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MARA

**FACULTY OF BUSINESS ADMINISTRATION (HONS) HUMAN RESOURCES  
MANAGEMENT (BA243)**

**PRINCIPLES OF ENTREPRENEURSHIP (ENT530)**

**GROUP ASSIGNMENT: CASE STUDY**

**FLOUR CROWN BAKING STUDIO BY MRS AIFAA**

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## **1.0 EXECUTIVE SUMMARY**

Companies are being thrown off balance by the COVID-19 problem because of fundamental shifts in customer behavior, supply networks, and routes to market. The pandemic response has highlighted the necessity for executives to quicken the implementation of agile working practices and value chain transformation to aid manage uncertainty. In order to repurpose and reconfigure supply chains for the future by boosting both resilience and responsibility, businesses must establish a quick response to address present disturbances. For this study, we selected Flour Crown Bakery in Jitra, Kedah, which sells cakes and pastries. The owner of the bakery's name is Puan Aifaa and she was born in Kedah. During the epidemic, this bakery became quite well-known, particularly among Kedah residents. Due to the mouthwatering taste and reasonable pricing at the time, this bakery has always been the talk of the town. However, there are certain issues with this bakery that have grown and need to be examined.

In our observation, we found that the flour crown bakery is facing some problems such as overproduced cakes, pastries and other desserts which had been made each day to be sold to the customers, under skilled employees which lead to unhappy customers and inconsistent taste of products made by the bakery. First of all, at the beginning, Mrs. Aifaa found it difficult to determine the appropriate size to prepare the ingredients for making cakes and pastries, causing the owner to suffer a huge loss. He also found that the loss was recorded in the daily record. In fact, Mrs. Aifaa failed to give instructions about the actual or target number of cakes produced each day. Therefore, this is why more cakes and pastries are produced by bakeries. He cannot estimate the cakes and pastries sold in a day to customers who are not our daily staples. Next, the lack of skills of the workers caused an imbalance in the quality of the products and failed to meet the demands of the customers who ordered the products. This causes as one of the factors the owner's lack of sales every day.

However, since the outbreak began two years ago, customers have complained that their products do not taste the same as the old ones. This has reduced their sales since they received feedback from customers which has raised their concerns about their business in the future. In today's increasingly widespread social media era, feedback has spread rapidly on social media as social media is their primary source of positive feedback on the product. Furthermore, mistakes in the preparation of ingredients to make cakes such as excess flour in the cake, lack

of quality preparation materials, unattractive cake decorations and so on cause the product to lose its original taste and increase customer dissatisfaction.

The solutions had been made based on the issues above that the total amount of cakes and pastries that must be produced in order to be sold on that day must also be determined by Puan Aifaa. Puan Aifaa will be able to prevent this by instructing her employees not to make an excessive number of cakes and pastries in a single day because doing so could result in waste and damage if buyers do not buy them. Next, provide training for the employees in order to create a creative and innovative employee. They also will be more professional to handle their customers from now on. This will give satisfaction to both customers and the business. Lastly, the bakery could divide the menus into groups and rank based on the difficulty to produce. For example, sorting the products based on their rank can help the baker to prioritize in producing the most important products to bake first or to properly bake the most sensitive products that have complicated ingredients later. After sorting and ranking the products then dividing the products into groups that need the similar skills to produce so that it can be assigned to the most suited baker that fulfilled most of the skills. By doing so, Flour Crown can easily divide the task to meet the demands and needs of their customer automatically will improve the customers satisfaction.

## **INTRODUCTION**

### **2.1 Background of the study**

This ENT530 subject reveals a lot to students about proper and more effective business management for those who wish to pursue their dream of owning their own business in the future. In fact, this subject also teaches students to think critically and wisely if a business faces unforeseen obstacles. Next, give benefits and knowledge to students about the process of managing a new company that is very new in entering the business world. It can also build creative and innovative thinking to implement business plans in detail and reduce risk in decision making. Therefore, this study not only gives advantages and opens minds to students but also improves communication skills to promote products and IT skills in managing unique marketing so as to attract the attention of customers.

One of the advantages of this study is that studying entrepreneurship and having innovation skills enhances one's analytical and logical skills that enable one to solve any problem. Entrepreneurship mainly helps solve daily-life problems and eases pain points with the help of innovative products and services provided. However, Problem solving and problem identification are two different things. Students can develop their problem-solving skills through years of practice but recognizing the problem long before it arises and making the necessary arrangements to deal with it distinguishes a successful entrepreneur from the masses of others. Students gain confidence as they continue to investigate their educational options and potential future job pathways thanks to the concepts and abilities imparted in entrepreneurship training, such as developing and testing a new business concept. It promotes curiosity and a growth attitude, connects the startup's goals with how projects typically operate in the real world, and keeps students really interested in the procedure.

This study also required a group of students to brainstorm about the new ideas that need to be implemented to the existing business or the chosen business in order to build the better solutions for the existing problem faces. The student also had an opportunity to learn and could identify the issues about the business that had been disadvantageous to the business. By digging more information about the business, the students could come out with recommendations and findings about a certain issue that arises to attract more customers in the future. Of course, by doing this research, local products can get more attention because the price is much lower with only the best quality. In conclusion, we decided to choose Flour Crown Bakery located in Jitra,

Kedah. The baking industry has long been seen as recession resistant. This is supported by the facts that people must eat and that many people value and are ready to pay for fresh goods. Comfort meals can be produced as delightful and nutrient-dense baked goods.

## **2.2 Purpose of the case study**

The purpose of this study is to create new opportunities or ideas to the issues faced by the business. The students need to learn about how the business operated by doing research about their products and services used. By doing this, students could identify the problems that arise and can collaborate to make decisions that will have a positive impact.

Students are required to use SWOT analysis to aid businesses in fully understanding all the elements that go into a business decision. A SWOT analysis is a compilation of the company's strengths, weaknesses, opportunities and threats. An analysis of the company's strengths, weaknesses, opportunities, and threats, or SWOT, is a planning procedure that aids in overcoming obstacles and identifying potential new business prospects. A SWOT analysis helps determine a company's position in relation to the industry. SWOT analysis is a crucial technique for comprehending an organization's state of health. It enables decision-makers to pinpoint an organization's strengths and weaknesses as well as where it now sits. This helps it maintain its competitiveness while enabling it to be a proactive player in the market. Students will gain a better understanding of where to focus in order to develop stronger tactics to deal with their limitations as a result.

