



## CASE STUDY: COMPANY ANALYSIS FID FOOD

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

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## **EXECUTIVE SUMMARY**

This case study report is about the business details based on the interview that has been made by our group with Fid Food which is a small and medium-sized enterprise. Fid Food is located in Arau, Perlis. Based on the information that we have received from the owner of Fid Food, Madam Rafidah Ali, we can analyze the strengths and weaknesses from this business. Besides, we can describe more about these business strategies by using Business Model Canvas (BMC). Other than that, we need to analyze the major problems about the products, operation, marketing and other business aspects in Fid Food. Based on the problems that we have figured out, we should come up with possible solutions by innovating the current products or services of Fid Food.

# 1. INTRODUCTION

## 1.1 Background of The Study

According to Prince et al. (2021), entrepreneurship is a field where people start their businesses by forming new organizations. When we talk about business, those people or we call them entrepreneurs will produce new products or services in order to sell them to the customers which fulfill people's needs. As we can see in Malaysia, there are many people, especially young generations and even older generations who have started to get involved in entrepreneurship and become successful entrepreneurs. We as the customers feel very happy as there are many choices based on the newcomers of products and services that can help us to fulfill our needs and solve our specific problems.

Next, to create new business, it is important for newcomers in entrepreneurship to know about Business Model Canvas (BMC). Business Model Canvas or BMC is known as nine blocks which have different elements (Gordon, 2022). The nine elements are customer segments, value proposition, channels, customer relationships, revenue streams, key resources, key activities, key partners and lastly is cost structure. It is vital for people to use BMC as it helps them to make strategic business management in producing products or services which help them to sell the products or services to the right market and customers with great additional values and price.

## 1.2 Purpose of The Study

The purpose in doing case study of Fid Food is to know about how the business started by Madam Rafidah. Besides, we would like to know what are the strengths and weaknesses that can be found in this small and medium enterprise. In addition, we would like to know and learn how we can classify all the nine elements of Business Model Canvas based on the information regarding the business of Fid Food. Then, the reason why we want to make this case study is to know what are the things that can be improved for this business which can make it into a bigger and more successful business in future. Besides, we would like to know what are the types of marketing used for this business to promote her products to the customers. At the same time, we would like to create new solutions by making innovations from current products to new products with new ideas.

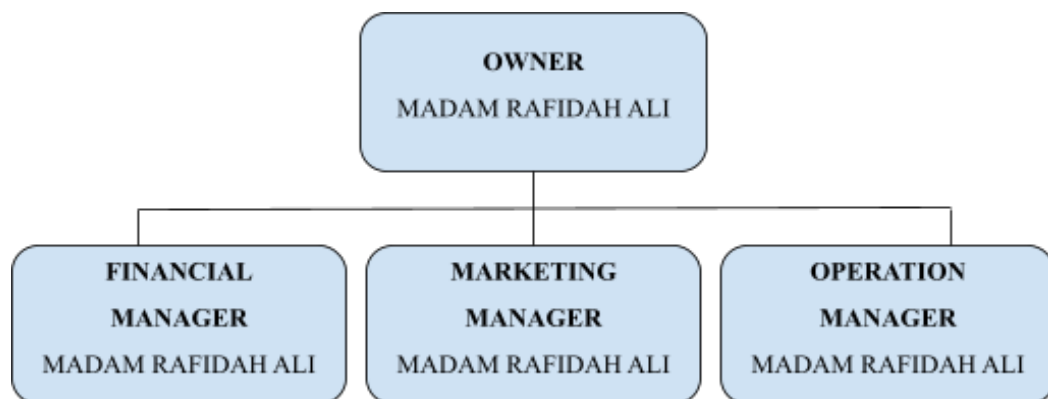
## 2. COMPANY INFORMATION

### 2.1 Background

The name of the business or company is Fid Food (sole proprietorship). The business registration number of Fid Food is 202003209091 (RA0060880-K). The name of the business is created based on the owner's name which is Madam Rafidah. Her full name is Madam Rafidah Ali who is 43 years old. She has four children in total. She started her business in January 2020 until now. Her business is focused on making and selling homemade pastry and dessert. Madam Rafidah has told us that she started to do this business due to her passion and interest in making breads, pastry and desserts. Besides, she does her business from her own house which is located in No. 20894, Jalan Padang Nyu, Kampung Guar Gajah, 02600, Arau, Perlis.

According to Madam Rafidah, she has three vendors in Universiti Malaysia Perlis and one vendor in UiTM Perlis of her business products. There are many students who like to buy all the pastries and desserts that she made since they are very delicious, affordable and freshly made. That is how she promotes her business and products to the customers. Not just that, she promoted her business on social media which are Instagram and Facebook. Those who want to make any orders of bread, pastry and desserts, may contact Madam Rafidah through WhatsApp or call her by dialing the number 014-6061860.

