Analyze One Issue Faced by The Company and Then Provide Relevant Solution

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ABSTRACT

This report is about a study on analyzing one issue faced by the company and provide some relevant recommendations to solve the problem. The company we chose is Kopitan Classic Penang Delight which is a well-known food and beverage chain business model in Malaysia.

Customers satisfaction is the most common and important criteria in any organization particularly in food industry. Due to the market competition, a company should always focus on the needs and wants of the target customers to ensure that the customers are satisfied with their product and services. The company should able to adapt the changes of the demand of customer in order to sustain in the market.

Besides focus on the external factor, the internal control is also vital to build a good reputation of company. The training of workers and their attitude gives an important impact on whether the customers are satisfied with the service provided by the company. The well management of an organization can attract more customers and contribute to a higher profit.

There is some methodology employed in this research. The main issue faced by the company is illustrated in the results of analysis and finding. After identifying the issue, a few steps are recommended so that the company can apply to overcome it.

1.0 Introduction of company

Kopitan Classic Penang is operated in a shop pattern that presents a nostalgic style and concept. Our hygienic environment, tasteful furnishings and wide range of food and drinks with local characteristics earn the support of customers. Kopitan Classic Penang is a brand of multi-ethnic food as well as an eatery that helps promote Malaysia delicacies.

Kopitan Classic Penang Delight present central kitchen is setup at Taman Sri Rambai, Bukit Mertajam as a backup for the cooking of delicacies. It is well-equipped with aiming others a storeroom and a medium-sized freezer while there are a few dozens of workers who help prepare fresh ingredients to be delivered to all the outlets under highly hygienic environment. For future development and expansion, Kopitan Classic Penang Delight are vigorously preparing for the construction of a new large central kitchen at the industrial area in Bukit Mertajam, built on a 2-acre purchased land scheduled to be completed in 2013.

As they have been awarded HALAL accreditation, we ensure that all our food prepared in compliance with the HALAL and hygienic requirements. Preparations of ingredients for a few dozen of food are carried out every day in the kitchen. When the ingredients are made into
semi-finished products, they will be sent to the outlets by our vans for our consumer to enjoy our daily fresh food.

Kopitan Classic Penang Delight is now poised to advance into central and southern zones in Malaysia. They aim to transform themselves from a regional brand to a national brand. They wish to effectively implement the system and expand their business by duplicating our shops one after another with the joint efforts of their professional personnel and resources.

The main customer group focused by Kopitan Classic Penang Delight is at the large customer group of “family type”. However, they also not neglecting the needs of other customers groups. They provide different series of options to meet their needs.

2.0 Background of Company

2.1 Product/ Service

Kopitan Classic Penang Delight is a well-known food and beverages chain business brand in Malaysia. It is also a local successful business model in food and beverages that sells food and drinks widely accepted by various ethnic groups and win public acclaim. The successful food and beverages chain business brand was founded in 2006 in Penang, Malaysia.

Kopitan Classic Penang Delight is a brand of foods and drinks of great potential of development. It is a brand that is representatives of Malaysian multi-ethnic food as well as eatery that is given public recognition. It is also a representative’s brand that help promote Malaysia delicacies such as Nasi Lemak, Laksa, Cendol and many more which represent the specialty of Malaysia food.

After years of efforts, we managed to open 20 outlets in northern Malaysia and received wide acclaim. The 20 outlets are located at Taiping in Perak, Penang, Bukit Mertajam, Butterworth and Sungai Petani in Kedah. Kopitan Classic Penang Delight has established its own central kitchen in the supply chain as a backup for the cooking of delicacies bringing the whole food supply perfection and ensuring there are daily fresh delicacies for customers.

2.2 Market opportunity analysis

Kopitan Classic Penang Delights need to identifying future opportunities for the company. A marketing opportunity analysis identify the financial capabilities, available technology and the company’s competitive readiness to act. This able to make the company more understand their customers want, identify new target markets and identify the company competitive advantage.