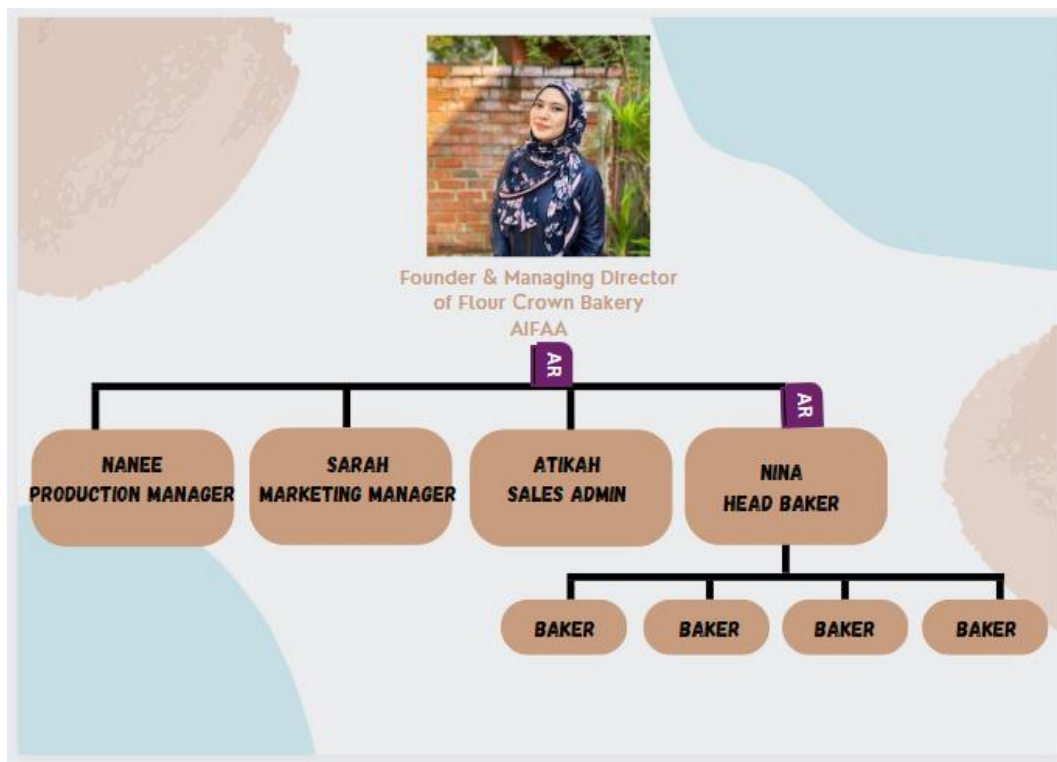
A strategic management tool that aids in the analysis and planning of business models is the business model canvas (BMC). The BMC effectively communicates a start-up idea, an existing business model, or even a new product or service to prospective company investors, strategic business managers, or product teams since it essentially displays the idea, the business, or the product "on a page." It is a very effective tool for illustrating which aspects of the business require modification. It is crucial because it enables students to comprehend all the many components of an organization and how they might collaborate to produce decisions. When students make recommendations for a new good or service, this can be quite beneficial.

### **3.0 COMPANY INFORMATION**

#### **3.1 Background of the company**

Flour Crown Bakery was founded by Wan Aifaa Shafia or known as Aifaa which started as a home-bakery business to being a small bakery business in Jitra, Kedah in 2015. The founder, Aifaa started her business from using her mother's baking equipment and utensils. She started making and selling cupcakes to her friends and teachers in her high school while waiting for her A-Level results to continue studying in Australia. But, she did not meet the minimum requirement and she decided to continue her studies in Islamic Finance and Banking at Universiti Utara Malaysia (UUM). With her passion about baking, she continued to open a bakery which is, she rented a store upstairs with only RM20 000 in 2019. Plus, Aifaa continues to share her experience and knowledge by organizing baking classes and baking consultation for her customers who want to open a bakery like her. She understands how hard it is to start a business, having loyal customers when producing new products. Aifaa also attended many classes and demonstration classes in Europe and Malaysia to improve her skills in baking pastries and making desserts.

#### **3.2 Organizational Structure**



### **3.3 Products and Services**

Flour Crown Bakery is expertise in making and baking desserts such as cookies, cakes, patisseries, tartlets and French pastries. Some French pastries that this bakery offers are viennoiserie and boulangerie. Each of those desserts has many types and flavors that can attract many customers who like to try and taste their desserts. For cakes, Flour Crown Bakery offers burnt cheesecake, almond crepe cake, brownies, butter cake, Pandan Gula Melaka cake and red velvet white chocolate cake. While for cookies, they offer Callebaut chewy cookies, crispy chocolate chips cookie, Nutella drop, Biscoff drop and black sables. For French pastries, they serve the customers with many types of croissant, pistachio escargot, pain Suisse, brioche and strudels. Flour Crown Bakery also offers services for anyone who is interested to learn and get knowledge about baking desserts and pastries.

### **3.4 Business, marketing and operational strategy**

#### **3.4.1 Business strategy**

Business strategy is important in order to achieve the organization's desired goals and targets. Every company should have their own strategic goals that they want to achieve for every month or every year. Business strategy is an organizational master plan that anyone in management has to focus on for one thing which is to achieve the targets and goals of the company. The vision and objectives must be clear to meet the goals and form that, management knows what they are supposed to do and what they should focus on to achieve the targets. For example, Flour Crown bakery focuses on making desserts or pastries which are hard to find and not many offers among bakeries in Malaysia especially Kedah such as kouign amann, pain Suisse, brioche and black sables.

#### **3.4.2 Marketing strategy**

Marketing strategy is a method that organizations use to convince and attract customers to purchase and buy their products or services. The value proposition of the business, key brand messages, information on target customer demographics, and other important components are all included in a marketing strategy. Organizations should use marketing mix strategies to sell or market their products or services. Marketing mix which is 4Ps, products, place, promotion and products. In Flour Crown Bakery, Aifaa uses her expertise in baking French pastries to



attract customers to buy in her bakery. French pastries are not common in Malaysia, especially in Kedah. From that, Aifaa takes the opportunity to serve French pastries to her customers.

### **3.4.3 Operational strategy**

The system that a company uses to fulfill its long-term objectives and mission is known as an operations strategy. It involves making decisions based on a variety of variables, including product management, supply chain management, inventory, forecasting, scheduling, quality, and planning and management of facilities. Company should find a strategy to minimize cost and maximum profits in order to achieve the targets continuously. For example, Flour Crown Bakery uses good quality products to make sure all of their desserts will have good quality of taste. When they use good quality products, customers may repeat to come to her bakery again.

### **3.5 Financial Achievements**

Financial achievements is a comprehensive evaluation of a business's position across various areas, including assets, liabilities, equity, costs, revenue, and overall profitability. It is measured using a number of business-related formulas that enable users to compute precise information regarding the prospective effectiveness of a company. In Flour Crown Bakery, the company made around RM350 000 for selling their desserts and products every year. The company must minimize the costs and maximum the profits in order to achieve the company's goals and targets. Flour Crown Bakery needs to avoid any losses or debts to prevent any difficulties in the future.

