

# Strategic Adaptation and Customer-Centric Growth in Malaysia's Catering Industry: A Case Study of Zai Sri Gemilang

**Abstract:** This study examines the growth trajectory of Zai Sri Gemilang, a family-run catering business that transformed into a leading premium catering brand in Malaysia's food and beverage (F&B) sector. Initially challenged by financial mismanagement, regulatory penalties, and low customer acquisition, the company faced further turbulence during the COVID-19 crisis, which disrupted the events industry. Through financial restructuring, operational scaling, digital repositioning, and structured business coaching—including mentorship support from RichWorks Consulting Group (RCG)—Zai Sri Gemilang achieved sustainable recovery and expansion.

Drawing on the frameworks of **Dynamic Capabilities** (Teece et al. 1997), **Service-Dominant Logic (SDL)** (Vargo & Lusch 2015), and **Customer Experience (CX)** (Bahariman et al., 2021; Aminudin et al., 2021), this study analyzes how the company developed adaptive capabilities, co-created value with clients, and differentiated itself in a competitive, crisis-prone market. The findings highlight three dimensions of transformation: (1) the ability to sense and seize opportunities by repositioning toward premium corporate and wedding events, (2) the embedding of customer-centric practices that emphasized personalization and seamless service delivery, and (3) the institutionalization of leadership and financial discipline to enable long-term growth.

The case demonstrates how SMEs in Malaysia's F&B sector can combine structured mentorship, customer experience innovation, and adaptive capabilities to achieve resilience and scale. This report provides practical insights for entrepreneurs, policymakers, and service-industry leaders seeking strategies to navigate uncertainty and build sustainable competitive advantage.

**Keywords:** *Catering industry, Malaysia F&B, SME transformation, Dynamic Capabilities, Service-Dominant Logic, Customer Experience, Crisis resilience, Event management, RichWorks Consulting Group, Strategic adaptation*

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## 1. Introduction

The food and beverage (F&B) industry represents one of the most dynamic sectors within Malaysia's service economy, contributing significantly to employment, consumer spending, and SME activity (SME Corp Malaysia, 2023). Within this sector, catering services play an increasingly vital role, particularly in weddings, corporate events, and government functions, where customer expectations for personalization, seamless execution, and premium experiences have risen steadily (Euromonitor International, 2023). Recent years, however, have underscored the vulnerability of the catering industry to financial mismanagement, regulatory oversight, and external shocks, with the COVID-19 pandemic serving as a critical disruption that halted large-scale gatherings and threatened business continuity across the events ecosystem (World Bank, 2020).

Amid these challenges, the trajectory of **Zai Sri Gemilang** offers a compelling case of SME transformation. Initially constrained by fragmented financial practices, regulatory penalties, and limited brand visibility, the family-run enterprise faced acute disruptions during the pandemic. Yet, through strategic restructuring, leadership development, and mentorship interventions, the company repositioned itself as a trusted premium catering provider. By 2024, Zai Sri Gemilang had achieved a cumulative revenue growth of 317%, expanded its operational capacity to deliver more than 600 events annually, and established a strong digital brand presence that reinforced both credibility and market reach.

From an academic perspective, this case study provides an opportunity to analyze SME resilience and service-based differentiation in Malaysia's F&B sector. The analysis is anchored in three theoretical frameworks. First, **Dynamic Capabilities** (Teece, Pisano & Shuen, 1997) highlight how organizations adapt and reconfigure resources in response to shifting environments. Second, **Service-Dominant Logic (SDL)** emphasizes co-creation of value through collaborative client engagement rather than transactional exchanges (Vargo & Lusch, 2015). Third, the **Customer Experience (CX) framework** underscores the importance of designing holistic, personalized service journeys that enhance trust and satisfaction in competitive service markets (Bahariman et al., 2021; Aminudin et al., 2021). Together, these perspectives provide a robust foundation for understanding how Zai Sri Gemilang navigated crisis conditions, leveraged mentorship support, and built long-term growth capacity.

