



UNIVERSITI TEKNOLOGI MARA, KAMPUS PUNCAK ALAM  
CAWANGAN SELANGOR

**CASE STUDY: COMPANY ANALYSIS**  
**MAMASAB BAKERY**

**MAMASAB**  
BAKERY ✓

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## EXECUTIVE SUMMARY

This study case was conducted to examine Mamasab Bakery SWOT analysis and identify the problems that are faced by the business. It also contains suggested solutions that can be taken by Mamasab Bakery to encounter the issues and to improve its business. Mamasab has two categories of products which are bakery and cosmetic. There are multiple types of marketing techniques used by Mamasab to spread its brand awareness. For instance, through social media, blogging, television, partner third-party, do contests, promotion and provide online ordering. Next, the results of the research done shows Mamasab strength, weakness, opportunities and threat. Positive internal factors that Mamasab have is its used high-quality materials to produce the products, powerful marketing group and implementation of zero marketing strategies. While, internal factors that could bring negative impact to Mamasab is it is a sole proprietorship business, hardship to meet customer requests due to short supply and barriers for the customers to purchase its product. On the other hand, for external factors that would bring positive impact to Mamasab's business is the opportunities for Mamasab to form collaboration with other well-known brands, the thrive demand from consumers for cosmetic and skincare products, chances to launch its branches that will cover every state in Malaysia, ability to easily get the dropship for the products and the ease of access of resources on the internet. While the external factors that would cause negative impact to Mamasab's business are many competitors that come from the same market segment as Mamasab, the appearance of innovative products from close competitors and lastly is customers' purchasing habits. Hence to encounter the issues, there are several solutions that Mamasab can imply in its business. For example, to tackle its weakness, Mamasab could enhance its skills in handling the management and finance, preserve the relationship with the supplier and buyers and develop new strategies to improvise its ordering system. Besides, to face the threats, Mamasab must carry out more collaboration with other brands to produce better and innovative products, broaden its branches by launching more small branches in new places and attempt to understand the customer's expectation of the products by conducting online surveys.

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## 1.0 INTRODUCTION

### 1.1 BACKGROUND OF THE STUDY

SWOT is a tool of strategic analytical to analyse the internal strengths and weaknesses of a company, and identify the external opportunities and threats to the company. This analysis can be utilised at both organizational and personal levels. As strengths and weaknesses are internal, this means that companies can influence and manipulate them. Different with opportunities and threats that are external, companies are only able to react to the opportunities and threats.

Analysis SWOT is important for practical implications by a company. For example, the senior level management can identify and build upon the company's strengths, learning new opportunities and work on diminishing or eliminating the threats to the company. Hence, SWOT Analysis is a powerful and crucial aid to high level management to come out with suitable strategy for the company. ✓

### 1.2 PURPOSE OF THE STUDY

This study was completed to identify the strengths, weaknesses, opportunities and threats of the chosen company. A study of SWOT analysis has been done on Mamasab International Sdn. Bhd. or better known as Mamasab. Mamasab was chosen as we have good access to the relevant information we needed to complete this study.

In order for us to obtain detailed relevant information of Mamasab for our study, we have interviewed one of Mamasab's longest and best agents, Miss Nurul Afiqah Najwa binti Mohd Zubir or Miss Ika. Once this study has been completed, the results of the SWOT analysis can allow Mamasab to understand and find out important insight into the company. At this point, the managerial level can take action upon this study in order to enhance the efficiency of the company at different fronts. This is because once SWOT has been analysed, solutions will be identified according to the strengths, weaknesses, opportunities and threats of Mamasab. ✓

## 2.0 INTRODUCTION TO MAMASAB BAKERY

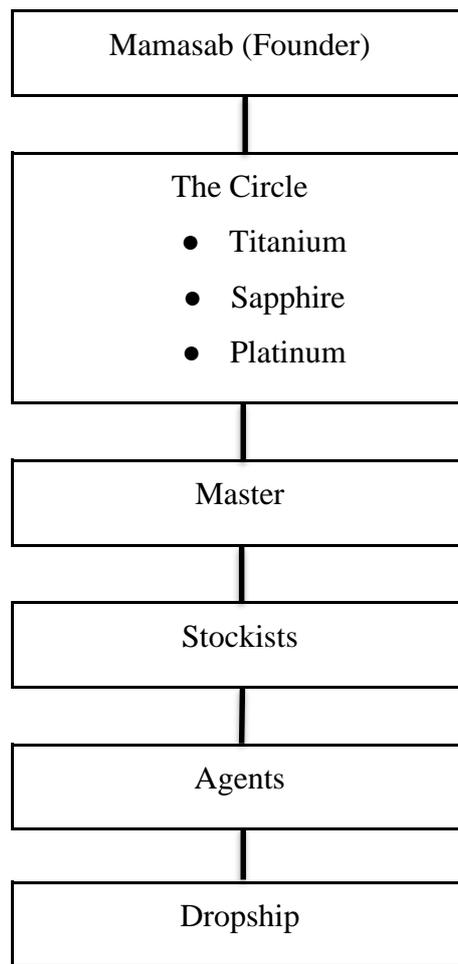
Mamasab Bakery is a fast growing and well-known company name in Malaysia, formerly known as Sabrina Bakery Sdn Bhd, is a business company that sells bakery and confectionery products. The company was founded by a former radiographer named Siti Sabrina binti Sobri. Siti Sabrina, also known as Mamasab or Mama Sabrina, began this business on a small scale in 2015 by selling various homemade cakes from house to house while also fulfilling her responsibilities as an employee at a government hospital, a wife, and a mother.