First, Kopitan Classic Penang Delights had built their target market. The main customer group focused by Kopitan Classic Penang Delight is at the large customer group of “family type”. However, they also not neglecting the needs of other customers groups. They provide different series of foods and drinks for their options and to meet their needs. By identifying a target market, they can know what the potential customers is looking for and what they really need.

Besides, Kopitan Classic Penang Delight need to know what businesses they are competing with and know their products inside and out. Comparative the product that you are offering by their product mix. They can also identify the relative strengths and weaknesses of the products from your customers point of view. For example, they can compare themselves with Oldtown White Coffee to enhance themselves.

In the face of more and more competition from catering companies, Kopitan Classic Penang Delight should maintain its better quality and reasonable price compare to other competitors. This helps to maintain a comparative advantage among the same industry. At
the same time, Kopitan Classic Penang Delight should cooperate with some companies, such as Grabpay, Wechatpay or Maybank QRpay to expand its market opportunities. In these cooperative companies, by spending in Kopitan Classic Penang Delight using those apps, you will get corresponding coupons, which you can buy food at a certain price and use them in the corresponding period.

2.3 Business Environment

Next, they have to identify what's currently happening in the business environment. The business environment includes factors such as political environment, technological developments, social environment and economic environment.

First, the political environment of business refers to the political or government actions that impact business operations. It could introduce the risk factor that could affect the profitability of the company. The political environment could change as a result of the actions and policies of the local and federal government. The change of policies would affect the operation of Kopitan Classic Penang Delight such as the change of policy from GST to SST.

From the perspectives of economic environment, the income of customers is the most important factor to affect the ability of their spending. Besides, the rise of prices without a corresponding increase in wages or inflation will result in a lower purchasing power of consumers. Recession is a period of economic activity when the fall of income, production and employment. This causes the demand for products and services are reduced. The profit report shows that the business sales of Kopitan Classic Penang Delight is always affected by those economic factors.

Technology environment is also affecting the operation of Kopitan Classic Penang Delight. Technology is helping businesses grow at a much faster rate than when technology is not available. They help in increasing sales and generating more revenue. For example, Kopitan Classic Penang Delight publicized their promotions or new recipes on social media which gives a great impact on attracting new customers and maintaining old customers.

Recently, the society is continually changing. For example, the tastes and fashion in the market. There are some social factors which impact customer needs and size of markets includes lifestyles, buying habits, education level, emphasis on safety, religion and beliefs, health consciousness, sex distribution, average disposable income level, social classes, family size and structure and population growth rate. The social aspect focuses on the forces and change within the society. Family, friends, colleagues, neighbours and the media are social factors. Our attitudes, opinions and interests can be affected due to those factors. Eventually, it will have great impact on the sales of product and revenues earned.

Methodology

Methodology refers to the methods used to help us in completing this project. Various type of methodologies had been used to support some facts and research of our project. Hence, the methodology proposed in this research is composed with some searching information and sources from Internet, which information is supported by the fact of previous research team and some components from company’s website.

Besides, phone interview and face-to-face interview were used as qualitative tool that allow us to get more details about the company and their issues. In this way, reader will have a clearer image about Kopitan Classic Penang Delight’s marketing strategy and issue faced by the company.

3.0 Justification Idea

Kopitan Classic Penang Delight was founded on 2016, in Penang. After years of efforts, they manage to open 20 outlets in northern Malaysia. Thus, the company need to hire a lot of employees with different level included branch manager, chef, kitchen crew, bar tender, waiter and waitress to help them in operations. In order to provide a standardized services and food,
a consistent training programme towards their employees is a must to make sure the services provided from different branches gives the same quality and fulfil the company’s standard.

As what the manager of Kopitan Classic Penang Delight said, employees’ performance is vital for one organization to develop and sustain in the market especially for food service industry. This is because employees are the one who directly contact with the customers when customers patronise the restaurant. The attitudes of employee are undeniably the main factor to determine whether the customers will visit the restaurant again. Consequently, the reputation and profitability of the company are also influenced.