### 2.2 Organizational Structure






For Fid Food organizational structure, Madam Rafidah is the only person who handles all the operations in the business. She does not hire any workers to assist her in making pastries and desserts at her house. It shows that Madam Rafidah manages all the financial, marketing, customer orders, making bread, pastry and

desserts and other management in her business. Sometimes, she will deliver all the orders by car to the customers' places in Perlis and even outside Perlis region.

### 2.3 Products/Services

These are the lists of food products that Fid Food sell:

Product	Price
<p style="text-align: center;"><b>Cinnamon Roll</b></p>  <p style="text-align: center;"><b>Mini Cinnamon Roll</b></p> 	<p style="text-align: center;"><b>Standard Size</b></p> <p>9 cinnamon rolls (chocolate topping) = RM20</p> <p>9 cinnamon rolls (3 toppings) = RM25</p> <p>9 cinnamon rolls (3 toppings and garnishing) = RM30</p> <p style="text-align: center;"><b>Mini Size</b></p> <p>9 cinnamon rolls (chocolate topping) = RM18</p> <p>9 cinnamon rolls (1 topping and garnishing) = RM25</p> <p>16 cinnamon rolls (4 toppings and garnishing) = RM35</p>
<p style="text-align: center;"><b>Egg Tart</b></p> 	<p>1 box (9 egg tarts) = RM15</p>

Tuna Bread



1 box (9 tuna breads) = RM18

Chocolate Cheese Tart



1 box (25 chocolate cheese tarts) =  
RM40

Cream Cheese Garlic



**Standard Size**  
4 cream cheese garlics = RM16

**Mini Size**  
3 cream cheese garlics = RM7  
9 cream cheese garlics = RM20



Mini Burger



9 mini burgers = RM20  
 12 mini burgers = RM25  
 20 mini burgers = RM40  
 25 mini burgers = RM48

Baby Swiss Roll



1 box (vanilla filling) = RM30  
 For chocolate/cheese/mousse filling =  
 RM40-RM50  
 Customize (cartoon) = RM40-RM55





Cheese Cake



7 inches and 9 inches = RM70.00

*Pandan Gula Melaka Cake*



**Size**

- 5 inches x 4.5 inches = RM30
- 6 inches x 4.5 inches = RM33
- 7 inches x 4.5 inches = RM35
- 9 inches x 9 inches = RM65

Cream Puff



1 box (20 cream puffs) = RM20

Mexican Bun



1 box (6 mexican buns/plain)  
1 box (6 mexican buns/butter filing)  
=RM12

Volcano Cheese



1 box (4 volcano cheese) = RM12  
1 box (4 volcano cheese with peanut  
butter or chocolate filling) = RM14

Benggali Bread

*Roti Benggali*



*Roti Benggali Pandan*



*Roti Benggali Lagung*



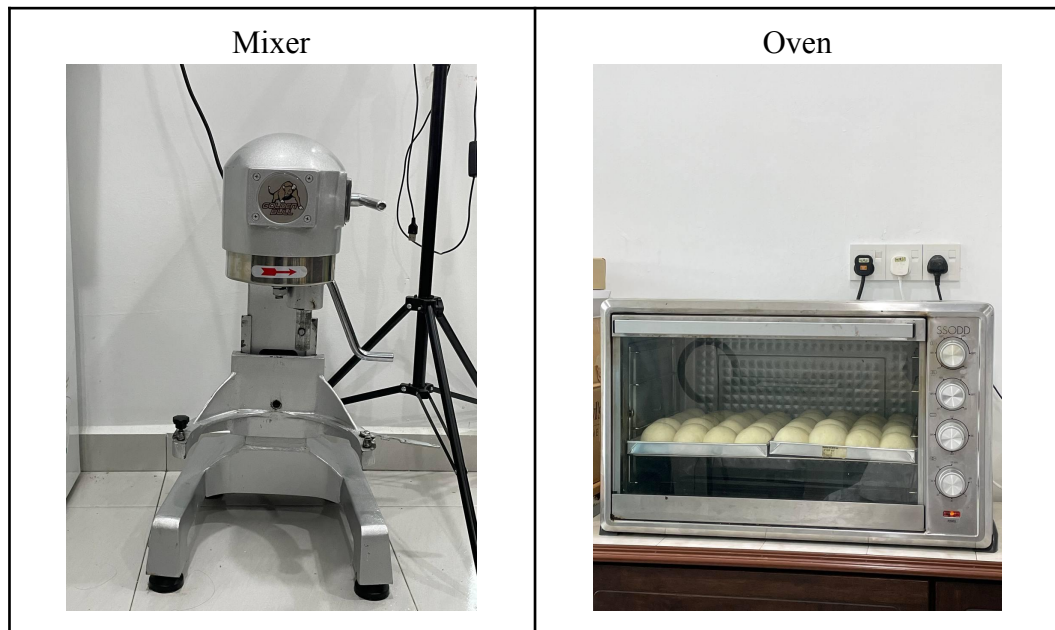
*Roti Wholemeal*



Benggali bread: Original, pandan,  
corn, wholemeal  
=RM5

## 2.4 Technology

In the Fid Food business, Madam Rafidah uses some technologies that she uses in daily business activities in making bread, pastry and desserts. The technologies that she uses are mixer and oven. There is no advanced technology that she bought and uses in making those food orders. Besides, she uses some baking tools as well.



