There are four main types of partnerships: strategic alliances between noncompetitors, cooperation—strategic alliances between competitors, joint ventures, and buyer-supplier relationships. Sugarrai Enterprise's key partners are among the owner's friends while the key suppliers are market dealer and tent provider. The key resources that the company acquired from partners are physical resources such as cooking tools. The partners perform the key activities of preparation of the food. The company bought raw materials from the market and there are also delivery services where the supplier sends the raw materials directly to the cooking place. Both Supplier and lessor consistently supply all of the products required by the business until these days.

- **Cost structure**

All businesses incur costs through operation, whether fixed or variable. They may also face economies of scale and scope. Companies consider their cost structures in two strategies—cost-driven, where all costs are reduced wherever possible, and value-driven, where the focus is on greater value creation. Cost structures will often consider fixed costs, variable costs, economies of scale, and economies of scope. Sugarrai Enterprise's most important cost inherent in the business is raw materials. The price of raw materials is not fixed and keeps on changing whether increasing or decreasing due to economic

conditions. Next, the most expensive key resources are still raw materials as market sales price is hard to control and predict. For instance, the Covid-19 pandemic has influenced the market sales price to rise up. Other than that, the most expensive key activities is preparation and marketing of frozen products due to cost additions occurring such as vacuum sealer containers, electricity costs and rental costs at the frozen store. Certain stores require businesses to pay them collateral before putting the products in the stores. The reason is because they want to make sure businesses are really serious about venturing their products and stock up their products time after time. The cost estimation of raw materials is RM4000 according to how much pax goes to the event and RM200 for electric bills and cooking tools. The company pays their workers a salary of RM30 per hour.

- **Revenue streams**

There are two types of revenue streams: one-time customer revenue and ongoing payment revenue. Revenue pricing mechanisms range from fixed to dynamic (e.g., predefined prices based on static variables) (e.g., price changes based on market conditions). Asset sales (for example, selling a physical product), usage fees, subscription fees, licensing, brokerage fees, advertising, and temporarily selling the use of a specific asset can all generate revenue streams (e.g., lending, renting, or leasing). Sugarrai Enterprise customers willing to pay for the affordable price catering services, the food that they desire without following the catering menu as the company allows its customers to make a choice and the ability to negotiate the price of the catering services according to their budget. The company makes the majority of its profit from catering services and the minority of its profit is coming from hot food services, frozen foods and event planning services. Delivery charges are applied for the frozen foods based on the distance between the company and the destination. Customers prefer to pay via online transfer as it's easier and timeless. The company accepts cash and cashless payment transactions.

4.0 FINDINGS AND DISCUSSION

4.1 FINDINGS

Following the covid-19 outbreak, which has affected the entire country, every business owner is struggling to deal with the challenges. Sugarrai Enterprise also encountered a similar issue during the covid-19 outbreak, which had a significant impact on their catering business. After the pandemic, their business slowly began to generate income and they are constantly seeking ways to improve in order to satisfy their customers. The following are the issues that Sugarrai Enterprise encountered :

1. Frequency of employee exchange.

The problem of frequently exchanging employees is the problem faced by Sugarrai Enterprise. As we all know, catering services typically employ a mix of young and old staff. Most aged workers are focused on cooking sections in the kitchen, while younger workers are focused on becoming servers or carrying heavy stuff because it requires a lot of energy. When it comes to the younger workers, most of them are part-time workers who are students, and they accept the job to occupy their weekends or free days to earn some pocket money, or to gain experience. Furthermore, some of them quit their jobs in exchange for a better offer with higher or stable salary. It's become difficult for employees and employers. This may result in a decrease in employee performance because every single work it takes time for workers to be proficient and familiar with their job. Also, it is difficult for employers to have a better understanding and trustworthiness towards their employees since employees keep changing and they hardly know one other. To become a successful business, employers must have a strong bonding with their employees in order to make a perfect job together. Sugarrai Enterprise makes every attempt to retain their employees working with them by paying salary based on their scope of work but they cannot prevent their employees from leaving catering services.

2. Lacks of workers.

Since this is a catering business that provides cooking services for wedding feasts and other events, a lot of employees were necessary. Lack of workers has a negative impact on business performance and puts a strain on other employees because there is so much work to be done. Sugarrai Catering also receives multiple service events, which keeps them quite busy in the preparation of their task. For example, preparing beef marinade requires 4 people to make within 1 hour, but they take time to prepare within 2 hours due to a lack of workers. This will result in poor performance due to inefficiency in the organisation as a result of the inability to value the time. If there are enough workers, the extra 1 hour might be used for other preparations. Sugarrai enterprise is still able to fulfill clients' requirements on time since they take this seriously in order to maintain the company's excellent service and satisfy customers.