The organizational efficiency and effectiveness can be achieved through the high energetic of the employees. Efficiency is the relationship between input and output. When the less input is required to produce an output or when a similar quantity of input could produce more output, an organization is deemed more efficient than another. However, in a food service industry, employee performances such as high productivity level is the only way to show the efficiency and effectiveness of a company’s service. Effectiveness is the ability of an organization to achieve its set of goals. It is important that the organization can achieve its goals in order to increase the sale and the reputation.

From the other perspectives, another consideration in training and development is that who is the one delivers the program of learning and development. Kopitan Classic can choose either rely on internal knowledge and expertise who has the advantages of being fully under the organization’s control and near its business niche or should they opt for external trainers, who will bring their own experience, skills and new concepts. It is depending on the nature of training requirements needed by Kopitan Classic. You will be much better off deploying an internal asset at that time. However, bringing in external trainers is more cost effective.

While the training provided by Kopitan Classic Penang Delight is for the employees from 20 branches all around Malaysia, being consistent and producing the same learning outcomes from the same learning materials is another of the challenges faced in training and development. If you rely on external trainers for some delivery, it’s hard to ensure that teaching styles and expertise are universally consistent.

Any of the training program provided by Kopitan Classic would not give a positive impact if the employees involved is not fully engaged with the learning platform. This is because the trainee either cannot understand the objectives or identify the relevance of the training to him or her. The mode of delivery feels stale and uninteresting are some of the reason. The employees themselves need to find it useful and interesting to attend the training, otherwise it is just a waste of time and resources. Kopitan Classic also need to collect feedback from the employees involved in the training program to monitor the effectiveness of having the training program. Employees are also welcomed to contribute some advices or opinions in order to improve the quality of training.

The top management of the Kopitan Classic Penang Delight should always control the standard and high quality of the food and beverage in every franchise. Therefore, employee training is the must in food industry. However, Kopitan Classic Penang Delight insufficient employee training that may cause the evolution of the business. For example, the quality of food in Queensbay Mall better than in Beach Street. It can down the reputation of the company.

Employees who didn’t receive enough training may face the difficulty in meeting the performance standard. They need more time to learn themselves by trial and error and this negatively impact the entire business. In hiring the new staff doesn’t guarantee the employee is going to be good fit to the organization. Therefore, the training and offer education are the must for the new and old employee to improve their knowledge.

Training is the step to enhance the skill and the knowledge towards the organization. It can prepare employees to meet the varying and challenging needs of the job. It can also train the employee’s soft skill and communication skill when treat the customers. The rate of
absenteeism and turnover can be minimized because the employee can feel their importance to the organization.

On top of that, the employee will get the better job satisfaction. The ongoing employee training can update skill of the employees and more motivate employee to work hard for the company. A well-trained employee usually produces the better productivity and higher quality work output compare to those untrained employees. An increase in productivity helps in increase both quality and quantity of the output.

There are some of the example of the Kopitan can take in employee training program. Firstly, identify the training need. In the Kopitan, the communication skills and observant skill should be trained. A good customer service is the main priority to the Kopitan. Next, prepare the trainer. Trainer must able to teach and spread the main information to the trainee. While the trainee should remain active and participant in every section. On top of that, explain and demonstrate the operations. The trainer must have the clear operation of the organization in order to ease the explanation to the employee especially new employee. Besides, follow up and feedback. The trainee advised to give the feedback regarding the training program so that the organization can make adjustment.

The importance of hiring and training the right employees are the key successful restaurant in the market. But the problem happened is the company hire the wrong person and have a high rate of turnover. The company’s current and future customer can be damaged if the employees are incompetent. Therefore, the company should focus on the quality of the employee and automatically it can reduce the costs over time and enhance the customer service experience. The human resource department should pay attention when hiring the staff so that the employee is suit to the job.

Once hired, it is essential to provide the training to the new staff and the knowledge of the operation of the company. Motivate and inspire them as always. For instant, it can train them on how to manage when face any situation either good or bad. The goals and the restaurant’s unique concept can be achieved through their enthusiastic. A solid management structure is the must so that everyone is knowing their responsibilities. Management team should always commit and motivational in running the business.

