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TASTIWAY'S EXPORT STRATEGY

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This case was written by Alisha Ismail, Wan Nurisma Ayu Wan Ismail, Narentheren Kaliappen and Ng Aik Rom, Universiti Utara Malaysia. It is intended to be used as the basis for class discussion rather than to illustrate either effective or ineffective handling of a management situation.

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Prologue

It was raining heavily. Mr. Lim Beng Lee got up from his desk and sat on a sofa facing the window. Having worked day and night to build his company, this owner of Tastiway took a moment for himself to enjoy the beauty of Wang Tepus while sipping his ALOR White Coffee. While relishing his coffee, he recollected some wonderful memories of how he started the Tastiway venture. The idea of starting the food ingredients and ready-made food business originated from his previous working experience at DXN's Research and Development Department, where he acquired knowledge of the fermentation process and the food industry. That job was his stepping stone in setting up the Tastiway business. It was tough in the early days as there were many obstacles to overcome, such as shortage of seasonal fruits supplies, new tax rules and regulations imposed by the government, a lack of workers, and shortage of raw materials for production. Nevertheless, he was able to overcome these challenges and the business grew to be a success not only in Malaysia, but also internationally. Tastiway registered 81% to 90% export increase mainly in South Asia, Eastern Asia and Domestic market. The growth was remarkable.

All the effort and hard work paid off and the business received numerous awards and worldwide recognition. In 2019, Tastiway was awarded the prestigious Malaysian Best Brand Award for its extraordinary success. Earlier in 2017, the company's innovative and effective marketing practices was recognised and it was awarded the prestigious Kwong Wah Yit Poh (KWYP) Dr. Sun Yat-Sen Achievement Award for the Food & Beverage Manufacturing category. In 2016, the company was awarded the Keris Award for Excellence in the Food & Beverage industry for its honesty and integrity in business dealings. In 2015, the business won the Power Brand Award for building and growing a successful and dynamic brand locally as well as internationally. Tastiway's products also received certifications for Hazard Analysis Critical Control Points (HACCP), Halal, Good Manufacturing Practice (GMP) and Veterinary Inspected. The company's products are also ISO 22000- certified. Tastiway's reputation in the food ingredients and ready-made food industry has been built by focusing on quality, innovation, and taste. Working in close partnership with its customers and suppliers, Tastiway has created a family culture on a global platform. This is in line with the company's

vision to improve and promote health and wellness together with safety and sustainability in the Food and Beverage industry, through product and manufacturing innovation. Reflecting on the memories of all his accomplishments and proud to have them recognised by the accolades, Mr. Lim found himself smiling from ear to ear.



Figure 1 Tastiway Certifications

**Knock, knock* "Boss". Someone knocked on the door and called out to him. The noise startled him out of his journey down memory lane. It was Mr. Joe, his Assistant Operations Manager, who was waiting at the doorstep together with some visitors. "Yes, Mr. Joe, please come in," Mr. Lim replied. Mr. Joe then said, "Thank you, boss."*

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