3. Increase in raw material prices.

We can see that the price of raw materials has risen after the covid-19 pandemic. This is difficult for Sugarrai enterprises since the cost of raw materials increases, requiring them to raise the price of catering services to meet the cost of raw materials. It's a bit challenging for them to sustain the same pricing even when costs rise. They also search for the best quality raw material that meets the price settings offered. They have to deal with different suppliers in order to obtain the best pricing as well as high-quality raw materials. Sugarrai Enterprises is always concerned with the quality of food and raw materials used in their catering services. In order to get a delicious taste, selecting raw material also is important to fulfill customers' satisfaction. The increased price of catering service provided by them is still affordable as they also want to ensure that existing clients continue to utilise their service rather than their rivals.

4.2 DISCUSSION

After we learned about the problems that sugarrai enterprises were experiencing. We provided a few solutions with advantages and disadvantages for sugarrai enterprises to consider in order to boost their company. A successful business always seeks for alternatives to make an improvement.

1. Find replacement workers/hire full time workers.

Sugarrai enterprises' situation can be solved by finding quick replacement staff. This means that management must have enough personnel or backup employees to do the same task. If one of their employees quit, the other replacement workers will be assigned the same task. The organisation was also able to complete the customer needs as quickly as possible without having difficulties or operating in a stressful environment. It is very beneficial if the management has better preparedness by being able to find replacement staff in a quick way. Aside from that, Sugarrai Enterprises also can hire more full time workers to have better offers or legal procedures. It's essential to recruit the right people for your company, especially for small businesses. According to legal procedure, employees cannot resign without notifying the employer. They must follow the procedure that the company has fixed. For example, sugarrai enterprises hire a full-time worker for the position of operating director, he must notify the firm three months in advance if they choose to quit; otherwise, he must pay compensation to the company for failing to follow the resignation procedure. This procedure is usually dependent on the company and the position of the workers. This enables the employer to find replacement employees within three months of the worker informing or notifying the company.

Advantages: the advantages of having backup employees are easier for the company to make better preparation. This implies that having backup employees will protect the company from problems such as not having enough staff to do the work, and putting a pressure on other workers. Employing a full-time worker definitely has many advantages such as consistency with workloads and a stronger level of employee loyalty. Sugarrai enterprises can provide benefits such as sending a full-time employee for training to expand their expertise and increase the quality of their specialty. Therefore, this makes

employees feel comfortable because they have a secure job. Sugarrai enterprises can gain trust and do not have to continually train new staff on how the works happen continually. Save energy and save time to train new staff. Having full- time workers makes them unable to quit without giving notice of resignation.

Disadvantages: Finding replacement workers will lead to uncertainty for employees since they have to wait until the company lacks staff. Not many people have the patience to wait for uncertain work. They also can find other jobs suitable for their profession. Most of the time, they do not feel required and are not considered part of the business staff. The disadvantages of employing a full-time worker are they expect benefits too much from the company. Also, Sugarri Enterprise must take care of the welfare of employees even if the business is having a problem such as financial problems. They must take care of these employees since this will be under the responsibility of the company.

2. Limit order received from client.

We are aware that Suggari Enterprise has fewer workers which would make it harder for businesses to operate. Our suggestion is that Suggari Enterprise should limit the number of orders received from customers or clients. This method will allow Sugarri Enterprise to focus on minimum order rather than getting a lot of client orders but it will not result in excellent service. Providing excellent service is very important since it will provide you a major edge over your competition and will result in a different company performance. If a company is able to be passionate about delivering excellent service to its customers it will make a prosperous business. Focusing on a few orders will result in good services without any pressure.

Advantages: The advantages of limiting customer orders will make the co-workers not have to work extra hours to finish the work or prepare the raw material. For example, if Sugarri Enterprise receives two catering services in one day it will make their employees work harder and force them to work overtime. Other than that, quality controls of services and food must be strengthened to guarantee that it is safe for consumers.

Disadvantages: Revenue or income of Suggari Enterprise will reduce as they limit the order from clients. A high level of services or products will make a business generate more income whereas less production will reduce the income. Workers are also given a base rate with no overtime pay if they do not work overtime. Suggari enterprise will also lose clients or be disappointed if Suggari Enterprise rejects their order.

3. Mass buying.

Mass buying, also known as bulk purchasing, is the strategy used when businesses acquire in larger quantities than usual, for a unit price that is lower than the usual. To reduce the cost of raw materials, the company has negotiated with the wholesaler. The wholesaler will accept a slightly lower sales price for each unit if the company agrees to purchase a large quantity of units. This will assist the company in saving money by making bulk purchases to adjust the budget or cost of raw materials when increasing. By purchasing larger quantities, the corporation may also meet more of the demands at a reduced total cost.