## 2.5 Business, Marketing, Operational Strategy

### 2.5.1 Business Strategy

A business strategy is an outline of the actions and decisions that a company intends to take in order to meet its goals and objectives. A business strategy defines what the company needs to do to achieve its goals, which can help guide hiring and resource allocation decisions. The process of developing a business strategy allows you to identify and evaluate your company's strengths and weaknesses in order to develop a strategy that maximizes your strengths while compensating for or eliminating your weaknesses. Fid Food has established a few techniques as their strategy for their business. The first one is based on their customer segment. This business has focused on the geographic Perlis area, like Kangar area, UiTM, Matriculation and others. Besides, they also have offered freshly baked products at affordable prices.

### 2.5.2 Marketing Strategies

Marketing strategy is one of the important elements for a company when established. A marketing strategy is a company's overall game plan for reaching out to prospective customers and converting them into customers of their products or services. A marketing strategy includes the product, price, promotion and place. Fid Food's main marketing strategy is to provide a premium, delightful and delicious bakery product to the customers. They have used premium and high-quality ingredients to produce the product such as flour, eggs, butter and others. They also offered freshly baked products when delivered to their customers. For price, Fid Food bases their bakery product on a reasonable price that all the customers can afford. Instead of using premium and high-quality ingredients, they are offering reasonable prices and it can be a good strategy for them to attract the customers. For promotion, Fid Food have chosen Facebook, Instagram and WhatsApp as social media platforms for them to attract the customers. They have made all the postings about their product and contact in that platform called "Fid Food". The last one is the place. Fid Food have chosen Kangar, Perlis as their place for their bakery as that place is their home.

### 2.5.3 Operating Strategy

An operations strategy is the system that a company uses to achieve its long-term goals and mission. It implies making decisions based on a variety of factors, such as product management, supply chain management, inventory, forecasting, scheduling, quality, and facility planning and management (Mondayblog, 2022). An operations strategy can ensure that every employee who contributes to an operation makes the best use of their time and skills. Furthermore, organizational leaders can learn which departments are performing well and which may need to be improved. Fid Food owner's have run this business from her home. They have chosen one space in their house as their second kitchen. This kitchen was used only for baking. After that, Fid Food also operates everyday which means they are available everyday to take an order and bake since they operate from their house. They only take leave when they need a break or there is something

unavoidable that needs them to take a break. Furthermore, Fid Food also delivers their product to their customers everyday as their marketing strategy is freshly baked from the oven when delivered.

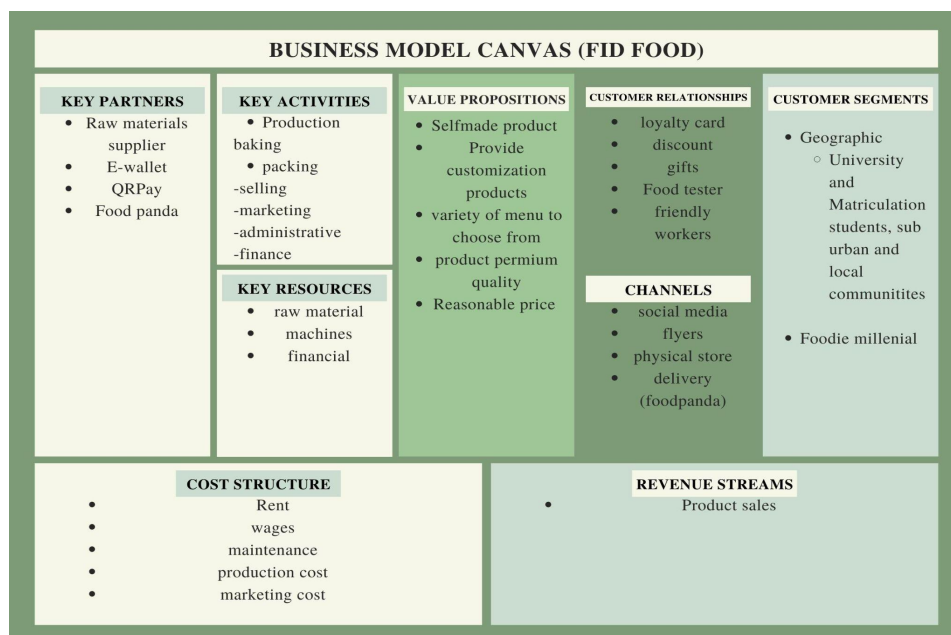
## 2.6 Financial Achievements

In the early year of 2020 before the pandemic happens in our country, Malaysia, Fid Food has made at least RM3,500 per month by selling those pastry and dessert products. The most favorite orders made by the customers are cinnamon roll and croissant (additional). But then, during the pandemic that happened for two years, the business received less orders than before due to the economic downturn at that time. It is even worse as they did not get any orders during the lockdown in our country.