However, after deciding to quit her job in the government sector, Mamasab has continued the legacy of her baking business and earned a very lucrative income of RM40,000 to RM50,000 over a year. In addition, although the business run by Mrs. Sabrina is modest, the sale of desserts has received such a very positive response from the public that Mrs. Sabrina does not have enough hands to produce a variety of cakes in a short period of time. This has prompted Mrs. Sabrina to take the initiative to employ stockists and agents using the dropship system to meet the demand of her loyal customers while at the same time expanding her business. With the rising demand, the small-scale company, which was previously headquartered at her own house, will be able to launch its first branch in Petaling Jaya in 2018.

Furthermore, Mamasab's product purchase method, which leverages internet services, has made it easier for customers to interact with Mamasab agents and dropshippers, especially as Malaysia faces an increasingly difficult existence as a result of the COVID-19 pandemic. The online communication has allowed the Mamasab company to thrive and communicate with clients effortlessly and rapidly. Nevertheless, Puan Sabrina has taught her agents and dropshippers to use social media channels such as Facebook, Tiktok, Youtube, and others to market and promote Mamasab products around Malaysia.

The sustenance acquired has motivated Mamasab to open more branches, as proven in 2018, the same year in which Mamasab owned 18 branches. As Mamasab continues to thrive in her baking business, she is planning to add even more outlets in 2021 to get the business growing bigger and better than before.

## 2.1 ORGANIZATIONAL STRUCTURE OF MAMASAB



*Organizational Structure of Mamasab*

In Mamasab company, there is an organizational structure that has been established and it consists of dropship, agent, stockist, master and the circle. For those who are just starting to venture into Mamasab's dropship system, they will be in the lowest level which is known as dropship. At this level, the dropship will make sales and directly get the retail cash profit. For example, the customer will pay based on the retail price which is RM40. However, dropship will enter customer orders in the payment system amounting to RM36 only, and RM4 will go to the dropship as their own profit.

Moving to the next level, dropship must fulfill the number of requirements, which are to reach a certain Key Performance Indicator (KPI). KPI is a measuring value for achieving sales targets within a specified time frame. KPI for agents must hit a sales target of RM2000 monthly. ✓

In Mamasab business, traders can register to trade individually or in groups and the advantage is that they will get a sales commission. However, a business group is more beneficial because it is easy to be at the stockist level, which requires a KPI of RM45,000. Following the stockist level, the next level is master, and the KPI they must achieve is RM140,000.

Traders who have achieved master status will be included in the master group of Mamasab stockists, which is divided into three levels: Platinum, Sapphire, and Titanium. Those who have successfully completed the master level are eligible for the platinum master level. Platinum masters can advance to sapphire master status if they can create 5 masters in their group. When you reach the sapphire master level and create five more traders, they will immediately move to the platinum master level. The titanium master is the highest and last level in the Mamasab company. As a mark of appreciation to individuals who have worked hard to sell Mamasab brand products, this level will also get many presents and special rewards from the Mamasab company. ✓

### 3.0 PRODUCTS

Mamasab comprises two different product categories which are Mamasab Bakery and Mamasab Cosmetic. Following the names, Mamasab Bakery specialises in foods and desserts while Mamasab Cosmetic specialises in beauty products.

#### 3.1 MAMASAB BAKERY

Under Mamasab Bakery, the products are divided into four smaller categories which are cakes, cookies, dry foods and frozen foods. Of all these categories, cakes have the most menu varieties and flavours to pick from. Mamasab Bakery's cakes are made in two different shapes, depending on the type of the cakes themselves, which are round and square. Both shapes can be made in 4 different sizes which are 6 inch, 7 inch, 10 inch and 12 inch sizes where each size can accommodate at least 8 servings and 72 servings the most.

Mamasab Bakery has 4 main signature cakes in total which are Pandan Gula Melaka, Devil's Food Chocolate Cake series, Pecan Butterscotch and Red Velvet. Mamasab's Pandan Gula Melaka is an original delicacy brought by Mamasab herself. Devil's Food Chocolate Cake is divided into 3 selections which are Standard, Cheese Padu and Standard Double Deck. Pecan Butterscotch and Red Velvet are both available in Standard and Double Deck. Mamasab's specialty desserts include Nutella Oat Bar (Gunung Berapi), Brownies Standard, Extra Drizzle and Mix Nuts, Congobar Standard and Extra Drizzle, Devil's Food Chocolate Cake No Cheese, Red Velvet Full Nutella and Double Deck, and Nutella Cheese Art Full Nutella.