Advantages: The company will get a lower price if they buy in large quantities, and don't have to worry about increasing the price of services when they can get lower-cost raw material than usual. The customer was also satisfied with the price offered by the company.

Disadvantages: Even though mass buying is the best possible way to reduce the cost still has its own advantages. The advantages of mass buying will lead to wastage of raw materials when purchasing in large quantities, especially for small business entrepreneurship. We all know that small businesses struggle more than large businesses to survive in the business world.

5.0 CONCLUSION

In conclusion, as we can see Sugarrai Enterprise has been striving with its business since it was hit by the pandemic. Even Though there is some flaw still they exert the business to continue operating and generate income. Therefore, each problem must have a solution in order to overcome all the problems and to stay rooted strongly in the industry of business. Overview from the interview and business model canvas, we have proposed some solutions to the problems to boost the company. For instance, mass buying can make them negotiate at lower prices that lead to better profit margin. Besides, companies can save money and possibility for plenty of sales. They also can save time and use the time by improving other areas. Next, by hiring a full time worker where it will be a better production efficiency and they no need to waste time by training new workers as they have a full time worker plus reduce cost of employment. Ultimately, as for the number of orders, they need to limit the order from the client to stay giving a good service and quality rather than vice versa.

As we can see, by doing this case study we can observe the reality of the business of an entrepreneur handling their business. We concluded that it is not a piece of cake in doing business as there is still a long way to go with various challenges to be achieved to be a successful company. A successful entrepreneur never gives up but works flat out to strengthen and grow the business to compete with their competitors. Finally, the objectives of the report were completed successfully and we hope that this report will be useful to other students and entrepreneurs.

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7.0 APPENDICES



Figure 5: Raihana Zullaikha Binti Amross, owner of Sugarrai Enterprise

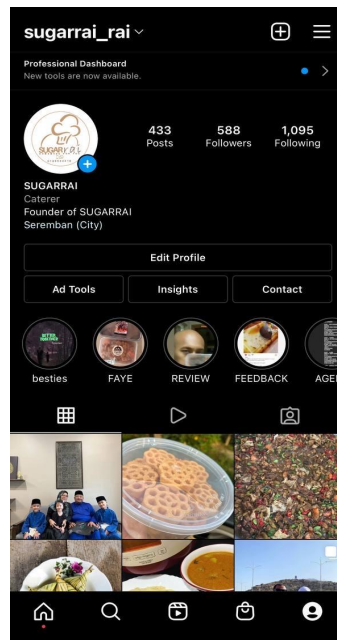


Figure 6 : Sugarrai Enterprise Instagram

INTERVIEW FOR COMPANY INFORMAT

Questions Responses Settings

LATAR BELAKANG SYARIKAT

Dimanakah perniagaan anda beroperasi?
1 response

Seremban, Negeri Sembilan

Apakah jenis perniagaan anda di dalam sektor industri?
1 response

Makanan

Siapakah pemilik perniagaan ini?
1 response

Saya, Rahana Zulakha

Bagaimanakah pelanggan anda menghubungi anda?
1 response

Melalui whatsapp, telegram, Facebook, Instagram dan panggilan terus ke telefon

Mengapakah anda memilih perniagaan ini?
1 response

Ketana jika saya sendiri sukakan bidang masakan dan pada pandangan saya cabang ini sangat menguntungkan.

Blakah perniagaan anda mula beroperasi?
1 response

Figure 7 :Interview Question for Company Information

INTERVIEW FOR BMC

Questions Responses Settings

Responses cannot be edited

INTERVIEW FOR BMC

COMPONENTS VALUE PROPOSITION

- 1. UNIQUE VALUE PROPOSITION
- PERFORMANCES

Apakah keunikan perkhidmatan anda berbanding perkhidmatan catering yang lain?
Sesuai harga, pelanggan bebas memilih menu dan harga boleh bincang sampai jadi

Apakah nilai-nilai yang anda tawarkan bagi mengekalkan hubungan baik dengan pelanggan?
Harga terbaik

INTERVIEW FOR BMC

COMPONENTS VALUE PROPOSITION

- 2. CUSTOMER SEGMENTS
- CUSTOMER TARGET

Apakah jenis segmentasi pelanggan yang anda sasarkan?
Segmentasi pasaran

INTERVIEW FOR BMC

COMPONENTS VALUE PROPOSITION

- 3. CUSTOMER RELATIONSHIP
- DIRECT FEEDBACK

Apakah jenis hubungan yang anda mahukan daripada pelanggan untuk memudahkan proses berinteraksi semasa menggunakan perkhidmatan catering anda?
panggilan telefon dan sosial media

Figure 8: Interview Question for BMC