During endemic, Fid Food started to get lots of orders from the customers as all businesses can operate as usual. At that time, Fid Food received roughly RM15,000 monthly. It is the best achievement the Fid Food business has received and the business has gained more profits month by month due to freshmade bread, pastry and desserts which are very delicious and affordable that have been made by Madam Rafidah.

## 3. COMPANY ANALYSIS

### 3.1 Business Model Canvas (BMC)



### 3.1.1 Customer Segments

Customer segmentation is the process of classifying consumers based on their purchasing behavior and motivations. It enables businesses to develop more specialized sales and marketing plans for different consumer segments. These segmentation techniques contribute to increased consumer awareness and seller effectiveness, particularly with regard to purchasing patterns and the unmet customer wants. (*Definition of Customer Segmentation*, n.d.)

The customer segments for Fid Food come from two segments which are geographic and demographic. For geographic factors, Fid Food's customer segment came from University and Matriculation area, urban area and also local communities. Not only that, Fid Food also offers products and services to customers outside Perlis. In other words, the geographic segment location is widely around Malaysia. However, they did not provide postage delivery service to avoid product damage. This allows everyone from different kinds of age to try their products.

Other than that, the Fid Food customer segment also comes from value buyers. Value buyers focus and understand value and want suppliers to be able to provide the most value in their relations. Fid Food has what they need to offer to customers in order to fulfill their needs.

Lastly is through demographic segments, foodie millennial. As with any age or group of individuals, foodie millennials are diversified and have a wide range of tastes. The rest of us will soon want the same foods that Millennials want now. (*Millennials Are the Tastemakers in Food*, n.d.) Regarding that, Fid Food provides a range of options that they are confident will satisfy their palates. Additionally, Fid Food was able to capture millennial foodies who sought the pastries they served through social media. Customers at Fid Food are amazed by the wide variety of pastries they provide at cost-effective pricing.

### 3.1.2 Value Proposition

A company's value proposition is a statement that defines how the advantages of its product or service will be provided, felt, and obtained. A value proposition basically outlines what makes a business or company

appealing, why a consumer should buy it, and exactly how the value of a product or service differs from that of comparable products. (*Value Proposition - Definition, Importance, How to Create*, 2022)

Having a value proposition requires being able to find creative solutions to issues. Madam Rafidah stated that Fid Food provides the greatest handmade items at fair costs with premium grade ingredients. She did everything herself, even baking the bread and decorating it. Additionally, Fid Food provides customized pastries. Customers may choose the flavor, filling, form, and serving size of their cakes, share pictures of the desserts they like, and add to a list of specific requests that Fid Food can accommodate. As a result, Fid Food has a compelling value offer.

In general, if a consumer wanted to purchase a cheesecake for a special occasion, they could get it from Fid Food for just RM70 and save money rather than paying over RM100 for it. Besides that, Fid Food provides items like "Roti Wholemeal," "Tuna Bread," and "Baby Swiss Roll" that may be consumed by people of all ages. All of this may be enjoyed at a picnics or birthday parties, among other informal and formal events.

### 3.1.3 Channels

The Channel Building Block describes how a business interacts and connects with its clients. It is important to understand which channel is best for your company to reach your customers. With this channel, it can raise awareness among customers about a company's products or services. Other than that, it also allows customers to purchase specific products.

As for Fid Food, they used two variety channels which are delivery channels and acquisition channels. For delivery channels, they provide online delivery from applications FoodPanda, agent and their own delivery service. They also get a lot of orders through Food Panda and agents because their customers always give overwhelming support to the business for always providing delicious food to their beloved customers. The online buying process is also easier, saving buyers time and energy because buyers don't have to queue and go to the store to place an order. They also don't have to wait in the store to wait for an order to be ready.



Another channel is acquisition channel which is the way we approach or attract customers first. In this business, they use social media such as Facebook and Instagram to entice customers to buy their products. Besides, they also make direct sales to the customers so that they can build close relationships with consumers and learn about their preferences. Direct selling also has a higher return on investment, and the corporation has more control over the positioning and image of the brand.