## 4.0 COMPANY ANALYSIS

### 4.1 BUSINESS MODEL CANVAS (BMC)

|   |   |  |   |  |
|---|---|--|---|--|
| <b>KEY PARTNERS</b> <ul style="list-style-type: none"> <li>• Ingredients Supplier</li> <li>• Packaging supplier</li> <li>• Agents</li> <li>• Shopee &amp; FoodPanda</li> </ul>  | <b>KEY ACTIVITIES</b> <ul style="list-style-type: none"> <li>• Selling of production of cakes &amp; pastries</li> <li>• Marketing</li> <li>• Baking class and consultation</li> <li>• Administrative and Finance</li> </ul>       | <b>VALUE PROPOSITION</b> <ul style="list-style-type: none"> <li>• Freshly baked and will be made ready on time</li> <li>• Fast delivery</li> <li>• Safety and secured packaging</li> <li>• Pleasant feeling when eat the cakes &amp; pastries</li> </ul> | <b>CUSTOMER RELATIONSHIPS</b> <ul style="list-style-type: none"> <li>• Promptly respond when receiving ordes</li> <li>• Prolonged loyalty</li> <li>• Satisfaction from customers</li> </ul> | <b>CUSTOMER SEGMENT</b> <ul style="list-style-type: none"> <li>• Sweet tooth</li> <li>• Family with kids</li> <li>• Teenagers</li> </ul> |
|   | <b>KEY RESOURCES</b> <ul style="list-style-type: none"> <li>• Intellectual resources : recipe</li> <li>• Financial resources</li> <li>• Physical resources: Machine &amp; Equipment</li> <li>• Human resoorces: Worker</li> </ul> |  | <b>CHANNELS</b> <ul style="list-style-type: none"> <li>• Physical outlet</li> <li>• Social media</li> <li>• Agents</li> <li>• Delivery</li> </ul>   |  |
| <b>COST STRUCTURE</b> <ul style="list-style-type: none"> <li>• Raw ingredients</li> <li>• Packaging material</li> <li>• Physical assets: machine and equipment</li> <li>• Salary and wages</li> <li>• Utilies</li> <li>• Delivery Cost</li> </ul> |   |  | <b>REVENUE STREAMS</b> <ul style="list-style-type: none"> <li>• Delivery charges</li> <li>• Sales</li> <li>• Baking class fee</li> </ul>  |  |

### **4.1.1 Customer Segments**

Customer segmentation is the process of dividing customers into groups based on common characteristics so companies can market to each group effectively and appropriately. Segmentation allows marketers to better tailor their marketing efforts to various audience subsets. Customer segmentation requires a company to gather specific information and data about customers and analyze it to identify patterns that can be used to create segments.

#### Sweet tooth

The first customer segment for Flour Crown Bakery is for sweet tooth lovers. This is because Flour Crown Bakery is ready to serve and fulfill your sweet tooth craving. Flour Bakery provides a lot of cakes and pastries that are confirmed would be loved by all the sweet tooth out there. Some of their menu items are croissant, pavlova, cream puff, strudel, cinnamon roll, cupcakes, croffles and cakes. They are not just providing cakes and pastries, but also varieties of flavors that can be chosen by the customers. The most important thing is, their pastries and cakes are freshly made every day.

#### Family with kids

As Flour Crown Bakery is located near several residential areas in Jitra, the customers target for this bakery are the residents that lived there, which is family with kids. Customers that live in Jitra, Kedah can walk into their café and have a pleasant experience with the cakes and café. They can choose between to dine-in in the café or delivery to their house. Sometimes families are more comfortable to take-away since they have to deal with their kids. But they don't have to worry since Flour Crown Bakery also provides delivery house to house, so everyone can have a taste of their amazing pastries and cakes. For Flour Crown Bakery, they promise a better service than others and as their bakery will be presented as a modern bakery like café. Family can hang out here and have some cake. Pastries product, and cake is loveable by everyone in all levels of age including kids and adults. They also fill their customer needs in order to customize cake and design by request such as for events like Wedding, Party, Birthday and Corporate event.

## Teenagers

Students and youngsters tend to celebrate every special occasion with their friends monthly such as a birthday party, friendship anniversary, graduation ceremony and other surprise party. Flour Crown Bakery is the answer to all of that. Teenagers now love when the interior design of the café is cheerful and aesthetically beautiful. Flour Crown Bakery is not just a beautiful café, but they also provided an amazing dessert that you will never forget. Cakes are one of the essential foods for any party and celebration. They also can book part of this café to do the party and celebration. Birthday cakes also can be bought from this café because they provide services to decorate cakes based on customers' preferences such as Spiderman Cakes, Princess Cakes and any other cartoon cakes.

### **4.1.2 Value Propositions**

A value proposition stands as a promise by a company to a customer. A good value proposition can give you an advantage over your competitors and is often what your prospects use to evaluate you. A value proposition is a statement that answers the 'why' someone should do business with you. It should convince a potential customer because your service or product will be of more value to them than similar offerings from your competition.

#### Freshly baked and will be made ready on time

Freshly baked pastries are the pastries you could ask for. There's not many cafes or bakeries that provide freshly baked pastries or cakes. Sometimes, they make it at one time and restores it in the fridge for some time before customers come and buy the products. Of course, it tasted so much different from a freshly baked one. The freshly baked one will be more delicious and appetizing to eat. For that, Flour Crown Bakery promises that all of their pastries and cakes are freshly baked and available in the café or freshly baked upon your order. So, you don't have to worry if you are craving for any pastries and cakes, Flour Crown Bakery is a life safer since you can just walk into the café and grab the pastries. If you are not in the mood to go out, you can always order it through an online platform. Of course, it will taste the same as the one you walk into the café since all of their pastries and cakes are freshly baked.

#### Fast deliver

Customer satisfaction is the priority for Flour Crown Bakery, so they promise that they will serve you the best service you can get. Sometimes it could be irritating and annoying when the food that you order took a longer time to arrive. As for Flour Crown Bakery, they hired many riders that can deliver your order fast and safely. They are also available on FoodPanda and Grab, so you are free to choose which delivery you prefer. They are also agents staying and would make deliveries in 3 different states which is Pulau Pinang, Kedah and Perlis. So, you do not have to worry if you are far from Jitra since all the agents in a few states are ready to deliver your pastries or cakes straight to your house.

#### Safety and secured packaging

Since all the pastries and cakes are fragile and easy to break, it is normal when customers worry about the safety and the packaging of the goods. But for Flour Crown Bakery, they had been experimental with the packaging and safety of their products before it gets delivered to their beloved customer. They have several different packaging suppliers for certain materials due to different types of material needed in the production. One of the reasons they buy the materials from various suppliers is because they are focusing on maintaining the consistency of the product by producing it from the best material for each product. In short, they are always improving in terms of packaging of their products. They want to deliver the best for their customer. There is also a money back guarantee if their pastries and cakes are broken. They just need to send proof if they got the broken products from them.

#### Pleasant feeling when eat the cakes & pastries

Flour Crown Bakery was founded by Wan Aifaa Shafia or known as Aifaa which started as a home-bakery business to being a small bakery business in Jitra, Kedah in 2015. After 7 years in this industry, Flour Crown Bakery recipes had been through a lot of R&D to improvise the taste that you could never get in other bakeries and the pleasant feeling in every bite of their pastries and cakes. Furthermore, Flour Crown constantly improves their recipe to ensure that they can always provide excellent items to their clients. Sure, there are many recipes for cakes, breads, and pastries, but Flour Crown innovates the recipe to preserve the ideal textures while also meeting the demands of their customers. Flour Crown now has more than 30 meals that they sell everyday through their physical shop and delivery service. As a result, the recipe maintains the exclusivity and additional value that distinguishes their bakery from their nearest competitor in the same business.

### **4.1.3 Channels**

Channels are the ways in which the company communicates its offer to individual customer segments. Channels are the touch points through which an organization liaises with its customers and as such, play a huge role in defining the customer experience. Channels can be categorized as marketing, sales or distribution channels.

#### Physical outlet

In 2019, Flour Crown Bakery will own a physical outlet after 4 years starting as a home-bakery business. The café is located at Jitra, Kedah. The experience customers get from physical stores cannot be replicated in online ones. Many customers want to visit the cafes and discover new things. When in the café, walking around liking the cakes and pastries displayed enables customers to learn about new products in the market. Additionally, cafes allow customers to shop in groups. For instance, a family can go out for dine-in and enjoyment. Being able to eat together in a physical outlet provides an experience that cannot be provided for if they were to purchase products online. Since physical outlet also serve as meeting points, they can turn shoppers into fans. Individuals can be coming together to meet and at the same time shop. This increases loyalty to the cafe hence more sales.