4.0 Idea application

Kopitan Classic Penang Delight is a well-known food and beverages chain business brand in Malaysia. The successful food and beverages chain business brand was founded in 2006 in Penang, Malaysia. Kopitan Classic Penang Delight is a brand of foods and drinks of great potential of development. It is a brand that is representatives of Malaysian multi-ethnic food as well as eatery that is given public recognition. They achieved 20 outlets in northern Malaysia and received wide acclaim. The 20 outlets are located at Taiping in Perak, Penang, Bukit Mertajam, Butterworth and Sungai Petani in Kedah. Kopitan Classic Penang Delight has established its own central kitchen in the supply chain as a backup for the cooking of delicacies bringing the whole food supply perfection and ensuring there are daily fresh delicacies for customers. Thus, the company need to hire a lot of employees with different level included branch manager, chef, kitchen crew, bar tender, waiter and waitress to help them in operations. In order to provide a standardized services and food, a consistent training program towards their employees is a must to make sure the services provided from different branches gives the same quality and fulfil the company’s standard.

Employees’ performance is vital for one organization to develop and sustain in the market especially for food service industry. The attitudes of employee are undeniably the main factor to determine whether the customers will visit the restaurant again. Consequently, the reputation and profitability of the company are also been affected. As Kopitan will make it compulsory for our employees to attend on training every 3 months. The training provided to employees by Kopitan Classic need to emphasize on improving the knowledge about hospitality. The waiter and waitresses need to be trained on how to serve the customers and how to deal with the customers. Employees’ attitude is also a crucial part as waiter and waitress are
the one who directly interact with the customers. The primary goal of our restaurant is that employees is trained to provide the excellent service to patrons. They need to be in friendly manner all the time and act professionally if any issues rise with customers. First impressions are important. Poor customer service will break the credibility of the company. Although the food is outstanding, the table settings exquisite and the atmosphere are delightful, but if the service is bad, customers will remember and may not patronize anymore. The success of the restaurant is where the customer wants to come again and again. Therefore, the entire management team and staff plays an important role where should be dedicated to your customer’s well-being. The contact with the customers should make the customers feel welcoming and pleasant. If they weren’t greeted when they walked in and when they left, they might mention it in an online review. Online reviews are consistently important to your success as the grow of the technology.

Effectiveness is the ability of an organization to achieve its set of goals. It is important that the organization can achieve its goals in order to increase the sale and the reputation. The organizational efficiency and effectiveness can be achieved through the high energetic of the employees. Efficiency is the relationship between input and output. When the less input is required to produce an output or when a similar quantity of input could produce more output, an organization is deemed more efficient than another. However, in a food service industry, employee performances such as high productivity level is the only way to show the efficiency and effectiveness of a company’s service. For example, Kopitan is more efficient if its employee takes 5 minutes to clean the table as opposed to another restaurant whose employee take 10 minutes. When the workers are more efficient in doing their work, there will be no issues on the delay of serving of foods and beverages to customers. Training on cooking skills will be provided to all the chefs to help them master the way of cooking all the recipes on the menu of Kopitan Classic. Besides, For the chefs, they need to hold the belief that always guarantee the food hygiene and the standard. If they possess a good experience on preparing each of the food serving to customers, there would be no argument on the quality of foods. As a result, the complaint received from customers would be reduced.

There is different level of employees in the company need to be identified before providing training and development to employees. Some of the employees had worked for many years in Kopitan Classic Penang Delight. After that, a senior manager needs to vary from a newly onboarded team employee. This is to prevent providing inappropriate training which leads to a high cost of training but no improvement in the employee’s performance. The usual response is to provide training when performance problem arises. Training can be the quick reaction without taking more time to identify the root cause of the problem.

The person that delivers the program of learning and development is also another consideration in training and development. Before making the training compulsory to all the employees, the management team need to make decision wisely on what is the best for their employees. Training is an investment that must show returns but sometimes it is hard to see the actual impact of training. The result can be only seeing at the end of the training from the participant’s reaction through the evaluation form. The manager would like to see the increase on the productivity and sales. Decrease in error, customer complaints, accidents and down time are the good result of the training.