Apart from that, Mamasab Bakery also offer two different combo packs their customers can pick from which are Combo Abang Sado and Combo Lagi Dahsyat. Combo Abang Sado got its name from its shape that looks like a six-pack abs. The word "Sado" means muscular, or in this context, brings a value of a "strong start". Hence, this combo is highly recommended for new customers who have never tried any of any Mamasab Bakery's products. The combo comprises of 4 different desserts. While Combo Lagi Dahsyat comprises of other 4 different desserts. The name comes from the greatness of the combo itself.



*Figure 1: Combo Abang Sado*

There are eight different types of cookies by Mamasab Bakery. They are Domisi Cookies, Tart Nenas Gulong, Cornflakes Cookies, Cadbury Oreo, Suji Almond, Almond London, Double Choc Cookies and Batang Buruk. Cadbury Oreo and Double Choc Cookies are original recipes by Mamasab herself.

Apart from cakes and cookies, Mamasab Bakery also produces dry items. There are 10 different type under this categories which are Popia Udang Pedas, Cheezy Crackers, Kacang Dhal, Dory Skin, Serunding Daging, Kek Buah Kukus, Kerepek Pisang Salted Egg, Kerepek Ubi Salted Egg, Kurma Ajwa and Gift Set Cookies. This gift set is a gift box that contains Pandan Gula Melaka Cookies, Ombak Rindu Cookies, Cornflakes Crunchy, Almond London Cookies, Tart Nenas Gulong and Red Velvet Cookies.



*Figure 2: Mamasab Bakery Gift Set Cookies*

The last product category under Mamasab Bakery is frozen items where there are three products which are Kambing Perap, Sos Perap and Daging Hari Mu Bahagia. Kambing Perap or directly translated of marinated lamb, has more than 13 ingredients combined into one. Sos Perap is marinade sauce and one of the most wanted prep-sauce in the market, as claimed by Mamasab Bakery. Daging HariMu Bahagia is a cow based meat delicacy that is freshly introduced by Mamasab.

### 3.2 MAMASAB COSMETIC

Under Mamasab Cosmetics, there are three beauty products offered which are face serum, face wash and lipsticks. Advanced Face Serum is sold starting at RM45 and weighed at 25ml. Gentle Face Wash is sold starting at RM29 for 50ml. Mamasab Cosmetic also offers a trial pack Gentle Face Wash of smaller amounts at cheaper price.

Next, Mamasab Cosmetic's lipsticks can be purchased in two different sets which are Primadona Set or Diva Set. For Primadona Set, there are four colour varieties under it which are Boss Babe, Girl Crush, LOML and Baby Spice. While for Diva Set, the colour varieties under it are Sexy Lady, Sweetheart, Major Love and Secret Admirer. Each lipstick weighs approximately 300g and the sets are sold starting at RM130.



*Figure 3: Gentle Face Wash*



## 4.0 PRODUCT MARKETING TECHNIQUES

The purpose of marketing techniques used by any business is to promote their products and services to the target market. In addition, it can attract customers to purchase the product. Mamasab uses the concept of zero-cost marketing in order to save funds expenditure, which is a one-of-a-kind and original marketing strategy. Among the marketing techniques used by Mamasab are television advertising, social media, blogging, partnering with third-party, contests, promotions, and online ordering. ✓

### 4.1 SOCIAL MEDIA

Firstly, social media information has become a source that influences consumer purchasing behavior. Nowadays, social media is one of the most popular platforms. Mamasab uses Instagram, Facebook, Whatsapp, and Telegram to provide the most up-to-date information about its services and goods. ✓

Customers are keen to purchase products with many likes, shares, reviews, and comments on social media. 54% of social media users will research the product before purchasing. WhatsApp and Telegram are utilized to share updates or information from Mamasab Bakery HQ to agents and dropships in the form of photos and videos.

### 4.2 BLOGGING

Next is marketing via blogs. Mamasab business also has its own blog, where it will publish consumer experiences, the products, outlets, agents, dropships, etc. Blogging is regarded as a significant source of information. It is also a place where customers may discuss the advantages and disadvantages of the product. At the same time, be able to establish a positive relationship with the product brand by blogging. In fact, it can aid purchasers in making purchasing decisions. Mostly, 84 % of customers purchase a product after reading reviews about it on a blog. ✓



Figure 4: *Mamasab Blog*



### 4.3 PARTNER THIRD-PARTY

Other than that, partnering third-party with a professional marketing business will have an impact on customers' purchasing behaviour such as Shopee and Foodpanda. It also has the potential to increase business's revenue. Customers can choose to order on mobile apps either through Shopee or Foodpanda. Apart from that, if the customer makes orders through Shopee, it will take 2 or 3 days for the product to be shipped out. Meanwhile, ordering through Foodpanda will arrive on the same day as the order being made based on the availability of the product.