#### Social media

Flour Crown Bakery has been using social media for many years to promote its Flour Crown utilizes social media to recruit new clients. They market their shop on many media such as Instagram and Facebook. Because this new era is more focused on technology, they decide to reach their clients through this channel. Attracting consumers through social media is simpler with compelling and appealing advertising since it not only attracts the customer's involvement with the social media posting, but it also motivates them to test the items and visit the store on their own. Flour Crown's regularity in publishing material and advertising through social media is truly a process of creating and acquiring consumer confidence, since buyers are more likely to buy from active vendors rather than unknown suppliers. Customers who wish to view products and menus can go to Instagram, tiktok or their Facebook page. Flour Crown Bakery will use social media to keep their customers up to date on all their products, menus, pricing, promotion, new product launches, activities, and so on. People will be more inclined to purchase these goods if it continues to show in their social media feeds.

## Agents

One of the biggest advantages of using an agent is that it is their job to be available at the times most buyers need them, which is almost certain to be more often than you are. Flour Crown Bakery also hired agents in a few states other than Kedah, so that customers that are not in Jitra but craving for their pastries and cakes can also get them from the agent nearby. They are also experienced and have knowledge in the area that they covered. The agents are staying and would make delivery in 3 different states which is Pulau Pinang, Kedah and Perlis. There are no delivery days and time mentions on the website hence there are two agents that specifically stated the days for delivery. The agents keep increasing as the demand for their cakes and pastries outside of the Jitra are increasing.

## Delivery

Other than walk-in to the store, Flour Crown Bakery is also provided delivery to the customers who do not have any time to go to the café. Online ordering has been around for quite some time. In recent years and especially during the COVID-19 pandemic, online ordering has gone from a desirable convenience to an absolute must for restaurant survival. Online food ordering allows customers to place an order at virtually any time, from anywhere, saving the time and resources typically spent on traveling to pick up a meal. Other advantages of online food ordering for customers are the ability to easily reorder custom and favorite orders, the elimination of potentially waiting in a long line at the restaurant, and improved order accuracy. During COVID-19, minimal contact helps protect customers, employees, and the public at large from the spread of the virus. But even as that spread slows, customers may continue to enjoy the minimal contact that online ordering can offer as it can accommodate busy schedules and allows customers to safely send any kind of meal to friends, loved ones, and colleagues. Flour Crown Bakery provided runners that you can just WhatsApp or call to make orders or you can also order it on Food Panda or Shopee as they are also available there.

### **4.1.4 Customer Relationship**

Customer relations describes the ways that a company will engage with its customers to improve the customers' experience. Customer relations encompass all the important functions that customer service performs, but also includes the efforts made before and after customer interactions as it will greatly impact the customer experience and it would be a great way to attract the customer to deal with the company more regularly

### Promptly respond when receiving orders

Flour Crown Bakery always prioritizes their customers and one of their ways to keep the customer relationship is by promptly responding when receiving the orders from the customers. Speedy response in the customer service reminds existing customers that they are the most important piece of your business, and that they will remain that way. Maintaining a fast response service also tells customers that you promise quality, and that you will maintain the quality of your products and services offered as quickly as possible. As we know, everyone hates to wait, so they will make sure to respond as fast as they can when receiving the orders. As for customizing any cakes or cupcakes, their team will assist you and make you comfortable in dealing with them. In this way, customers will be comfortable requesting or voicing their opinion. A prompt response when receiving orders also can make things easier for customers to decide to choose the other products if the product that they want is not available in the cafe. This situation is beneficial to both of the parties.

### Prolonged loyalty

Creating prolonged loyalty from customers is one of the ways to keep the customer relationships. When customers are happy with your product or service, they are more likely to tell their friends and family about it, helping you attract new customers and grow your business. Flour Crown Bakery always responds to customer complaints quickly and efficiently on social media, offering exclusive deals to their followers, and showing their appreciation online. Their team also did not forget to mention customers in testimonials, tag them in posts, and highlight user-generated content. Flour Crown Bakery appreciate customer who are loyal to them as customers who are loyal are the ones who will give the most honest and useful feedback with the least amount of resistance. They help you see what about your product or service is working well, and what aspects about it you need to improve. Such customer feedback is far more valuable than the market research and internal discussions you have with your team.

### Satisfaction from customers

Customer satisfaction is crucial to the success of your business. No matter how innovative your product or competitive your pricing, if your customers are ultimately unhappy, they are not going to stick around. Flour Crown Bakery always makes sure to take care of the quality of their product. They believe that the consistency will make the customer satisfied with their product. For a more accurate view of customer satisfaction, Flour Crown also keeps a



close eye on social media, too. Any comments or reviews about their products, will be taken note and will be their future reference to improve. One of the biggest challenges is to identify an effective, repeatable way to prioritize those actions. Transparency is key. Most consumers are reasonable, and they understand you have finite resources. Make it clear you have heard their feedback and, if the demand exists, you will work on a fix.

#### **4.1.5 REVENUE STREAMS**

Revenue streams are the various sources from which a business earns money from the sale of goods or the provision of services. The types of revenue that a business records on its accounts depends on the types of activities carried out by the business. Revenue streams also categorized the earnings a business generates from certain pricing mechanisms and channels.

##### Delivery charges

Delivery charges are also one of the revenue streams for Flour Crown bakery. Flour Crown bakery provides a few options for customers to choose for online delivery. There is a runner, Food Panda and Shopee ready to serve the customer. Although most of the revenue from this company comes from physical sales, the online platform also contributes to their café revenue. By doing the online delivery, Flour Crown Bakery can give the opportunities to the rider out there to have a job. Although sometimes online platforms charge a huge percentage to the seller for their services in providing the platform, in order to provide their customers for online delivery as not everyone has time to just walk-in to the café.

##### Sales

Flour Crown Bakery operates everyday at 12 pm until 7 pm. Customers can come to the café and have some of their cakes and pastries. Flour Crown Bakery earns their revenue from the sales of the product. They sell a variety of pastries and cakes from the menu that customers can choose from, such as croissants, pavlova, cream puff, strudel, cinnamon roll, cupcakes, croffle and cakes that can satisfy your sweet tooth craving. Other than that, they also hired agents to help increase their sales and for the products to be known widely. Agents are responsible for advertising the products and selling them.

### Baking class fee

Flour Crown Bakery also offers baking classes and consultations. The baking consultation comes in two packages, with the first costing RM 3000 for three days and five in-depth recipes for five teaching staff, and the second costing RM 1500 for two days and seven in-depth recipes. Participants in the baking class include both adults and children. For consultation, the owner of Flour Crown would teach and consult with any cafes and bakeries interested in learning about the menus and products that Flour Crown makes and produces, as well as consult with the owners of local cafes and bakeries about the future of their business and how to manage production. This baking class fee can be one of the main revenue streams for the café.

### **4.1.6 Key Partners**

Key partners are the partnership that the business has with the other company, government or non-consumer organizations that allow the business model to function. Every business will have other parties they need to rely on for their expertise, labor, supply and other needs. These collaborations that Flour Crown will inevitably establish would be forces that will aid them to thrive in areas that would be impractical for the business to do on their own.