This introduction situates the study within the broader context of Malaysia's service economy while underscoring the practical and theoretical significance of Zai Sri Gemilang's transformation. It also positions the case as a source of insights for entrepreneurs, consultants, and policymakers seeking to foster SME resilience, strategic adaptation, and customer-centric growth in F&B and related industries.

## 1.1 Research Objectives

The objectives of this study are to:

- Examine the transformation of Zai Sri Gemilang into a premium catering brand within Malaysia's F&B sector.
- Analyze how internal restructuring, customer-centric practices, and digital repositioning contributed to its growth trajectory.
- Analyze its growth using the frameworks of **Dynamic Capabilities**, **Service-Dominant Logic (SDL)**, and **Customer Experience (CX)**.
- Examine the role of structured mentorship, particularly guidance from RichWorks Consulting Group (RCG), in enabling resilience and scale.

## 1.2 Research Approach

This study employs a qualitative, exploratory case study design to examine the entrepreneurial growth and strategic transformation of Zai Sri Gemilang within Malaysia's catering industry. A case study approach is particularly suited for analyzing business model innovation and leadership adaptation in dynamic service-based sectors (Yin, 2018).

## 2. Literature Review

### 2.1 Dynamic Capabilities (DC)

Dynamic capabilities refer to an organization's ability to adapt, integrate, and reconfigure its resources and capabilities in response to changing market conditions and opportunities. It involves the capacity to sense and seize new opportunities, transform and reconfigure existing resources, and continuously learn and innovate. Dynamic capabilities are essential for organizations to thrive in dynamic and competitive environments. There are three key types of dynamic capabilities:

**Sensing Capabilities:** Sensing capabilities involve the ability to identify and recognize emerging market trends, customer needs, and competitive forces. It entails collecting and analyzing information from both internal and external sources to gain insights into changes and opportunities. Sensing capabilities enable organizations to be proactive and anticipate shifts in the market, allowing them to respond swiftly and effectively.

**Seizing Capabilities:** Seizing capabilities involve the ability to act on opportunities identified through sensing capabilities. It encompasses the organization's capacity to make strategic decisions, allocate resources, and seize market opportunities. Seizing capabilities involve taking calculated risks, pursuing innovation, and capitalizing on the organization's strengths to exploit identified opportunities.

**Transforming Capabilities:** Transforming capabilities focus on the organization's ability to transform and reconfigure its resources and capabilities to adapt to changing circumstances. This involves the willingness and ability to change existing structures, processes, and routines. Transforming capabilities enable organizations to realign their resources, integrate new technologies, and develop new capabilities to meet evolving market demands.

These dynamic capabilities are interconnected and reinforce each other. Sensing capabilities provide the foundation for identifying opportunities, which then require seizing capabilities to effectively capture those opportunities. Transforming capabilities are necessary for organizations to adapt and evolve their resources and capabilities to align with the changing environment.

In service industries like catering, dynamic capabilities manifest as operational flexibility (e.g., changing menu/format), logistical reconfiguration (e.g., staff rostering, vendor networks), and the ability to scale or downscale event capacity quickly. Scholars have extended the DC lens to include capabilities in digital adoption and supply-chain resilience—key elements for event-based organizations that must manage perishable inputs and tight lead times. Recent reviews continue to treat DC as the central lens for SME adaptation and supply chain resilience.



*Figure 1: The Dynamic Capabilities-based Framework of an Organization*

## 2.2 Service-Dominant Logic (SDL)

Service-Dominant logic (SDL) is a framework that has been increasingly influential in the field of **marketing and business strategy**. It represents a shift from traditional goods-centric view, where tangible products are the primary focus, to a service-centric view that sees service as the fundamental basis of exchange.

Service-Dominant Logic reframes value: rather than value being embedded in products, value is **co-created** through interactions between provider and customer (Vargo & Lusch; subsequent consolidations and reviews). SDL emphasizes operant resources (skills, knowledge) and service exchange as the primary basis of economic exchange, which is particularly relevant for experiential services such as catering and events where the “product” is an experience rather than a physical good.