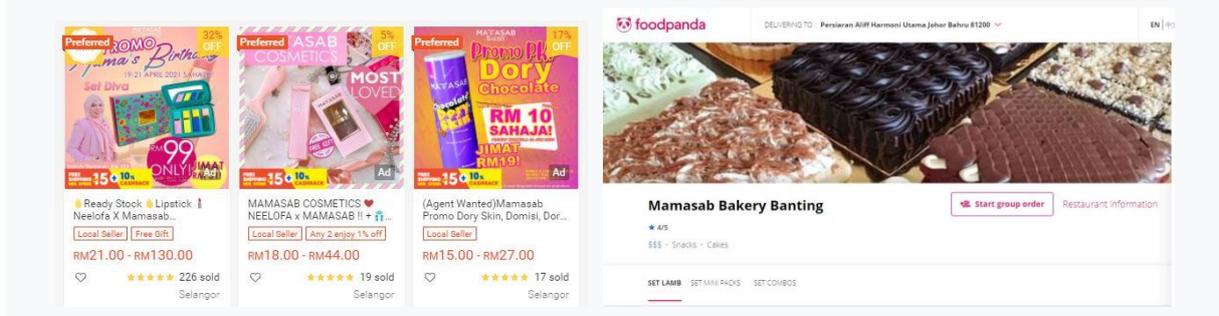


Figure 5: *Order through Shopee and Foodpanda*

#### 4.4 CONTEST

This is one of the most effective tactics to persuade customers to try out their products. There will also be repeat purchasers and could improve the customer's experience. This strategy is utilized by getting a large number of individuals to involve themselves with the product brand. Therefore, Mamasab often holds contests for its customers.

Among the contests organised by Mamasab is Buy and Win contest. This contest allows customers who purchase RM50 and above to win golds as a reward. Meanwhile, the other contest is where customers have to follow these three steps which are "Follow, Like and Comment" at Mamasab official account. The winner will be chosen randomly and the chosen winner will get a free cake from Mamasab Bakery.



*Figure 6: Contest Buy and Win Mamasab*

#### 4.5 PROMOTION

Promotions are usually held during festive seasons such as Eid Ul-Fitr, Chinese New Year, Deepavali, and Christmas. Among the promotions made by Mamasab include low prices and a discount from the original price. When a customer sees a discount promotion displayed on social media, it immediately influences the customer's mind to promptly purchase it at a cheaper price. The majority of customers will buy products during promotional time. Moreover, promotions can also increase the number of buyers. Besides, the promotional price is only available for a certain period of time.





Figure 7: Syawal Promotion

#### 4.6 ONLINE ORDERING

Nowadays, the use of technology is very advanced. Everything is just at our fingertips. Therefore, there is a website provided by Mamasab company for customers to place orders and receive them directly from the nearest branch. Apart from ordering through the website, customers can also place orders through Mamasab agents and dropship by contacting them. This is because Mamasab agents and dropship have their own system order to purchase for the customers. Besides, online ordering also makes it convenient for admin restaurants to manage orders and for customers to place their orders.



Figure 8: Mamasab Website

## 4.7 TELEVISION

As mentioned, Mamasab company uses the concept of zero-cost marketing. Therefore, instead of paying to be on the television, Mamasab is being called by television stations to be interviewed. However, Mamasab will not aimlessly accept the invitations. Mamasab will set its own conditions if they have any from the production team to conduct the interview. The aim is to reduce the cost of capital production because they have set a strong stand in the concept of zero-cost marketing.

Mamasab has been interviewed by several television programmes, including Al-Hijrah TV, Nona on TV3, and RTM on TV1. Customers who watched Mamasab's interviews on television will gain more trust in the brand's products since the information provided on the TV screen is clearer by Mrs. Sabrina, also known as Mamasab. Mamasab also advertises the products while demonstrating the technique of making cakes on TV shows. Therefore, Mamasab products are well known for their good quality in line with the price in the market.



Figure 9: *Mamasab on TV3, Al-Hijrah & TV1*

## 5.0 FINANCIAL PERFORMANCE

Financial performance is a general measure to tell how well a company can utilise the assets to generate profits or revenues. It can also be used to measure a company's overall financial health during specific time or period. According to Miss Afiqah, Mamasab Company has secured a stable income at over one million ringgit per week. This amount is undeniably huge for any growing companies. In 2020, Mamasab is said to have obtained over a hundred million ringgit in its profit sales. ✓

Their excellent financial performance can be seen through how Mamasab company has grown since the past few years. As we know, the founder of Mamasab started small and produce her own cakes from home to cater her small number of customers. Her business tactics has successfully helped the company to grow to what it is now. From zero employees, Mamasab now has hundreds of agents, dropshippers and employees under the company. If Mamasab has no financial stability, Mamasab would not be able to pay for all the employees. The performance of its financial position can be judged from this.