### Ingredients Supplier

The roles of suppliers in every business are to provide and fulfill the need and resources such as the raw material or other tools needed by the business. For Flour Crown, there are two major suppliers that provide raw material and also packaging boxes. For production purposes, the baking ingredients supplier SNF Cake Ingredient Sdn Bhd located at Alor Setar, Kedah is a notable supplier that supplies large quantities of the best quality raw material to the bakery and pastry businesses around Kedah. They also supply the material to the small and medium shops that sell baking ingredients in the specific area. Besides, Flour Crown prefers to supply raw material from SNF Cake Ingredient Sdn Bhd has a large scale and various types of ingredients so they can easily buy all raw materials from one supplier. Therefore, it will minimize the utility cost to purchase the raw material such as vehicle cost or delivery cost.

### Packaging Supplier

As for packaging boxes, SNF Cake Ingredient Sdn Bhd also supplied packaging material along with Yonhin Alor Setar to Flour Crown. Both of these suppliers are offering the best prices with attractive reasonable discounts and credit terms for the packaging boxes to Flour Crown as long as Flour Crown keeps buying the packaging material from them. The mutual agreement brought win-win situations that are beneficial for both parties as the businesses can gain profit and resources from each other. This has been the most common form of relationship that implies that Flour Crown has a trustworthy source of suppliers. According to the owner, they also have several different suppliers for certain materials due to different types of material needed in the production process but these two are the main suppliers. One of the reasons they buy the materials from various suppliers for raw material and packaging is because they are focusing on maintaining the consistency of the product and to prevent any damage by producing it from the best material for each product and keeping and delivering it in secured packaging.

### Agents

Based on the website, the agents are staying and would make delivery in 3 different states which is Pulau Pinang, Kedah and also Perlis. There are no delivery days and time mentions on the website hence there are two agents that specifically stated the days for delivery. As the Four Crown are not opening their second branches therefore recruiting and hiring agents could help in enlarging their business and gain customer loyalty outside their physical store that are located in Jitra, Kedah. This buy-in tactic might build the confidence of the owner to open up new branches as she establishes the customer base in that particular area.

### Shopee and FoodPanda

Shopee and FoodPanda are well-known online platforms for selling products. These platforms act as middlemen in the business. They are providing opportunity to the sellers and as a result of successful transactions between the sellers and end users or customers, the sellers are required to pay a certain percentage from the total profit gain from the sale. As effective and user friendly this kind of online platform is, they also have pros and cons. Usually online platforms charge a huge percentage to the seller for their services in providing the platform, thus, sometimes sellers fail to roll the profit when using online platforms because they only gain a small amount of profit after they deduct the cost. For Flour Crown, their physical store

sold more than on online platforms. They also have another alternative where they also have their own runner. Using Shopee and FoodPanda are one of the methods to provide their customers an option to choose in order to make their products more accessible compared to their rival.

#### **4.1.7 Key Activities**

All actions taken in the course of making a company go smoothly from the very beginning before the product hits the customers are key activities, or we can actually say that key activities are any activities that your business participates in for the primary purpose of making a profit. Key activities are specifically linked to the value proposition as it was performed to deliver customers the product at the end. It is also considered as the strategic planning for the company in order to accomplish its goals effectively. For Flour Crown, their key activities are sales and production, baking class and consultation, finance and marketing.

##### Sales and Production of Cakes and Pastries

Flour Crown is a business that mainly operates to sell cakes and pastries products to the customer so the main key activities in Flour Crown are definitely sales and production of cakes and pastries. The staff are divided into different roles and five of them are bakers. Flour Crown's bakers tasks and duties are to develop new recipes and improvise their existing recipe as they sell perishable goods therefore the bakers keep innovating the recipe to maintain the quality of the cakes and pastries. The daily tasks as a baker in Flour Crown, they are required to bake cakes and pastries for daily sales in physical stores. The variety of menus offered by Flour Crown is one of the factors that influence the owner to recruit five bakers to ensure they meet the demand and target sales. Usually, the quality and quantity of the production influence the number of sales made. Therefore, Flour Crown conducts quality checks on all the material provided by the supplier and often conducts food tasting. The products that meet the required quality and taste are going to be put on sale. This process is needed to minimize the possibility of selling low quality products to the customer and avoiding any problems in the future including bearing the damage cost to refund the customer and wasting the resources.

##### Marketing

As the process of making the cakes and pastries are still in progress, the marketing activities such as promoting and advertising the business should also begin. The process of

promoting and advertising can be either costly or not. Flour Crown used social media to attract their potential customers. They use different platforms such as Instagram and Facebook to advertise their store. They also hire marketing executives to manage the marketing properly. Attracting customers through social media is easier with tempting and appealing advertising as it not only attracts the customer to engagement with the posting in the social media, it also encourages them to try the products and visit the store by themselves. Therefore, marketing is one of the key activities as promoting and advertising could influence the number of sales and affect the profit of the businesses. Flour Crown consistency in uploading their content and promoting through social media are actually a process of building and gaining customer trust as customers would feel more confident to buy from active sellers rather than the unknown one. The marketing process is hundred percent run by the management through their distribution channel as it can help in reducing various costs in promoting their product.

#### Administrative and Finance

These key activities are also important as they involve the internal management. Administrative links are linked with finance in terms of allocation of resources and profit gain. As it is regarding the management, therefore tracking the transaction and record keeping are important. In Flour Crown, they allocate the staff in order to manage the administrative and finance along with Human Resources. As this bakery is not operated in a huge physical store thus the management of administrative and finance are divided into small divisions in the business.

#### Baking Class and Consultation

Other than sales and production, the Flour Crown also open baking classes and consultations. The baking class participants are not only the adults but also the children. For consultation, the owner of Flour Crown would teach and gives baking consultation to any cafes and bakeries that are interested to learn regarding the menus and products that Flour Crown makes and produce along with consultation to the owner of the local cafes and bakeries about the future of their business and also on how to manage the production. The baking consultation has two different packages with a starting price of RM 3000 for 3 days with 5 in-depth recipes for 5 teaching staff and another package is RM 1500 for 2 days with 7 in-depth recipes. These baking classes give good exposure to the business as the participant and outsider will get familiar with the owner and her business.

#### **4.1.8 Key Resources**

Key resources are the building blocks describing the most important assets needed to make a business model work. Key resources are the assets of the company to support their business. It is the resources needed by value proposition and action to the activities so that good outcomes can be made. Key resources are very important as it is the strategic assets required to make business models work.

##### Intellectual resources: Recipe

Businesses often recognize brand, patents, copyrights, partnerships and customer databases as intellectual recipes. In the food and beverages industry, recipes are included in this category. Thus, it is important to secure the original recipe as the businesses valued it. Besides, Flour Crown improvises their recipe to ensure they can always serve the quality products to their customers. Sure there are a lot of recipes for cakes, breads and pastries but Flour Crown innovating the recipe to maintain the desired textures and matching it with the demand of their customer. As for now, Flour Crown has more than 30 menus that they sell daily through their physical store and delivery service straight from their store. Therefore, the recipe is keeping their exclusiveness and added value that differentiate their bakery with their closest rival in the same industry.