In the context of weddings and corporate events, SDL implies that success depends on active collaboration between the client and service provider (co-designing menus, venue flow, guest experience). This co-creation elevates perceived value and provides opportunities for differentiation beyond price—an important pathway for premium positioning in crowded catering markets.

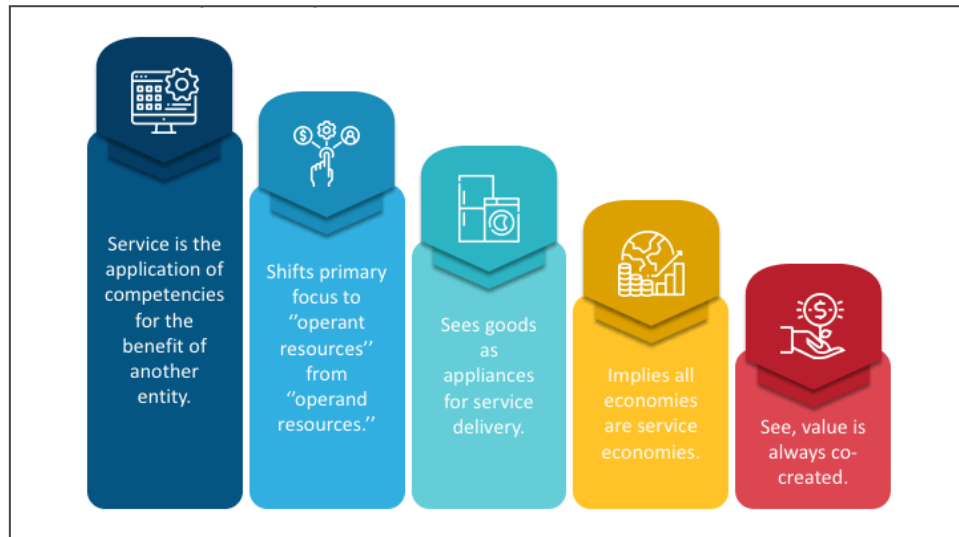


Figure 2: Service Dominant Logic - Essential Concepts & Components

## 2.3 Customer Experience (CX) and Service Quality

Customer Experience (CX) research focuses on designing and managing touchpoints to create memorable, seamless journeys that drive satisfaction, loyalty, and advocacy. In hospitality and event contexts, CX comprises pre-event communication, on-site execution (timeliness, staff professionalism, food quality), and post-event follow-up—each of which contributes to overall client satisfaction and repeat business. Empirical studies in Malaysia's hospitality sector show that service quality, staff responsiveness, and product features strongly influence customer satisfaction and repurchase intention—findings that are transferable to the catering and events space.

Managing CX is therefore not limited to a single service element; it requires systems, training, and measurement (e.g., feedback loops, Net Promoter Score, client journey mapping) to institutionalize consistent delivery—especially important for organizations aiming to scale monthly event volumes while maintaining premium standards.