Besides that, Mamasab's financial performance can be seen from the constant booming in number of branches throughout Malaysia. Mamasab currently has 12 branches throughout Malaysia and is planning to have a total of 35 branches in 2021. Mamasab's first branch was opened in 2018 at Petaling Jaya, Selangor. The company took only 3 years to grow the number to 12 branches this year. This outstanding growth is influenced by the fact that the company has constant improvement in its financial performance. ✓

Financial performance is vital to tell customers and further investors of Mamasab the company's general well-being. It gives a simple glimpse of Mamasab's economic health and the work its management is doing. ✓

## 6.0 BUSINESS PERFORMANCE

The business performance, also known as Enterprise Performance Management is a set of performance management and analysis processes that enables management or organization performance to achieve one or more pre-selected goals in business. Business performance management has three main activities, which are selection of goals, collection of data and managerial intervention.

Mamasab company started small with a home-baking business where all cakes are made from home. She did business on a small scale to meet the demand of a small number of customers. The business grows and expands over time until Mamasab is able to employ her own workforce to meet greater demands coming from a larger number of customers. Mamasab sees this as an opportunity to grow the business to a greater level and has found its way to break the market through viral power. This is when managerial intervention plays its part as large-scale cake production requires thorough product management. Mamasab then grew its business through more branch openings throughout Malaysia in order to cater fresh products to its customers. So far, Mamasab has at least one branch in every state except for Perlis, Sabah and Sarawak.

Apart from that, in order for Mamasab to achieve the goal of offering varieties of products to its customers, Mamasab has also collaborated with Young and Glow, founded by Datin Noor Kartini to produce brand new makeup foundation products. Among other new products include Salmon Skin and Daging HariMu Bahagia. A mutual collaboration with other companies undeniably is a good marketing strategy from the managerial stage. Despite that, Mamasab also took the initiative to produce its own cosmetic products.

These goals set by Mamasab and her team are crucial to enhance the performance of Mamasab's personnels and management. This business performance management also helps Mamasab to find the most efficient business operation methods in terms of cost management and goal achievements. Through proper business performance management, Mamasab has successfully monitored the growth of the company and allowed it to constantly grow in this fierce marketing competition.

## 7.0 SWOT ANALYSIS

### 7.1 STRENGTH

In SWOT analysis, strengths are the characteristics inside an organisation that are considered vital for a project's ultimate success. Among the strengths of Mamasab International Sdn Bhd is the use of high-quality materials in all products. Every Mamasab brand items have their unique qualities that can be seen in terms of freshness, cleanliness, and flavors by each product, ensuring that customers are always satisfied with all purchases of Mamasab branded items while offering them at affordable prices. Mostly, the consumers are always satisfied especially with their fast and friendly service by agents, and dropshippers while communicating online, and also the product of Mamasab. Apart from creating high-quality products, Mamasab has its own unique appeal through detailed design and the manufacture of unique patterns in comparison to other products in the foreign market, attracting followers to the Mamasab brand.

Furthermore, Mrs. Sabrina has also built a very powerful marketing group within the Mamasab company, consisting of stockists, agents, and dropshippers. This marketing division is the Mamasab firm's backbone, and they have worked hard to help the company grow by boosting the sale of Mamasab's products through every branch. Furthermore, this marketing division is involved in the operation of the service that communicates with consumers who want to buy it online. The Mamasab company has received very positive feedback from its consumers in response to the marketing group's swift response without making the consumers wait. As mentioned by Miss Afiqah, many consumers give good feedback when they have received the product in their hands.

In addition, Mamasab also applies zero marketing strategies. This business has employed techniques to advertise its products across all marketing platforms, including social media, which is the newest trend to reach out to people of all ages and genders. As a result of this technique, the Mamasab company's profits has increased. Furthermore, the establishment of agents and dropship system by Mamasab also plays a role in developing and promoting Mamasab brand to customers through social media that they have, such as Facebook, Tiktok, Youtube, WhatsApp, and so on, attracting old and new customers to purchase Mamasab products. As a result, despite a high demand, the Mamasab company's strategy does not require any cost, due to the excellent sales team and cutting-edge marketing channels.

## 7.2 WEAKNESS

Weakness in SWOT Analysis means in an organisation is a limitation, error, or flaw that prevents the organisation from fulfilling its goals. Mamasab International Sdn Bhd has various weaknesses, and one of them is that Mamasab is a sole proprietorship business. This is because there is a significant level of risk associated with this business concept. The founder of Mamasab company, Mrs. Sabrina will have to be fully responsible for any possible financial difficulties such as losses or excessive amounts in debt to sustain its operations. Hence, if the company's financial issues persist, not only will it lose more assets, but it will also have to use more money to pay for the costs such as maintenance or equipment purchase for goods production.