##### Financial Resources

In running the business, the business must have financial capital to cover the cost in operating their business or to finance the business. Flour Crown was known as Aifaa Cakes & Bakery Enterprise in 2015 before the owner changed the name to Flour Crown Baking Studio. In 2019, the owner rented out a shop and did a small renovation with the start up capital of RM 20 000. It was funded by herself and was supported by her parents. As she started small thus, she is not bound to any liability as her business was originally established using her own savings. The owner decides to use her own money instead of using a loan as it takes time to settle the debt. The owner of the business that is funded by a bank loan has a higher risk of experiencing bankruptcy if they fail to manage their finances wisely. In certain situations, the bank rates are not fixed, thus when the central bank announces an increase in policy rate, the borrower is entitled to pay more than the amount that the borrower usually paid monthly.

### Physical Resources: Machines and Equipment

From 2015 to 2022 Flour Crown has been striving successfully through time, they have acquired few valuable physical resources especially the machines and equipment for the production process to bake cakes and pastries. As she still rents the store, therefore Flour Crown cannot recognize the store as their physical resources. Few valuable machines and equipment are high capacity oven, chiller and steamer, general purpose mixer and dough molder and roller. They also have various kitchen equipment that are being used daily to bake all cakes and pastries for day to day sales. As they also open physical stores therefore the facilities and equipment in the store such as tables and chairs are also the physical resources owned by the business.

### Human Resources: Employee and Staff

The resources can be categorized in four main categories and one of them is human resources which is employee and staff. Talent is one of the most valuable resources as they keep the business operating and can produce quality products. All enterprises need human resources, the same goes to Flour Crown. Without human resources or labor, production could not be run. Flour Crown is being operated by 10 people with different departments and roles. As the bakery's most important key activities are selling and producing cakes and pastries, therefore bakers are the most valuable human resources in order the business will affect the business as a whole without them. As the employees are considered assets, Flour Crown are providing their employee with relevant compensation and benefits to retain their employee.

### **4.1.9 Cost Structure**

The cost structure is meant by the cost for operating the business. It mapped out the key resources and key activities to cost in ensuring the fiscal is aligned with the value proposition. From this block, the major cost driven and link to the revenue are able to be identified so companies could manage their money to be adequate for all needs. Flour Crown cost structure consists of cost of raw material, packaging material, salary and wages, utilities cost, machinery and equipment and lastly vehicle and delivery cost. There is no advertising cost included because Flour Crown uses social media as their platform to advertise and promote the business.

## Raw Materials

Cost of raw material for each product is different. As the Flour Crown has over 30 menus therefore there is no cost structure for raw material that has been specifically mentioned by the owner of Flour Crown. The raw materials are mainly supplied by SNF Cake Ingredient Sdn Bhd as the company can supply most ingredients needed for baking. Other than SNF Cake Ingredients supplying most of the material to the Flour Crown, they also offered discount prices to Flour Crown and buying material from them can help Flour Crown to cut the cost as all ingredients are delivered from one place directly to the store. In certain circumstances where the ingredients cannot be supplied by them or the calculated cost is slightly higher if the materials are supplied from SNF Cake Ingredients, Flour Crown will buy the raw material with other suppliers that offer best quality raw material with best prices.

## Packaging Material

Packaging materials are included in the cost structure as the cost of packaging are materiality for the business. The cost for each box depends on the size of the box. For cakes the common inch of cakes requested and bought by the customer is 8 to 9 inches. One packaging box can cost around RM 3 to RM 5 depending on the types and sizes of the box. SNF Cake Ingredient Sdn Bhd supplying the packaging material to the Flour Crown along with other suppliers which is Yonhin Alor Setar. Best prices with discount offers and reasonable credit terms influence the owner of Flour Crown to buy the packaging material from both suppliers.

## Physical Assets: Machinery and Equipment

The owner started her business without any physical store and in 2019 she managed to rent the places in order to operate her business more efficiently. Apart from using financial capital to buy raw material, the capital is also used to buy the physical assets in order to ensure the raw materials are fully allocated without any wastage. To acquire the physical assets such as machinery and equipment, Flour Crown invests huge amounts of money from time to time to equip the store with the best machines and equipment. There are few valuable physical assets, especially the machinery and equipment for the production process to bake cakes and pastries. A business is being operated using the machinery as it is being used in the process of producing the products such as for the purpose of baking cakes and pastries. Few machines in the store are high capacity oven, chiller and steamer, general purpose mixer and dough molder



and roller. Equipment is divided into kitchen equipment and facilities and equipment in store used to serve the customer such as tables and chairs are also considered as physical assets owned by the business.

### Salary and Wages

Flour Crown has to pay for the workforce involved in its business. They have 10 employees working in the production as baker and kitchen assistant, sales administrative, and marketing and finance. The salary given to their workers is within RM 1500 up to RM 1800 per month. In the cost structure of Flour Crown, the salaries and wages to the staff and allowances paid to the internship student are the costs that are incurred in their cost structure as they are involved in operating all key activities of the Flour Crown. Without bakers and the other workers, the key activities of the business will not be fully implemented. As Flour Crown most important key activities are selling bread, cakes and pastries, so the bakers and kitchen assistants are responsible to bake daily products for sales and develop and improvise new and existing recipes so that the business can attract and retain new and loyal customers to try and keep buying from them. The costs incurred to pay the baker and kitchen assistant are slightly higher as they have 5 workers for those positions. They also accept intern students and pay them allowances of RM 400 for a month. This is one of the business alternatives in order to provide opportunity and chances for the student to learn and gain experience in real bakery and pastry stores.

### Utilities: Water, Electricity, Internet and Telephone Bills

In operating the business, utility prices such as electricity and water bills need to be considered in running the business. For companies that use electricity the most along with water in the baking process. Also water is being used for daily usage. As for the internet and telephone bills, it is being used as the medium to communicate with customer inquiries through calls and social media such as Instagram and Whatsapp. Other than that, the internet is used for online platforms which are Shopee and FoodPanda. Administrative and marketing staff often used the internet for updating the record and posting the advertising and promotion content as part of sales and marketing of the business to the customer. The roughly estimated total utilities bills for Flour Crown are around RM 800.

## Delivery Cost

To ensure that every product purchased by the customers can reach safely to them therefore runner and courier services are required. The cost for courier services will be funded by the customer but if there is a free shipping promotion on Shopee, the shipping cost will be paid or charged by Shopee to Flour Crown thus they are liable to pay a certain amount of money. The cost of delivery service will also differ depending on the type of courier preferred by the seller and for delivery to the peninsular and Sabah Sarawak. For each parcel less than 1 kg, the shipping cost is RM 8 for peninsular and RM 12 for Sabah and Sarawak. They also hire runners to deliver the products to Jitra, Changlun and Alor Setar. The payment amount to be paid to the runner is mutually agreed by the runner and Flour Crown. The charge depends on the area of delivery.