#### 3.1.4 Customer Relationships

Customer relationships describes the type of relationship a company establishes with its specific customer segments. Customer relationships are driven by customer acquisition, customer retention, and boosting sales which in other words you need to get, keep, and grow your customer relationships. Building trust and brand reputation with customers is made much easier with a loyal customer relationship strategy. It strikes a balance with the fact that obtaining new clients is far more expensive than keeping existing ones. It also encourages reasonable growth aspirations.

First and foremost, Fid Food has made the customer relationship by communities. They made the interaction between customers and a business through social media such as asking for feedback about the foods. Besides, the business also gives discounts to the customers who buy more of their product. It shows that Fid Food try to make the relationship between the customers by using these tactics.

#### 3.1.5 Revenue Streams

Revenues streams are the sources from which a company generates money by selling their product or service to the customers (*Revenue Streams - Business Model Canvas*, n.d.). A business model can involve transactional revenues resulting from one-time customer payments such as sales or recurring revenues such as a subscription. And in this block, there are several ways to generate revenue from asset sales, usage fee, subscription fee, licensing, brokerage fees or advertising.

The main source of revenues for Fid Food mostly from sales of the products. They sell a variety of food products such as bread, cakes, pastries

and dessert. They earn most profit from selling pastry and dessert such as cinnamon roll, cream cheese garlic, cream puff, swiss roll and cheese cake. They also receive revenue from consumer customization requests on their products, especially cakes for all events such as birthdays, weddings and other special occasions.

### 3.1.6 Key Resources

Key Resources is the building block describing the most important assets needed to make a business model work (Osterwalder, n.d.). It contains main inputs that need to carry out the key activities in order to create the value proposition. There are several types of key resources which are physical, financial, intellectual and human resources.

Fid Food's key resources include physical and financial resources. These resources are needed in this company to sustain and support this business. Since the company focuses on food and beverage, the physical assets that the company owns are recipes which are the ingredients used for the food production and equipment. Fid Food has its own kitchen to prepare the product. For example, in the kitchen they used a mixer machine and oven which are the ideal equipment for baking a variety of desserts such as cakes, breads or pastries. In addition, this company's main ingredients used in the making of their products are flour, butter, eggs, sugar and yeast. In order to produce a high-quality product this company used the premium quality of their main ingredients. All of the ingredients are supplied from a different shop which offers various beverages shop supplies to be a backup for them.

For the financial resources, some business models call for financial guarantees, such as cash, lines of credit, or a stock option pool for hiring key employees. The Fid Food owns its financial resource leverage within a business model. The owner of the bakery used its own money which is cash to support the business financially.

### 3.1.7 Key Activities

Key activities are the most important activities in executing a company's value proposition. The key activities of your business or product are the

actions that your business undertakes to achieve the value proposition for your customers. They need to control the production, managing websites and the distribution of the product as for the business activities.

There are a few core issues of key activities for this business model canvas. The first one is productivity. For Fid Food, they have produced a variety of desserts and pastry products to deliver to their customers. As they offer freshly baked products to their customers, they need to produce the product daily. For example, the owner as well as the baker make “Croissant” and “Mexican Bun” everyday as these desserts were considered a hot selling product. The second one is for distribution. After all the dessert was ready, the desserts are ready to distribute as this bakery is only offered for delivery and self-pickup order. All the orders that are made by the customer will be delivered by the owner itself and sometimes she is accompanied by her husband or their children. She also has her own personal rider to deliver the desserts as she was not able to make delivery.

Furthermore, marketing and sales also was included in the key activity. In order to market the product, Fid Food owner also used few media social platforms to create awareness about her products. Besides being busy baking, the owner also manages the social media for her business. She has used Facebook, Instagram and WhatsApp to create awareness about her products. Her business product username in social media is “Fid Food”. Almost everyday she did not miss creating content about her business to attract the customer. She will update the posting about the picture of her product and also the feedback that she gets from the customers. She also will collect all the feedback she got from customers and analyze it. If the product needs an improvement, she will try to improve its product in order to satisfy the customer. She also has made a sample of the product before trying to market it. If she gets positive feedback then she will market it.

### 3.1.8 Key Partners

The relationships that you have with other businesses, governments, or non-consumer entities that help your business model work are referred to as key partners in the business model canvas. These relationships can be with your company's suppliers, manufacturers, business partners, or others.

These alliances that you will undoubtedly form will be forces that aid your company's success in areas where you would be inefficient to do so yourself. Partnerships can help reduce risk in an uncertain competitive environment.

As for Fid Food key partners for ingredient supply, it does not have a specific supplier to get the ingredients of the products. Most of the ingredients that were needed in the production are available in the nearest market and. For example, if the owner needs eggs, flour, butter and others, she just needs to go to the nearest market or shops that provide ingredients and equipment for baking. Sometimes, she needs to go to Penang, which takes like two hours to get the ingredient like premium butter as it is not available in Perlis. She also has a purchase from “Shopee” to buy premium ingredients instead of going to Penang.