The next weakness is the agents and dropshippers must race amongst themselves to get the products in order to meet their own customers' demands. As explained by Miss Afiqah during our interview session, after the agents and dropshippers get the customer's order request, they must verify the stock and see if the product requested by customers is still available on that day. However, due to a limited stock supply, they sometimes have to struggle between agents and dropshippers to get the product, and if they are out of stock, the agents and dropship must cancel the consumer's order and tell them to order on another day. Customers will be displeased if the expectations are not fulfilled, and will most likely not return the next day.

Thirdly, barriers in purchasing power. This is because Mamasab's product promotion strategy is done through agent and dropship, but the customers who are aged around 50 and above are not very comfortable with the use of today's social media, such as WhatsApp, Facebook and others. As a result, purchasing Mamasab products will be more difficult for this group of customers, and it will be even more difficult if there are bad internet connections in their area. Although Mamasab products can be purchased directly from their physical store or branches, there are some states that only have one branch. There are also some states with no Mamasab branch such as Perlis, Sabah and Sarawak. As a result, Mamasab will lose customers if they face obstacles such as a lack of social media exposure and insufficient branches in certain areas for consumers to purchase its products.



### 7.3 OPPORTUNITIES

Opportunities in SWOT Analysis mean any external factors that give an organization a space to grow and gain a competitive advantage in the market segment. First, opportunities to collaborate with other bigger and popular brands. Other than selling cakes and sweets, Mamasab also produces beauty products, Cosmetic and SkinCare Mamasab. Previously Mamasab has worked together with Neelofa's mother, Datin Noor Kartini to develop cosmetic products branded as Young and Glow. There are several sets of cosmetic products manufactured under Young and Glow brand which are lipstick, foundation, and serum. Hence, Mamasab has great chances to collaborate with other well-known brands in the near future. This would not only increase Mamasab profits but also could spread its brand awareness. More people will be conscious of the existence of Mamasab brand.

Next, the growing demand for cosmetic and skincare products. These days, many are aware of the importance of facial skincare. Customers become more educated and concerned about their facial skin's health. This is because if the skin is not properly taken care of, it may bring long-term damage to the skin like Eczema, Rosacea, faster premature aging, and more. Based on Linchpin (2021), after this pandemic ends, it is expected that there will be more than \$150 million contributed by the global skincare market. Therefore, Mamasab could expand its business in the cosmetic and skincare market because the market continues to grow and is receiving high demand from customers.

Furthermore, Mamasab had the opportunity to open its branches in every state in Malaysia. Currently, Mamasab has opened its small branches in all states except for Perlis, Sabah, and Sarawak, as told by Miss Afiqah. By launching multiple branches, it would ease the customers to visit and purchase the products offered directly from the store. It not only could retain existing customers, but also attract more potential customers to buy the goods. In handling a business, it is necessary for the business to constantly keep in touch with the existing and potential customers because they more likely will become loyal customers. Besides, Mamasab could generate more profits and income for the business.

Other than that, Mamasab can easily get dropships. Mamasab implements the drop shipping system method in its business. In this method, the dropships will collect orders from the customers and also be the marketer that promotes the products Mamasab sells. This will lead to an increment in demand for the products. As mentioned by Miss Afiqah, numerous

people or even youngsters are interested in being part of the business because Mamasab offers a high commission. Indirectly, this method could also produce many young entrepreneurs. It is a win-win situation for both Mamasab and the dropships because while the dropships earn a high income, Mamasab will gain more profit that could be used to expand its business to support the rising demand. For example, Mamasab could open more branches, form an alliance and come up with new products or services.

Lastly, ease of access to the internet would benefit Mamasab. Recently, on the 1st June 2021, Malaysia's government has announced a Movement Control Order (MCO) to reduce the risk of Covid-19 virus transmission. Citizens are advised to stay at home and only go out when necessary. Hence, due to the lockdown, people spend more time at home and have more free time to access the internet. Besides, people tend to purchase online to fulfill their needs and wants due to the MCO restrictions. Therefore, Mamasab could attract more customers to access and visit its official website and social media to encourage them to make the purchase. This current situation and the ease of access to resources allow Mamasab to enhance and enlarge its marketing on the internet because everything is within easy reach.

#### 7.4 THREAT

The threat is any external factor that could bring a negative impact to the business. There are several factors that can be a threat to Mamasab Bakery organization. First, Mamasab has many competitors from the same market segment. For instance, a well-known brand like Secret Recipe, Wondermilk, Bread History, and many more. These companies have been in the market for a long time and they also have many loyal customers that love their products. Hence, it could be a threat for Mamasab to compete with the bigger companies and to fulfill the customer's expectations. Moreover, the threat can also appear from other small competitors that just came into the market segment. New entrepreneurs who seek to become a successful business like Mamasab would take the opportunities and do anything to know about Mamasab strategies that makes her successful up till this day. According to Miss Afiqah, since many people have learned that Mamasab is Dr Azizan's student, they also wanted to be a student of Dr Azizan to study the secret of Mamasab success.