## 4.2 SWOT Analysis

|  |  |
|--|--|
| <b>Strength</b>  | <b>Weakness</b>  |
| <ul style="list-style-type: none"><li>● Variety menus of cakes and pastries</li><li>● Excellent customer service</li><li>● Stability in terms of financial and suppliers</li></ul> | <ul style="list-style-type: none"><li>● Overproduced cakes and pastries</li><li>● Staffing Weaknesses of a bakery</li><li>● Inconsistent taste of products</li></ul> |
| <b>● Opportunity</b>   | <b>Threat</b>  |
| <ul style="list-style-type: none"><li>● Opening new branches in Penang and Perlis</li><li>● Launching new develop menus</li><li>● Marketing Campaign involvement</li></ul>         | <ul style="list-style-type: none"><li>● Competition with local bakery in the same areas</li><li>● Economic recession leads to high prices</li></ul>                  |

## **5.0 FINDINGS AND DISCUSSIONS**

### **5.1 Findings**

#### **1. Overproduced cakes, pastries and other desserts.**

Cakes and pastries were being overproduced when this bakery first opened, which caused Puan Aifaa to run into difficulty with an abundance of these desserts. Puan Aifaa failed to regulate the number of cakes and pastries that needed to be made in a single day, which is why this occurred. Additionally, Puan Aifaa did not give her employees a limit for how many cakes they needed to make on a daily basis. Puan Aifaa simply tells her employees to produce and restock the cakes and pastries without regulating the right amount whenever there aren't enough left on the shelf. Puan Aifaa discovered there would always be an abundance of leftover cakes and pastries when closing time rolled around because this led to waste.

#### **2. Staffing Weaknesses of a bakery**

One of the numerous issues the bakery business model has is with its employees. Customers will not be able to ask inquiries regarding the products sold or the ingredients used to manufacture the bakery products if the workers are not skilled in the bakery industry. Customers will enquire about this since some people may be allergic to a particular ingredient, for instance, one person may be allergic to nuts. If the employee is unable to respond to such questions, it will lead to additional issues and the bakery losing customers and sales. Additionally, waste will result from workers lacking the basic skills required to produce bakery products. For instance, if the worker adds more flour than is specified, the cake will dry up and become impossible to sell which will result in waste.

#### **3. Inconsistent taste of products**

It is normal for a bakery or any shops that are involved in the food and beverages industry to have few bakers or chefs to bake or cook. Instead, it is more practical to have more than one to meet the demands and needs of every customer. Customer's loyalty mainly lies on the capability of the business in producing products that suit their taste, meet their expectations regarding the quality and all related services including customer care. Since Flour Crown has over 30 menus and few bakers, for that reason, sometimes they encounter the inconsistent taste of products. Inconsistent taste could affect the reputations of the bakery itself and naturally the

numbers of customers in the future. Mouth to mouth marketing is quite impactful so if the bakery produces the best products, they can surpass their competitor in their areas. As Flour Crown promotes their bakery through social media, getting positive feedback definitely will boost up their sales in terms of attracting new customers. The satisfaction gained by the customer will enhance them to recommend Flour Crown to their acquaintances.

## **5.2 Discussions**

### **1. Conserving cost of raw materials and ingredients**

Food waste is like throwing money away without even using it. Cost-cutting in the bakery must begin in the kitchen. Puan Aifaa must focus on ensuring the bakery kitchen has a list of all the products that the staff members are required to prepare for that day, together with the raw ingredients and their precise measurements. The total amount of cakes and pastries that must be produced in order to be sold on that day must also be determined by Puan Aifaa. Puan Aifaa will be able to prevent this by instructing her employees not to make an excessive number of cakes and pastries in a single day because doing so could result in waste and damage if buyers do not buy them. Additionally, Puan Aifaa may think about purchasing raw materials, such as milk, eggs, and butter from low-cost suppliers or requesting a discount from her current suppliers. Many manufacturers gladly offer discounts on their products to their devoted clients. Puan Aifaa can immediately reduce her prices for raw ingredients when she can purchase items at a discount. In order to always win their trust, Puan Aifaa always communicates with them and makes payments on time. These two things are equally crucial to keeping a positive connection with them. The benefit of reducing the cost of raw materials and ingredients is that Flour Crown can save money on them because they are purchased from reliable and consistent suppliers who offer discounts to loyal customers and who are aware that Flour Crown will always have a constant supply of these ingredients. However, Flour Crown will be completely reliant on this supplier for a longer period, but if this supplier encounters difficulties such as may not have the potential to continue providing these ingredients, Flour Crown will be in a difficult situation.

### **2. Provide training or baking class to employees.**

When Puan Aifaa hires a new employee for her bakery, she first trains them in the technique of preparing cakes and pastries. They will be trained by Puan Aifaa and under her close monitoring until they are adept at making cakes, pastries, and other confections. The purpose

of this training is to make employees who lack cake-making expertise more productive so that when they begin working later, they do not frequently make mistakes that could result in waste. Additionally, orders for a variety of events, including weddings, birthday parties, and even official events, are frequently placed through Puan Aifaa's bakery which is Flour Crown. Therefore, Puan Aifaa always wants to make sure that the products produced by her employees are always fresh, particularly cakes and pastries that use cream cheese and other desserts. If Puan Aifaa does not provide training to her new employee, the new employee might make mistakes like making the cake improperly or giving the customer a dessert that was too dry or hard. Customers will likely have a negative image of Puan Aifaa's business as a result, which could harm her business if they review Flour Crown Bakery negatively. The benefit of providing employees with training in advance is that it can boost performance, skills, and productivity in the bakery. The instruction offered by Puan Aifaa can help her employees become more knowledgeable and proficient in the area of baking cakes and pastries. Employee productivity can enhance as a result of improvement provided on by training, which in turn can help Flour Crown operate more profitably and efficiently. On the other side, if training is not provided to employees, they will not be able to do the responsibilities that are assigned to them. High employee turnover is a result of low employee morale caused by this. In addition, because low skilled employees cannot produce high-quality products for this bakery, it will result in disappointed customers. If other bakeries sell better-quality cakes and pastries, customers will go to those shops. Thus, the shift will result in a loss of consumers and even income for Flour Crown.

### 3. Dividing menus into group and rank based on the difficulty to produce

Flour Crown has more than 30 menus to be produced and baked by each baker. As they have been operating for such a long period, Flour Crown must have all the information to rank the products based on the difficulty to produce each product as they need different quantities of baking ingredients and different time to produce. Besides, each product required different techniques and processes to make. Sorting the products based on their rank can help the baker to prioritize in producing the most important products to bake first or to properly bake the most sensitive products that have complicated ingredients later. After sorting and ranking the products then dividing the products into groups that need the similar skills to produce so that it can be assigned to the most suited baker that fulfilled most of the skills. By doing so, Flour Crown can easily divide the task to meet the demands and needs of their customer. The cons

of diving the task is that not all bakers in Flour Crown can bake all difficult and complicated products that the Flour Crown serve in their menus. Therefore, the process of sorting and ranking the products is not giving a huge impact to Flour Crown but at least could help the baker to sort out which of the products in their menus needed more skills to bake or the products that need extra care in the baking process.

## **6.0 RECOMMENDATIONS**

### **1. Joining local events.**

There are now too many events held by various organizations to allow local vendors to advertise their products. *Pasar Kopi Sehari, Pesta Muda Mudi*, and so forth are a few examples. Due to the programs and activities that are conducted, including the sale of coffee drinks, foods and beverages, preloved items, accessories, and other items that are close to young people's hearts, such festivals draw the attention of the public, in particular young people from various places. This is a great chance for Flour Crown to participate in this event and raise the profile of its business. By providing information about the available desserts, Flour Crown can advertise its offerings to any present visitors. By doing this, Flour Crown will not only be able to entice those with a sweet tooth, but they will also be able to attract new customers and boost their sales.