While the training provided by Kopitan Classic Penang Delight is for the employees from 20 branches all around Malaysia, being consistent and producing the same learning outcomes from the same learning materials is another of the challenges faced in training and development. If you rely on external trainers for some delivery, it’s hard to ensure that teaching styles and expertise are universally consistent. In this circumstance, a clear and unambiguous syllabus must develop in learning material. Considering that majority of your learning and development will be online, consideration should be given to creating standardized training modules. A consistent training will ensure that the employees are performing the same pattern of service and the services provided would look standardized and professional.

Employees need to be fully engaged with the learning platform to make the training program provided by Kopitan Classic valuable. This is because the trainee either cannot
understand the objectives or identify the relevance of the training to him or her. The mode of delivery feels stale and uninteresting are some of the reason. There are two ways to solve this issue. Firstly, they can use a different of methods to deliver its learning objectives by creating a dynamic training portfolio. So, as mentioned above, use techniques such as microlearning, or use different audiovisual elements in your eLearning provision. However, it can be a more effective approach where to make the potential trainee as a stakeholder of the company in their own learning. The employee will feel that they have been involved in this development. The employees themselves need to find it useful and interesting to attend the training, otherwise it is just a waste of time and resources.

Lastly, employee is the asset to the company. Therefore, the manager should always protect the employee’s right. Employee Interest Training is a two-way process. Top management should provide the learning opportunities to their employee, but employees must show interest by participating. The test of learning is when staff internalize and apply new knowledge to their jobs. When employees fail to take responsibility for their own development, training fails. The HR department must engage employees before training is conducted and get to know the employee’s opinion and suggestion. They will show greater acceptance when the training objective is set based on their needs. Besides, provide a good learning environment is also vital where employees are encouraged to develop new skills, acquire knowledge and strive for self-development. Staff will not be motivated to upgrade their skills without management support. For example, provide time and resources such as meal and travel allowances for those employees participate in the training. The organization should conduct a regular follow-up after training so that the company can get the feedback.

5.0 Recommendations

Customer service organization like Kopitan Classic Penang Delight need to have the good management in internal and external control in order to meet the needs of the customer. Undeniably, some issues about employees’ training faced by Kopitan Classic need to be minimized and solved immediately.

Management of Kopitan Classic Penang Delight can offer training program in a weekly basis or monthly basis so that employee can always update their skills and knowledge regarding the service they provide to customer and their attitude towards the job. There are mainly two types of training: On job training and off job training. On job training means the coaching and guiding for employee on the skills and knowledge to perform their task within the workplace. Off job training means that employees are taken away from their workplace to other places for training or improvement of skills.

Employees’ on job training involved teaching employee in their actual workplace. Trainer can give immediate feedback and advices for their performance. Employees also can correct their mistake immediately. For Kopitan Classic Penang Delight, employees are trained in their restaurant how to take order from customer and serve the dishes with correct tone and facial expression. Some of them are trained as the cashier as well. They will be learning about the operating procedure for the restaurant as on job training. For example, they will learn the procedure of taking order, send order to chef, send order to cashier so that cashier can bill customer later, serving customer with their order and cleaning up after customer left.

On the other hand, off job training most likely for the employee to take some time off from the job and attend some training at other places. Such training programs likes talks on customers behaviour and how employees deal with them will educate employee to solve some customers issue in a good way. Trainer must use interesting ways to give the training to employees to grab their attention as the employee might be tired from working and not put attention in the talks. Trainer should use two-way communication to conduct the talks. For example, a seminar can be conducted by the trainer at ballroom of one of the hotels in Penang and ask the employee to attend the talks. The knowledges will be so helpful for employee in their workplace. Trainer could use some methods such as through games or Q&A session to bring employees go into the situation that might happen in their workplace.
Industry visit organised occasionally for the employee to visit and compare service provided by other restaurant would motivate employee to improve their skills and expose to some skills which they do not know before. This might also inspire employees to come out with some new ideas of services or operating procedures that will bring more satisfaction to customers and more efficient in using company’s resources. For example, manager of Kopitan Classic Penang Delight can bring their employees to other branches of Kopitan in other states or other restaurant such as Old Town White Coffee Berhad to have a look on their operating styles and services. Employees will learn which style of working is suitable and what kind of attitude will make customer feel good.

