

Documents

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Makin Dirasa Makin Terasa: the case of Mamart Food

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Abstract

Learning outcome: At the end of this case study, students should be able to identify issues relating to the external and internal environment of a business; explain how traditional marketing differ to social media marketing strategy and how digital marketing could be applied for frozen food company, identify alternatives to address the production capacity issue and challenges of contract manufacturing; identify and discuss measures that a company could adopt to effectively manage the working capital; apply various business management tools, concepts and theories in different decision-making settings – tools or concepts such as Porter's five forces, SWOT analysis, PESTEL; and use analytical and logical skills through problem solving. Case overview/synopsis: This case presents Khir, CEO of Mamart Food, facing several challenges in the post Covid-19 pandemic. Mamart Food is a SME manufacturing company located in Peninsular Malaysia. It competes in a frozen food industry. The case highlights the turbulence which Khir had to face due to the production capacity issue. He had the dilemma of balancing between the opportunity to boost sales and the capacity to meet demand. The dilemma emerged during the Movement Control Order in place and was expected to continue in the post MCO period. Quite a number of frustrated stockists over the unmet demand have started to aggressively voice out their dissatisfaction. Seeing the growing number of complaints, Khir had to act fast. Being the CEO, Khir must resolve the tension between Suliana, the production manager and Hisham, the sales and marketing manager. Failing which, it could be detrimental to the survival of Mamart Food. The most effective strategy for Mamart Food therefore needs to be formulated immediately. Complexity academic level: This case is designed mainly for final year students in Accounting or Business undergraduate programmes. Supplementary materials: Teaching notes are available for educators only. Subject code: CSS 11: Strategy. © 2021, Emerald Publishing Limited.

Author Keywords

Human resource management; Organisational behaviour; Production/capacity planning; Small and medium enterprises (SMEs); Small businesses; Strategic management/planning

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