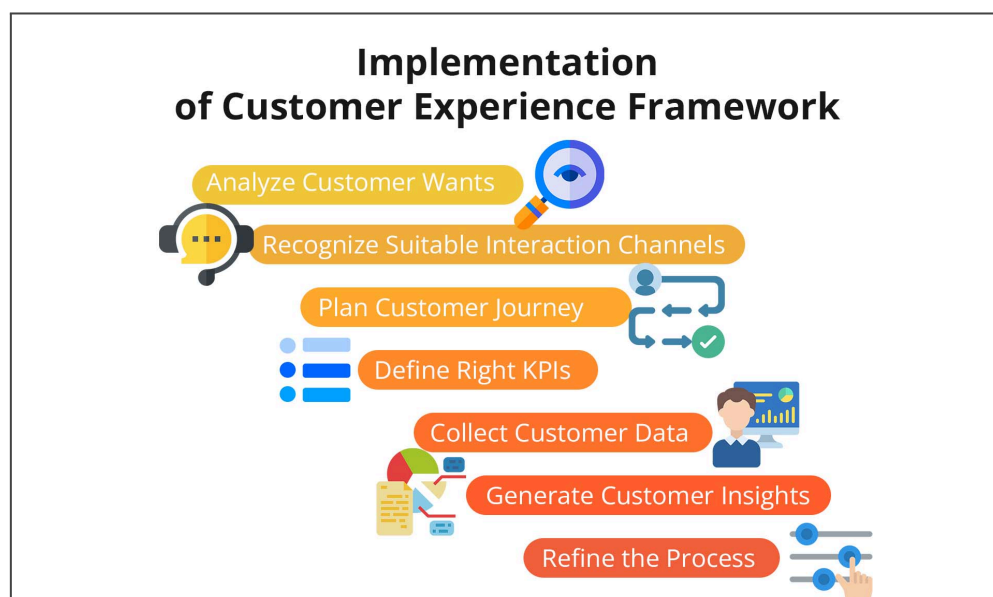


Figure 3: Customer Experience (CX) Framework

## **2.4 Crisis Resilience and SME Vulnerability (COVID-19 context)**

The COVID-19 pandemic exposed the vulnerability of event-based organizations to systemic shocks—lockdowns and social-distancing measures led to widespread cancellations and severe revenue contraction in 2020 (World Bank, Malaysia Economic Monitor 2020). Empirical surveys and country reports show that service organizations faced liquidity constraints, disrupted supply chains, and the need to pivot business models quickly to survive. Building crisis resilience thus requires both short-term responses (cost controls, pivoting services) and medium-term capability building (digital channels, contractual compliance, diversified revenue streams).

## **2.5 Integrating the Frameworks for Catering SMEs**

Combining Dynamic Capabilities, SDL, and CX provides a coherent theoretical lens for understanding catering organization transformation. Dynamic Capabilities explain how the organization reorganizes resources (operational redesign, financial restructuring) in response to shocks. SDL explains what the organization delivers when moving from commodity food provision to experience co-creation with clients. CX provides the tactical and managerial tools to design, measure, and institutionalize the client journey that underpins premium positioning. Together, these frameworks illuminate the mechanisms by which a family-run caterer can transition to a scalable, premium service provider that is both resilient and customer-centric.

The literature also indicates that external support—such as structured business coaching and mentorship—can accelerate capability building by providing frameworks, accountability, and access to managerial know-how. Mentorship therefore functions as a catalyzing input that helps SMEs build the DC routines, adopt SDL mindsets (customer co-creation), and implement CX systems necessary for scaling. (See empirical SME and mentorship literature and practice reports such as SME Corp. Malaysia).

# **3. Methodology**

This study adopts a qualitative case study approach, which is widely recognized as suitable for exploring complex organizational phenomena in real-world contexts (Yin, 2018). Case studies enable researchers to examine not only the outcomes of business transformation but also the processes, decisions, and contextual factors that shape them. Given the unique trajectory of Zai Sri Gemilang—from a family-run enterprise facing financial setbacks to a premium brand achieving over 317% cumulative growth—this approach provides rich insights into SME adaptation in Malaysia's catering industry.

## **3.1 Research Design**

The design of this study is exploratory and descriptive. It is exploratory in nature because it applies theoretical frameworks (Dynamic Capabilities, Service-Dominant Logic, and Customer Experience) to an SME case that has not yet been widely studied in academic literature. It is descriptive because it details the transformation phases of Zai Sri Gemilang, documenting both the challenges faced and the strategies implemented.

## 3.2 Data Collection

Primary data was obtained from company growth reports and **semi-structured interviews** with the company's founder shared through RichWorks Consulting Group (RCG), which provided first-hand insights into leadership decisions, financial restructuring, and mentorship interventions. Secondary data sources included:

- **Internal financial reports** (2021–2024)
- **Event Volume & Operational Capacity**
- **Brand Engagement Metrics** (e.g., Facebook)
- **Supplementary desk research** on Malaysia's catering and food services industry, covering consumer trends, digital adoption, and SME growth dynamics (SME Corp Malaysia, 2023; Euromonitor International, 2023).