For partners, Fid Food has two agents to sell the products. Once in two or three days, they will pick up the products from the bakery and sell it on their own. Besides having agents, Fid Food also has put their product at a few vendors in the Perlis area. Their products are available at Universiti Malaysia Perlis (UniMAP) and Universiti Teknologi MARA, Perlis (UiTM). For riders, mostly Fid Food has delivered customers orders on their own, but they also have their own personal rider if they could not make it. They also have used “FoodPanda” service, but for some reasons, they have stopped using it.

### 3.1.9 Cost Structures

The cost structure explains all of the costs and expenses that your company will incur while operating your business model. Creating and delivering value, maintaining customer relationships, and generating revenue all have costs. After defining key resources, key activities, and key partnerships, such costs are relatively simple to calculate. Some business models, however, are more cost-driven than others. In cost structure, there are two types: value-driven and cost-driven. Value-driven cost structures focus on creating more value in the product itself rather than necessarily producing the product at the lowest possible cost, whereas cost-driven cost structures focus on minimizing the costs of the product or service as much as possible.

In business also there are a few types of cost as example fixed cost, and variable cost. Fixed cost is a cost that does not change with an increase or decrease in the amount of goods or services produced or sold. As an example of fixed cost for Fid Food, the cost that was not changed is the utilities like water and electricity bills. After that is the maintenance of baking equipment like the oven, mixer, fridge and others. As for salary, they do not have to pay as they do not have the workers unless their family members to help baking. Variable costs are costs that change as the quantity of a good or service produced by a business changes. Raw materials are an example of a variable cost for a Fid Food because the amount spent on raw materials depends on how much baked goods are planned to be produced, such as flour, egg, butter, and others. It is also due to the fact that the prices of the materials sold were not fixed, as prices fluctuated.

#### **4. FINDINGS AND DISCUSSION**

##### **4.1 Findings**

###### **4.1.1 Low quality of product and overpriced ingredients**

According to the owner, opening a bakery can be an exciting prospect because she can bake all kinds of bread, cakes, cookies, pastries, or other baked goods and see her hard work pay off in the form of delicious pastries that sell out. However, the major problem faced by her company is the rising cost of raw materials. The bakery items are expensive because they require a lot of costly ingredients such as flour, butter, cheese, eggs, chocolate, and sugar.

Based on our findings, the owner of the bakery buys the raw materials in the bakery shop that is located in Arau. According to Madam Rafidah, the main ingredients used in the making of dough are butter and flour. Research shows that the price of butter has risen sharply in the past year raising concern in the bakery and pastry sector globally. Madam Rafidah stated that she was facing a few problems in maintaining their quality of product. As an example, Fid Food is struggling to sell the croissant items since the butter and flour used to produce the product are different from the other product. The owner explains that croissant flour has very different characteristics so

they should use French pastry flour for croissants. In addition, she also added that, in the making of croissants, she needs to use expensive butter around RM80 and the problem here is that the ingredient cannot be found in Arau. So, they need to find it in a different store which is located in Penang. In this matter, this company has a few problems with their ingredients as the items are expensive and also hard to get in the Arau shop.

Furthermore, bakeries are usually known for selling the dessert. One thing about desserts in common is they are high in carbohydrate content such as the combination of flour, sugar, and butter. For example, one of the top selling items in this bakery is cheese cake. There is no doubt that cheesecake is delicious but the ingredient used is unhealthy. Typically, it consists of a layer made with cheese plus sugar. Overall, the ingredients such as cheese and sugar used are rich in calories and high in saturated fats and sodium. On the other hand, consumers who like to eat sweets too often such as cheese cake can harm their health. In addition, one of the ingredients in producing the cheesecake is cream cheese. Based on our findings, cream cheese belongs to the soft cheese category, so it does not last long if stored. It also cannot last long after opening and storing it too long. It shows that this bakery poorly maintained their ingredients which resulted in increasing expenses and lowering profit margins.

#### 4.1.2 Lack of technology and equipment

Starting a bakery business, even small bakeries, is a big undertaking, but with the right equipment it can be a huge success. First and foremost, to set up the bakery is investing in good quality equipment as it will offer better performance. This will help the company to speed up the production process. From our point of view, this bakery has been established for 2 years, so they should have more essential pieces of equipment and technology in the bakery business. However, Fid Food only has a few baking equipment such as an oven, mixers, refrigerator and small kitchen utensils. From this, we can see that for the time being, Madam Rafidah has insufficient equipment and machinery to produce her products.