Second, the emergence of innovative products from the competitors. Nowadays, the bakery industry is heading toward a more complex idea of how desserts are viewed and tasted. The idea to apply a “not too sweet” type of cake is liked by many people these days. Some love to eat cakes but due to extreme sweetness from the cake, they could not enjoy eating cake as often as they wanted. Therefore, many bakery companies come up with new flavors that focus on reducing the amount of sugar, add a sour taste to the cake, or even put on some spice and chili. To give an example, Secret Recipe produces cakes like Butterfly Pea Lemon Cheese and Hi-Fibre Cheesecake that include lemon zest, lemon juice, grains, and nuts as an ingredient to balance the taste so the cake will not be bombed by sweetness. Unlike Mamasab cakes that mainly focus on chocolate and cheese flavor. For instance, DFCC Cheese Padu, Red Velvet Full Nutella, and Nutella Cheese Tart. Hence, customers that do not like sweet desserts will not be attracted to try out Mamasab cakes. Instead, they will go for Mamasab’s competitors.

Third, customer purchasing habits. It is when the customers are loyal to a certain brand and habitually buy it, again and again. This is because it was driven by the lack of dissatisfaction with the product purchased. Customers tend to leave out other brands of the product when they find a particular brand that manages to satisfy their needs and wants. For example, if a loyal customer who loves Secret Recipe’s cakes was pleased by the taste and the quality of the cakes, they would likely repeat the purchase from Secret Recipe. The probability for them to try other brand products is low. Consequently, it will be a huge threat to Mamasab. Mamasab will face difficulties to meet or exceed the customer’s expectations from their previous purchase.

## 8.0 SOLUTIONS

Solutions have to be put into action and they are crucial in countering Mamasab's weaknesses and threats. If Mamasab did not make solutions to counter their weaknesses and threats, Mamasab's business position may be at stake in the future and resulting in many bigger problems such as the chance of closing down their business operations for good. Hence, a few solutions have been identified to help Mamasab to operate better for their customers and well-being of their business.

First of all, based on the combination of factors contained in the strengths and weaknesses, is to handle the management skills and finances properly. Therefore, when the company's products have excellent qualities and the company is operated by a sole proprietorship-owned business, it is a high-risk venture. This is due to the fact that all obligations, earnings, and issues belong to Mamasab, who is the only proprietor of the firm. As stated by BA Jones, CPA. (2017), applying for insurance is a recommendation for Mamasab company in order to be a solution in a sole proprietorship. The reason for this particular circumstance is, there will be taxes for self-employment and income tax. Moreover, Mamasab must be able to raise cash for the company, set up financial arrangements such as business bank accounts and building rents, keep bookkeeping or accounting records, and pay all necessary wages, taxes, and fees throughout the business cycle. Apart from that, they require skills in facility maintenance, supply chain development, inventory management, acquiring and training employees, and arranging them to efficiently service consumers. Thus, workers are a priority in business since they are the backbone of a company's success.

Second, is by maintaining the relationship with suppliers and buyers. Based on TRACC Solution, it is among the important factors in the concept of demand and supply where the supplier will influence the quality of the product either positively or negatively. Improving the quality of good products will provide satisfaction to customers and will increase the value of products. In this case, in order to meet the needs and wants of consumer demand, Mamasab company also need to maintain relationships with suppliers to avoid the shortage of stock and loss of customers. This is how businesses can be negotiated when they build a strong relationship. In addition, to ensure that there is no refund, employees that are working at the mamasab branch need to play a role by updating, checking, and making preparations in advance so as to be able to meet customer demand without any hindrance.

Third, develop new strategies and improvise the ordering system. Indirectly, they have lost some customers due to several reasons, one of them being the lack of Mamasab outlets in certain locations. The areas without such outlets, on the other hand, can place orders by using mobile apps such as shopee. However, mamasab bakery cake is not one of the products that may be offered to sell using the shopee applications. Therefore, to increase the profit and sale revenue, the firms must extend their product offerings by building additional branches in the region. Hence, it also can increase the volume of the consumer by opening the new outlet. Aside from that, the order method has to be improved for consumers who wish to communicate with the agent or dropship without using social media, i.e. by direct mobile contact. It may also make it easier for customers to place orders.

Apart from that, looking at how Mamasab has the opportunity to do collaboration work with bigger and popular brands, Mamasab can take this opportunity to do more collaboration work to come out with innovative and better products. Considering that one of the threats Mamasab is facing is the emergence of innovative products by other competitors. Introducing new, innovative products will allow Mamasab to attract more new customers as it is a trend now for people to try out new innovative products to review it later on their social media accounts. According to Krupina S.V. (March, 2020), innovative products encourage fiercer competition among competitors in the same market segment. For example, Mamasab can collaborate with Baskin Robbins, a chain of ice-cream shops, to produce a cookie dough that is eaten together with ice-cream. Such innovative and unique desserts will definitely attract many new customers to try out the new dessert.