To enhance validity, data from industry reports and academic studies were triangulated with company performance indicators. This ensured contextual alignment with broader F&B sector trends, particularly in relation to SME resilience and customer experience innovation (Creswell & Poth, 2018; World Bank, 2020).

## 3.3 Sampling

A **purposive single-case approach** was adopted, focusing on Zai Sri Gemilang as a representative example of SME transformation in a high-contact, customer-centric service industry. The company was selected due to its significant financial turnaround, operational scaling, and mentorship-driven growth trajectory.

## 3.4 Data Analysis

Data analysis followed a **thematic case study approach**, in which company performance data and industry insights were systematically mapped against the guiding theoretical frameworks. The process involved three steps:

1. **Descriptive analysis** of internal financial data (2021–2024), event capacity growth, and social media metrics to establish performance milestones.
2. **Thematic interpretation** of company transformation narratives (e.g., financial restructuring, brand repositioning, operational scaling) into categories of organizational adaptation, customer value creation, and resilience.
3. **Framework application**, where themes were interpreted through the lenses of Dynamic Capabilities, Service-Dominant Logic, and Customer Experience to generate theoretical insights.

This approach allowed for both descriptive clarity and analytical depth, ensuring that the company's growth journey was understood not only as a business success story but also as an academically grounded case of SME transformation.

### 3.5 Theoretical Frameworks

Three interrelated frameworks were employed to analyze Zai Sri Gemilang's transformation:

- **Dynamic Capabilities (Teece et al., 1997; Teece, 2018):** Applied to evaluate the organization's ability to sense market shifts, seize opportunities, and transform resources, particularly in response to crises such as COVID-19 and earlier financial mismanagement.
- **Service-Dominant Logic (Vargo & Lusch, 2015):** Used to frame the company's approach to value co-creation with clients, emphasizing personalized event experiences and collaborative service design.
- **Customer Experience (Bahariman et al., 2021; Aminudin et al., 2021):** Adopted to assess how Zai Sri Gemilang institutionalized customer-centric practices across the client journey, from pre-event planning to post-event satisfaction.

Together, these frameworks provided a comprehensive analytical lens that connected internal restructuring, external market positioning, and customer engagement strategies.

### 3.6 Ethical Considerations

All data utilized in this study was collected with **informed consent**. The founder of Zai Sri Gemilang voluntarily provided company-specific data and interview responses for our purposes. The data used in this study also originates from publicly available reports, including client growth analysis published by RichWorks Consulting Group (RCG) through our official platform, as well as secondary industry research. No confidential or proprietary company information was accessed. Academic references have been appropriately cited in line with ethical research practices (Creswell & Poth, 2018). The study ensures integrity by presenting findings transparently, contextualizing them within existing literature, and avoiding speculative interpretations beyond verified data.

## 4. Findings

### 4.1 Financial & Performance Growth

The financial transformation of Zai Sri Gemilang represents one of the most compelling aspects of its growth journey. In its early years, the company faced serious financial setbacks, including penalties amounting to nearly RM200,000 as a result of fragmented practices and weak compliance monitoring. These difficulties created not only cash flow strain but also reputational risks, limiting the organization's ability to scale sustainably.

In response, the leadership team embarked on a comprehensive **financial restructuring** initiative, introducing systematic budgeting processes, tighter cost controls, and compliance mechanisms. This restructuring provided the stability required to regain client confidence and reposition the business for growth. The results were striking: by 2022, revenue had expanded by **178.2%** relative to the 2021 baseline. The upward trend continued with **253.8% cumulative growth in 2023**, and by 2024, the company recorded **317.0% cumulative growth**.



Such performance reflects more than numerical improvement; it demonstrates the company’s ability to navigate financial turbulence and emerge stronger. This consistency signals operational discipline and adaptability in an industry prone to volatility. While these results are descriptive of financial health, they also suggest that the company was beginning to develop internal capacities to restructure and reconfigure its resources in line with market opportunities—an early reflection of adaptive business practices.