### **2. Offer new products**

A business must occasionally tempt customers in order to get attention. Flour Crown can attempt something unique from the others if they use a new product or recipe that they have never tried and that is not yet available in other bakeries, but that attracts them and piques their curiosity. Additionally, it is now simpler than ever thanks to the abundance of products that blend well-known flavors with innovative and fascinating formulae. These days, you will not find items like donuts filled with variety of flavored creams, brownies that made with matcha powder, a giant chocolate chips cookies with unfamiliar flavors and toppings, grain bread, or buttery croissants filled with wonderful chocolate cream and hazelnuts being offered in bakeries, but they would make excellent products, nonetheless. Additionally, it might be an innovative idea to include whole-grain or gluten-free products that are suitable for a range of

diets. Surely it can draw more people to come to Flour Crown bakery to explore new products by providing something unique.

### 3. Being polite to all customers

Puan Aifaa and Flour Crown employees must learn how to communicate with each customer who comes to the bakery effectively if they are to improve sales. Learn more about their regular customers at the bakery, get to know them better, and discover their interests. Employees at Flour Crown ought to make an effort to build enduring bonds with customers. The best customer service is something that every customer will always remember. To show that they are interested in what consumers want, employees who work at the counter must politely welcome each customer and inquire about the products or services they are interested in. Your consumers will be even more appreciative of this kind of gesture at this time, which might be a wonderful welcome. Employees that are consistently cheerful, excited about their work, laid back, and good with people need to be hired by Puan Aifaa. The selection of the employees is crucial since they can have a significant impact on business sales and customer experience and satisfaction.

### 4. Assigning specific bakers for each products

In Flour Crown all bakers can bake almost all menus as they have basic knowledge in baking. Specifically assigned bakers for each product does not only help in standardizing the taste but also reduce the mistakes made as they are assigned for several products. The aim is to ensure that all products are produced with the same baking method including the amount of ingredients taken and the duration of time needed to bake are equal for each batch produced. Although Flour Crown conducts food tasting yet mistakes sometimes are unavoidable. Assigning specific products is not necessarily permanent, Flour Crown can rotate the assigned baker to other products for a certain period of time. This shifting process of rotating the bakers with specific products is to avoid the bakers from demotivating or being bored in producing the same products for long term. Limiting the time for shifting and assigning specific products will give sufficient time for each baker to master each product served in the bakery. In addition, it gives equal opportunity to the bakers to learn on how to produce different products.

## **7.0 CONCLUSION**

In completing this case study we have discovered a new point of view of business as an entrepreneur. Having enough information regarding the market through the company analysis can help the business to spot their own strength, weakness, opportunities and also the threat to the business. Thus, the business can make plans on how to improve and maintain their advantages. While Business Model Canvas can give clear vision and also whole ideas for the business to operate and manage the business.

To conclude, all the information including the findings and discussions of Flour Crown Baking Studio for our case study is that operating a business needs proper planning and strategy. Madam Aifaa started her business on a small scale as a home-bakery business until she finally succeeded in opening her own bakery shops in Jitra, Kedah. There must be ups and downs along the process of operating the business. In 2019, when a lot of businesses turned down and closed due to Covid 19, Flour Crown encountered few problems but managed to solve all the drawbacks and kept striving until now. Persistence and support from people around them are one of the keys for them to keep moving forward. Through this report, we have provided the overall information regarding Flour Crown including findings and discussion of the problems that arise in the business. The recommendations given are based on the business nature and after taking into consideration few aspects including the logical solutions.



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## 9.0 Appendices



Figure 1: Flour Crown's owner and staff

| Flour Crown Menu           |                   | NOVEMBER MENU              |         |
|----------------------------|-------------------|----------------------------|---------|
| <b>Croissant</b>           |                   | <b>Croffle</b>             |         |
| ORIGINAL .....             | RM7               | CROFFLE ORIGINAL .....     | RM7     |
| NUTELLA .....              | RM9               | CROFFLE TOPPING .....      | RM9     |
| KINDER BUENO .....         | RM9               | (NUTELLA, KINDER           |         |
| BISCOFF .....              | RM9               | BUENO, BISCOFF)            |         |
| PAIN AU CHOCOLATE.....     | RM8.90            | <b>Cakes</b>               |         |
| SAUSAGE ROLL .....         | RM10              | BURNT CHEESECAKE .....     | RM13.00 |
| CHEESY GARLIC SAUSAGE ..   | RM12              | ALMOND CREPE CAKE .....    | RM14.90 |
| SUPREME .....              | RM10              | COOKIE DOUGH CHEESECAKE    | RM14.40 |
| (NUTELLA/BISCOFF/PISTACHIO |                   | MOCHA HAZELNUT CAKE        | RM14.00 |
| /RED RUBY/KITKAT)          |                   | BISCOFF COFFEE CHEESECAKE  | RM14.90 |
| APPLE CRUMBLE DANISH       | RM10              | TORNADO CHEESECAKE BOX...  | RM17.00 |
| <b>Dessert</b>             |                   | BISCOFF CHEESECAKE BOX.... | RM18.00 |
| PAVLOVA 1pcs .....         | RM5.50            | <b>Special Day</b>         |         |
| CREAMPUFF 3pcs .....       | RM11              | FRIDAY (SAVOURY & NUTS)    |         |
| PEACH NAPOLEON .....       | RM15              | SATURDAY (BOMBOLONI)       |         |
| STRAWBERRY NAPOLEON        | RM15              | SUNDAY (DONUT RING)        |         |
| TIRAMISU .....             | RM18              |                            |         |
| CORNFLAKES CHOCOLATE PIE   | RM12              |                            |         |
| <b>Bread</b>               |                   |                            |         |
| KOREAN GARLIC BREAD        | RM10/ 2PCS        |                            |         |
| CINNAMON ROLL              | RM10/ 2PCS        |                            |         |
| (CHOCOLATE, CARAMEL,       |                   |                            |         |
| BISCOFF, OREO)             |                   |                            |         |
| PIZZA ROLL                 | RM6.50/ RM12 2PCS |                            |         |
| CHOCOLATE BABKA            | RM6.50            |                            |         |

Figure 2 : List of menus



Figure 3: Baking class and consultation



Figure 5: Cakes and Pastries



Figure 6: Mistakes and management handling issues

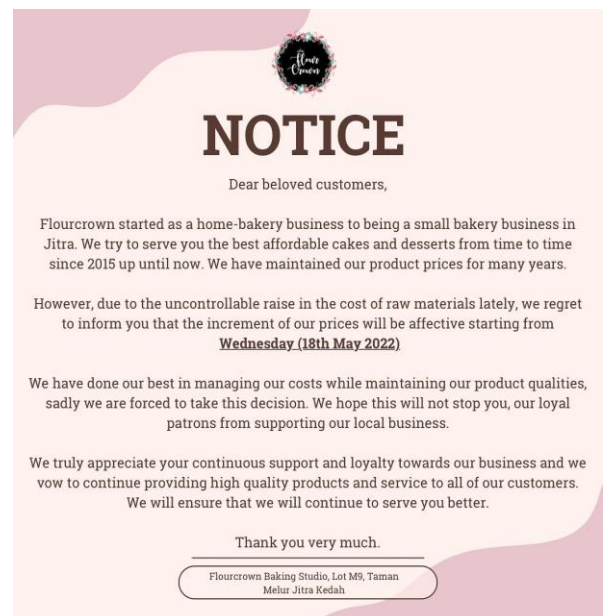


Figure 7: Threat economic recession