#### 4.1.3 Shortage of workers

Based on our findings, Fid Food is facing a shortage of workers. As we have looked through, many bakeries require only two or three workers. As a result, bakery team members are responsible for activities, organization or processes that affect how well the bakery operates. However, the owner of Fid Food has its own specialty bakers in small towns with special order-only policy. According to her explanation, she was able to meet their customer's request during the start-up time in the first year. But, as her business grows, she admits that she is experiencing problems handling all of the business's activities on her own. It becomes a problem when she has no workers to assist her when she receives a large number of orders.

### 4.2 Discussion

#### 4.2.1 Make a vegan pastry

As for the low quality products used, we come up with solutions that the business can do which is they can use a high quality product including healthy ingredients which also can give the benefits to the customers. As we know, most of the regular desserts or pastries made from refined white sugar, white flour, and trans-fat quite literally serve high cholesterol and diabetes on a plate.

For example, they can use a healthy ingredient to make a vegan pastry. Being vegan is all about judicious product substitution such as coconut sugar, which is made from the wholesome coconut bloom, and can be used in place of sugar and sweeteners. Coconut cream can be used in place of dairy products including creams, milk, and other dairy products. These substitutes are simple to digest and low in cholesterol. Macadamia butter, which is high in fiber and devoid of gluten and is protein-rich, is another option (*Quality Food Corp*, 2021).

#### 4.2.2 Invest more equipment and upgrade the technology

Next, based on technology and equipment problems, we do think that Fid Food should invest more in technology and equipment. They need to upgrade or purchase new equipment to increase their productivity and efficiency within their business. We already saw the equipment or

technology that has been used by Fid Food but we think that it is still not enough because they want to produce more pastries in a day but do not have equipment to make it.

#### 4.2.3 Hire a worker

Furthermore, the problem faced by Fid Food is they do not have any workers. She had to manage all the work by herself. So, to deal with this problem, she needs to hire a worker, even one worker to work with her. When she works alone, she has to manage several responsibilities and finish monotonous activities like posting information or updates to social media. The number of hours that she can work in a day when working alone is constrained. Additionally, new employees can help the company stay competitive by contributing fresh viewpoints and ideas. They may create an innovative company and break into new markets by encouraging the workers to innovate.

#### 4.3 Advantages and Disadvantages

Everything has its own pros and cons. Just like the first discussion above which has the advantages of it is vegan cakes and pastries can also help lose weight depending on the consumption too. You will automatically say goodbye to manufactured sweets, foods made of chemicals, and cheap sweets. Other than that, it also can give benefits to the customers which they can maintain a healthy lifestyle by making small modifications. However, there is a con of it such as the ingredients to make vegan pastry is pricey rather than other pastries. There are overhead costs associated with starting a vegan pastry since Fid Food are selling physical goods. They need to carefully plan a budget for these overhead expenses.

Next, the pros for the second discussion is it will give their business the best chance to increase their productivity and revenue by having up to date equipment that works. In addition, having your own modern equipment can be convenient but it also can be a big responsibility as well. They must pay the full cost of the asset up front which can affect the business cash flow. Other than that, they also need to take care of the maintenance, storage and that can prove to be quite a challenge.



Next, the advantages of the third discussion is there are more working hours accessible to the business when she has staff to assist her. This means that she can expand her business to a new level, take on more work, and earn more money. Employing more people may be the only effective approach to grow if she has the desire to do so. After all, hiring a new worker also can be a challenge. Even though she will be hiring an employee to boost her productivity, she will still need to devote time to managing and training them. Any employee who lacks a high level of competence will need continual help and might even make mistakes. She will have to invest her own time into producing them, so consider whether the entire process is worthwhile.

#### 4.4 Recommendation

##### 4.4.1 Food Test of Vegan Pastry

Although we know that modifying an unhealthy product to a vegan product can give the benefits to the customers, we do not know about their acceptance of the products to their taste. It is because one has its own preferences especially in terms of food taste. As for suggestions to make a vegan product, Fid Food needs to do a food test before they launch the product. Fid Food should make food tests among their family or neighborhood to see their acceptance of these products. If their acceptance was positive, then Fid Food can proceed to launch its products.

The advantages by doing food tests before launching the products that we can see is they can see its potential to the market. When people accept and give positive feedback about our new products, we can launch our product without worrying about the sales of new products. While the disadvantages of doing food tests we can see that there will be increasing costs. It is because the food test will consume more of the cost to get the new ingredients to create the new products.

##### 4.4.2 Taking good high care of technologies

As the Fid Food needs to use some technologies or maybe they will upgrade to more sophisticated technologies based on our discussion, it needs Madam Rafidah to know about how she can take care of her technologies such as oven, mixer and others so that it will not easily get damaged and long

lasting. According to Bartolone (2021), there are eight tips for maintaining an oven like a professional. Firstly, the oven needs to be deep clean at least twice a year. Secondly, use the self-cleaning option sparingly. Thirdly, always inspect the gas line. Fourthly, replace the damaged burners. Fifthly, check the oven gasket. Sixthly, clean the range hood filter of the oven. Seventhly, always check behind the range at least twice a year in order to protect the oven from mold, dust and inevitable kitchen pests. Lastly, cook responsibly.