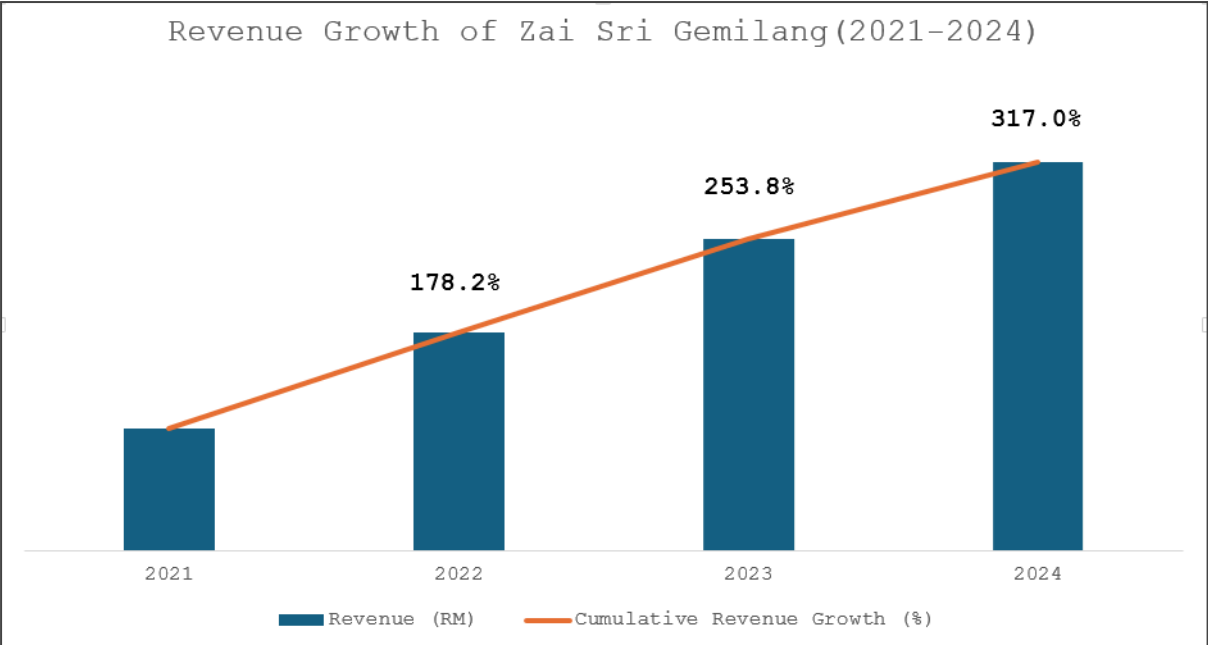


Figure 4: Revenue Growth of Zai Sri Gemilang (2021-2024)

4.2 Event Volume & Operational Capacity

Another important indicator of Zai Sri Gemilang’s growth lies in its operational scale. In its initial stages, the company managed only a small number of wedding events annually, often struggling with limited resources and informal systems. However, by 2024, the company was executing **more than 50 wedding events per month**, amounting to **600–650 events annually**.

This expansion required significant organizational adjustments. The company invested in **capacity-building measures**, including workforce training, vendor partnerships, and logistical improvements to manage higher volumes. Operational efficiency was enhanced by adopting structured planning systems, which allowed for seamless coordination of multiple events across different venues.

The ability to maintain service quality while scaling event volume reflects a critical organizational shift. Rather than treating each event as an isolated project, Zai Sri Gemilang developed **repeatable processes** while still preserving customization for high-value clients. This balance between standardization and personalization not only allowed for growth in capacity but also reinforced client trust. It highlights the importance of aligning internal systems with external expectations in a service-driven industry.

### 4.3 Brand Engagement & Market Presence

In parallel with financial and operational milestones, Zai Sri Gemilang focused on strengthening its brand presence. The catering industry in Malaysia is crowded, with established banquet halls, hotel catering divisions, and boutique players all competing for visibility. Against this backdrop, Zai Sri Gemilang pursued a **strategic brand repositioning** effort designed to highlight its strengths in handling high-profile and complex events.