All the training has to apply to all the employees in the Kopitan Classic Penang Delight in constant basis in order to motivate and guide them all the way. Feedback should also be getting from employees in weekly basis to have an image of the effectiveness of the training and their comment about the training whether it is tiring or has good effect on them. Trainer and manager can work for better training after getting the feedback from employees. A training programme without feedback is useless and ineffective.

Apart from that, manager should also set goal and mission of Kopitan Classic Penang Delight, to let employees know what they have to achieve from their works. Achievement of certain target should be giving some compensation such as bonus or acknowledge certification to motivate other employees to achieve the same target and motivate the employee to continue hit the higher target. Without compensation, employees might less motivated to do the best for the company.

Appendix

This appendix contains a sample of the participant phone interviews. In this interview process, the line of questions was concerning of the operation of the company and activities carried out in the participant’s daily work.

Kopitan Classic Interview Script

**Interviewer**: Good evening sir, I am Sok Xuang, calling from Universiti Sains Malaysia. I am a second year accounting student. As we are having your company as our research company, I would like to make a phone interview about Kopitan Classic Penang Delight. Just wonder if you are available to answer a few questions now?

**Manager**: Good evening, Sok Xuang. Yes of course, I am willing to help.

**Interviewer**: Firstly, may I know is there any requirement needed to get employed by Kopitan Classic?

**Manager**: Basically, the age of the employees is required to be above 17 years old. To apply as a chef or kitchen crew, someone must have at least 1-year experience in food service industry. Those who have diploma or professional qualifications or seasoned experience in food industry will be given priority to the job.

**Interviewer**: I see. Can I know if Kopitan Classic will provide any training programme for the employee?

**Manager**: Yes, sure. Kopitan will make it compulsory for our employees to attend on training every 3 months. Training on cooking skills will be provided to all the chefs to help them master the way of cooking all the recipes on the menu of Kopitan Classic. All costs of training will be fully bear by the company. Besides, the waiters also will attend the classes about hospitality such as how to serve the customers and how to deal with the customers.

**Interviewer**: Can you explain to us about the vision and missions of Kopitan Classic?
Manager: Well, actually my francais do not have much vision and missions. Our main mission is to spread Kopitan Classic to the countries in the world such as Singapore and Brunei.

Interviewer: Can I know what has Kopitan Classic have achieved so far?

Manager: Kopitan Classic has managed to open almost 20 outlets in Malaysia and there are three outlets which are in Penang (In front of Universiti Sains Malaysia Sungai Dua’s gate, Queensbay Mall and well known at Beach Street). Customers satisfaction is the most important to boost up the profit, so we are always concern about the customer’s preference to enhance our menu and recipes.

Interviewer: What do you think are the important things that should consider in effort to improve customers satisfaction besides the quality of food?

Manager: Well, you are right to some extent. Food quality must always be in the first place. However, employees’ attitude is also a crucial part as waiter and waitress are the one who directly interact with the customers. The primary goal of our restaurant is that employees is trained to provide the excellent service to patrons. They need to be in friendly manner all the time and act professionally if any issues rise with customers. For the chefs, they need to hold the belief that always guarantee the food hygiene and the standard.

Interviewer: Is there any challenges faced by Kopitan Classic?

Manager: Yes sure. Before this our outlet did not have much Muslim customers because they curious with our food whether it is halal or non halal. But after we joined Halal Food Festival, we managed to get trusted by them. Besides, since there are various types of restaurants nearby, competition is undeniably a big challenge for us.

Interviewer: Wow! I have benefited a lot from this interview and I think that’s all I want to ask. I would like to express my gratitude again for your cooperation in this interview. Thanks a lot!

Manager: You are welcome. Good bye!

References


“Bill” Borges, Vui Yee Koon, Hung Kee Daisy Mui, Lin Dar Ong, Lee Peng Ng, Siok Inn