The advantage of taking care of baking technologies, especially the oven, will save lots of cost as Madam Rafidah does not need to pay for maintenance all the time since the oven is not damaged easily. The disadvantage is it takes lots of time to ensure that the oven or other technologies are well cared for before and after using it.

#### 4.4.3 Initiatives to retain employees

As the business needs to hire new workers, it is important for Madam Rafidah to know the ways or initiatives to retain employees to work in Fid Food. Fid Food is the business where the workers need to work for long hours and days. In that matter, Madam Rafidah needs to encourage a work-life balance towards her workers by giving them one day leave every week and working hours from 8 a.m. until 6.00 p.m. Based on the working hours, the workers can have their rest time at night with their families (Crail, 2022). Sometimes, it needs the workers to work for long hours as there might be lots of orders from the customers. So Madam Rafidah should pay more to her workers based on their overtime work. Besides, Madam Rafidah can provide free meals for her workers especially for lunch so that they can save their money on that. Other than that, Madam Rafidah can give bonuses to her workers based on the high profit that the Fid Food business gets and to appreciate the employees' hard work as well.

The advantages by providing these initiatives to retain employees are that the employees feel happy to go to work and have high motivation to do their work as they have provided with such good benefits. The disadvantage is that it is not easy for Madam Rafidah to implement all the initiatives provided since it needs a strategic plan to arrange it into business strategies.

## 5. CONCLUSION

To sum up, starting or running a business on our own is a tremendous undertaking. It might be challenging, thrilling, fulfilling, as well as exhausting and terrifying. The same is applicable for Fid Food. A major aspect of business management is identifying problems and solutions. A company must make sure that they are offering the advantages that customers want. Quality includes the management, technology, and products as well. Fid Food must fulfill what their short-term and long-term objectives are. From this case study, we are now successfully able to identify how Madam Rafidah established her business.

This assignment has helped us in understanding more regarding entrepreneurship. As we gained knowledge on how Business Model Canvas (BMC) nine elements function, we are now able to examine Fid Food's possible solutions to the problems for the business and also this case study. Based on our study, Fid Food will need to focus more on improving their business, marketing and operational strategy. They will need to grab as many opportunities and advantages that they can to improve the business.

Our findings and discussions have led us to the conclusion that Madam Rafidah Ali will have to change the way she produces her inputs by shifting to using only healthy products. Although the production's output costs can be high, the inputs are less expensive than the majority of protein foods. As Fid Food offers a nutritious product for everyone, making their products healthier might also draw in additional clients, including the elderly. Next, Madam Rafidah Ali needs to start spending more on the company's technological infrastructure if she wants to achieve better long-term goals. We cannot argue the fact that investing in technology serves a company in a variety of ways including potentially increasing productivity, which results in higher output production and higher sales. In addition, Madam Rafidah will apply our recommendation on ways to take good high care of its technology equipment. Last but not least, we advise Madam Rafidah to recruit at least one or two employees to assist her in running her business. It is not necessary to have anyone who helps with baking; it might be someone who supports administration. We know that Madam Rafidah is managing everything by herself, which has caused the business to operate at a slow pace. If she decided to hire staff, the company would benefit from a number of aspects. We hope that with our suggestions we can help Fid Food to run efficiently.

To end with, starting or operating our own business needs us to be fully prepared to face challenges and find the best solution for all.

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## 7. APPENDICES

  
SURUHANJAYA SYARIKAT MALAYSIA  
COMPANIES COMMISSION OF MALAYSIA



BORANG E (KAEDAH 13)

**PERAKUAN PEMBAHARUAN PENDAFTARAN  
AKTA PENDAFTARAN PERNIAGAAN 1956**

Dengan ini diperakui bahawa perniagaan yang dijalankan dengan nama

**FID FOOD**

**NO. PENDAFTARAN: 202003209091 (RA0060880-K)**

telah didaftarkan dari hari ini sehingga **28 OKTOBER 2023** di bawah Akta Pendaftaran Perniagaan 1956, beralamat di **NO 28, JLN TBA 4, TAMAN BERSATU, 02600 ARAU, PERLIS.**

**Bil. Cawangan: TIADA**

Bertarikh di **KANGAR** pada **29 OKTOBER 2022.**

  
**DATUK NOR AZIMAH ABDUL AZIZ**  
Pendaftar Perniagaan  
Semenanjung Malaysia

UserID: KIOSK Date: Sat Oct 29 17:13:39 MYT 2022



From left: Muhamad Adam Aiman, Balqis, Madam Rafidah Ali (Owner of Fid Food),  
Nur Farah Izlyn, Iffah Syasya Radhiah, Nur Nisyrina