A critical element of this strategy was digital engagement. By 2024, the company had grown its **Facebook following to 79.7k**, representing not only increased visibility but also deeper client interaction. Social media platforms became a channel for storytelling, where the company showcased event highlights, client testimonials, and behind-the-scenes content. This helped to cultivate trust and credibility, particularly with younger demographics and digitally active corporate clients.

The rise in digital engagement also supported customer acquisition. Potential clients were able to access a consistent narrative of professionalism and premium service, which reinforced the brand's positioning in the market. The investment in branding thus complemented operational growth, ensuring that demand kept pace with the company's expanding capacity.

### 4.4 Industry Positioning & Competitive Advantage

Finally, Zai Sri Gemilang's evolution can be understood in relation to its competitive environment. Malaysia's catering industry is increasingly shifting toward **experience-driven, premium offerings**, as clients demand curated, seamless, and aesthetically pleasing services for weddings and corporate events (Euromonitor International, 2023; SME Corp Malaysia, 2023).

Banquet halls and hotels typically emphasize convenience, offering clients integrated packages but often at the expense of personalization. Boutique catering firms, on the other hand, highlight creativity but may lack the resources to execute large-scale events. Zai Sri Gemilang differentiates itself by bridging this gap: it provides **customized solutions with the operational depth** to manage events of considerable size and importance.

This positioning reflects the company's ability to identify emerging client needs and align internal resources accordingly. By cultivating trust and demonstrating reliability in high-stakes settings, the firm has built a reputation that extends beyond traditional catering into premium event management. Its competitive advantage lies in combining **scale, personalization, and trustworthiness**, attributes that resonate strongly in an industry where reputation is a decisive factor for client acquisition.

## 5. Discussion and Analysis

The transformation of Zai Sri Gemilang can be better understood through the integration of three theoretical frameworks: **Dynamic Capabilities**, **Service-Dominant Logic**, and **Customer Experience**. Together, these perspectives provide a robust explanation of how the company moved from financial instability to becoming a premium catering provider with nationwide recognition.

## 5.1 Dynamic Capabilities and Organizational Adaptation

Zai Sri Gemilang's ability to recover from financial mismanagement and regulatory penalties illustrates the development of **dynamic capabilities**. The company demonstrated sensing capabilities by recognizing both the risks of its fragmented financial practices and the broader industry trend toward premium curated experiences. It then leveraged **seizing capabilities** by reallocating resources to strengthen compliance systems and adopt structured business frameworks, which allowed it to capture new market opportunities in high-value events. Finally, its **transforming capabilities** were evident in the reconfiguration of operations to scale from a few annual events to over 600 events annually by 2024.

These adaptive capabilities were not developed in isolation. Mentorship provided by **RichWorks Consulting Group (RCG)** acted as a catalyst in institutionalizing financial discipline and leadership decision-making. **RCG's guidance** helped translate sensing into actionable strategies, seizing into resource allocation, and transforming into long-term operational structures. In this way, the mentorship bridged the gap between recognizing opportunities and embedding practices for sustainable growth.

## 5.2 Service-Dominant Logic and Value Co-Creation

The company's repositioning also reflects principles of **Service-Dominant Logic (SDL)**, which emphasizes that value is not delivered unilaterally by the organization but **co-created with clients**. In the catering and events industry, client collaboration is central: menus, themes, and event execution are designed in partnership with customers. Zai Sri Gemilang's shift toward premium corporate and wedding clients required moving beyond transactional food provision to offering **curated experiences** tailored to client expectations.

By embracing co-creation, the company differentiated itself from banquet halls (which prioritize convenience) and boutique caterers (which emphasize creativity but lack scale). This SDL-driven approach allowed the company to attract higher-value clients who were seeking trust, reliability, and personalization. Here again, RCG's mentorship played a role in helping the leadership articulate brand positioning and embed structured marketing campaigns that communicated this co-creation value to the market.

## 5.3 Customer Experience and Client-Centric Differentiation

Zai Sri Gemilang's digital engagement, particularly its Facebook following of **79.7k**, highlights the role of **customer experience (CX)** in building trust and loyalty. Research in hospitality and services emphasizes that consistent experiences across client touchpoints — from pre-event consultations to execution and post-event follow-up — drive satisfaction and repeat business (Bahariman et al., 2021; Aminudin et al., 2021).