Next, Mamasab can widen their branches by opening more small branches in new places. As Mamasab has an opportunity to open a branch in almost every state but at the same time, facing the threat of having many competitors in the same market segment, this solution allows Mamasab to discover wider market segments with lesser competitors. According to Tom L., location of a new branch will influence many aspects greatly that will contribute to the increase or decrease of profitability of a company. Widened marketing can also increase sales as Mamasab will gain new customers in their new market segment. As for now, Mamasab has at least one main branch in every state except for Perlis, Sabah and Sarawak. Hence, Mamasab can consider opening one branch in every district. For example, Mamasab has one branch at

Kota Bharu in Kelantan. In this case, Mamasab can open another one at Pasir Mas or Pengkalan Kubur to widen their market segment.

Last but not least, Mamasab can make use of their opportunity of the ease of internet access to counter the threat of the loyalties of customers in their purchase behaviour by understanding their customer's expectations and product idea by their competitors using online surveys. According to Chenoy C. (May 2018), customer behavior plays a crucial part in marketing for companies or brands that are trying to influence their customer's purchasing behavior. In order for Mamasab to handle this threat, Mamasab first has to understand why their potential customers are very loyal to certain brands that make them avoid trying out other brands. At the same time, Mamasab should also understand how their competitors market the products and ideas that cause their customers to stay loyal with the brands. Understanding these can be done through online surveys as people are not encouraged to go out during Movement Control Order (MCO) and the use of online surveys are convenient at this time. Making an online survey is also very easy and requires not much effort. Blasting the surveys out can be done through their social media accounts and through the help of their agents. Once Mamasab has understood these, Mamasab can make use of the information to produce and market better products to secure more loyal customers as what their other competitors have done.

## 9.0 CONCLUSION

In conclusion, Mamasab is a good local product and can go further in business. Despite a lot of competition, Mamasab remains the favorite of its regular customers. Not only cakes are the choice of customers but there are other products that are a hit such as are also the needs of consumers who love it. Mamasab also has many collaborations to further expand its business in other products. However, the product did not go on for collaboration, and Mamasab made a new twist to produce skincare products under its own brand.

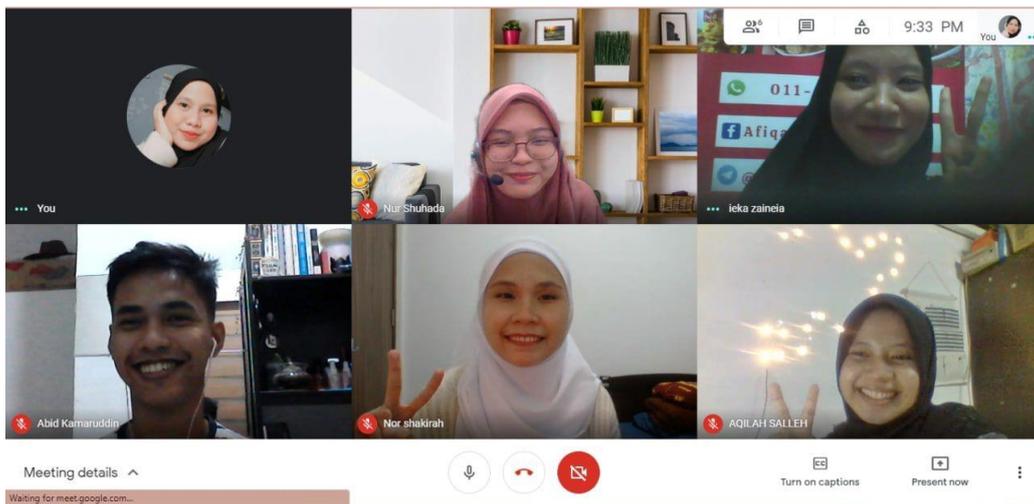
Furthermore, her business can serve as an example to all small businesses to remain steadfast in business, as Mamasab does. This is because Mamasab started her business on a small scale, she strived to raise the brand name to produce many successful entrepreneurs. Mamasab inspires all the founders out there, even selling dessert and generating tens of thousands of profits and allows many agents to succeed. Also shared some business knowledge to raise the Mamasab brand on the world stage.

Recently, Mamasab released a new product, namely bath towels, to suit the demands of loyal users of Mamasab. It is hoped that Mamasab will continue to progress and also survive in the business that is ventured into in an effort to produce more people who are successful in the field of entrepreneurship. In addition, Mamasab will be able to raise more successful local product brands in the future.

## APPENDICES



*Miss Nurul Afiqah Najwa binti Mohd Zubir, Mamasab Bakery's Agent*



*Online Interview Session with Miss Afiqah*

## Turnitin Report

### MAMASAB BAKERY (CASE STUDY)

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