The company's ability to maintain quality while scaling event capacity demonstrates that CX was not compromised by volume growth. Instead, it was institutionalized through structured systems and trained personnel. The emphasis on **seamless, personalized journeys** further reinforced the company's competitive edge, ensuring that its premium positioning was supported by actual service delivery. Mentorship again provided support in embedding CX practices, guiding the leadership team to adopt digital storytelling and client-centric branding strategies that enhanced the customer journey.

## 5.4 Crisis Resilience and Mentorship as Catalyst

The COVID-19 pandemic posed a critical challenge to all event-based businesses, including Zai Sri Gemilang. Sudden cancellations disrupted revenue streams and threatened continuity. However, the company responded with agility by pivoting to digital optimization, event coaching, and leaner operations. This adaptability reflects not only dynamic capabilities but also **organizational resilience**, a trait often enhanced by external support structures.

**RCG's mentorship** during this period provided both strategic direction and psychological assurance to the leadership team. By emphasizing financial prudence, customer-centric innovation, and scenario planning, the mentorship framework enabled the company to weather immediate disruptions while laying the groundwork for long-term growth.

### Summary of Analysis

The integration of **Dynamic Capabilities, SDL, and CX** demonstrates how Zai Sri Gemilang's transformation was not accidental but the result of deliberate strategic adaptation. Dynamic Capabilities explain *how* the company restructured internally; SDL explains *what* differentiated value it created with clients; and CX explains *how consistently* it delivered that value at scale. RCG's mentorship emerged as the catalyst that accelerated these transformations, ensuring that theoretical capabilities translated into practical, sustainable business practices.

## 6. Conclusion

The case of **Zai Sri Gemilang** illustrates how a family-run catering business can transition into a premium, large-scale service provider through deliberate adaptation, structured guidance, and customer-centric strategies. Initially constrained by financial mismanagement, weak brand visibility, and industry disruptions, the company demonstrated resilience by restructuring its financial systems, scaling operations, and repositioning its brand to serve high-value corporate, government, and wedding clients.

Through the lens of **Dynamic Capabilities**, Zai Sri Gemilang developed the ability to sense opportunities in the growing premium catering segment, seize them through resource allocation and structured branding, and transform its operations to manage over 600 events annually. Applying the principles of **Service-Dominant Logic (SDL)**, the company shifted from a transactional approach to one that emphasized value co-creation with clients, delivering curated, personalized event experiences. The integration of **Customer Experience (CX)** further ensured that growth in scale did not compromise service quality, but instead reinforced trust, satisfaction, and brand loyalty.

Crucially, mentorship from **RichWorks Consulting Group (RCG)** acted as the catalyst that accelerated this transformation. By embedding financial discipline, digital optimization, and leadership development, RCG provided the frameworks and accountability needed for Zai Sri Gemilang to institutionalize its adaptive capabilities and sustain growth even amidst external crises.

Looking ahead, the company's future growth roadmap lies in four areas:

1. **Systemizing Corporate Client Acquisition** – building structured pipelines for corporate and government clients to reduce reliance on ad-hoc leads.
2. **Investing in Digital Brand Strategy** – leveraging social media storytelling, online booking platforms, and data-driven marketing to expand reach and visibility.
3. **Expanding Team Capacity** – strengthening internal leadership and operational teams to support higher event volumes without compromising service quality.
4. **Institutionalizing Resilience Practices** – embedding scenario planning, compliance monitoring, and financial discipline to prepare for future disruptions.

Zai Sri Gemilang's journey demonstrates that with the right combination of adaptive capabilities, client-centered value creation, and mentorship-driven leadership, SMEs in Malaysia's F&B sector can achieve both resilience and scale. For policymakers, entrepreneurs, and industry leaders, this case provides a replicable model of how structured business coaching, paired with strong internal execution, can transform SMEs into market leaders in dynamic, high-contact service industries.

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