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DEVELOPMENT OF PARTNERSHIP ON UNIVERSITY-INDUSTRIAL LINK (UIL) SUCCESS: A CASE STUDY BETWEEN STML AND BUFFALO PARK, LANGKAWI

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This case was written by Ahmad Shabudin Ariffin, Mohamad Farizal Rajemi, Kamal Ab Hamid and Mohd Azril Ismail, 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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Introduction

In May 2012, Ms Mardiah Mustafa received a letter from State Director requesting to submit a report regarding Langkawi Buffalo Park (LBP) performance. As Manager for the LBP, she needs to submit a report to Mr. Kamarul Deraman, Deputy State Director of Kedah Veterinary Authority. The report should give a good explanation and solutions on the depreciating performance of LBP. As the business starts to expand, there are many problems that need to be solved. The important thing is the business Return of Investment (ROI). As it has been planned at the beginning of the opening of the LBP, the management has set a return on investment (ROI) can be achieved in the six-year operations. However, based on current operations and return for five years of operation, the calculations showed that, the management failed to reach the target set. The management which led by Ms. Mardiah Mustafa believes that with full support from the employees and local government, the project can be successful. The organization chart for LBP is shown in Figure 1.

LBP is located next to another buffalo farm (Mozzarella Farm) which starts two years later after it operates. The farm also produces buffalo milk and concentrates their business in production of mozzarella cheese. In terms of business, it seems that the Mozzarella Farm is doing better than LBP. This gave an alarming signal to the LBP management to improve the business operation.

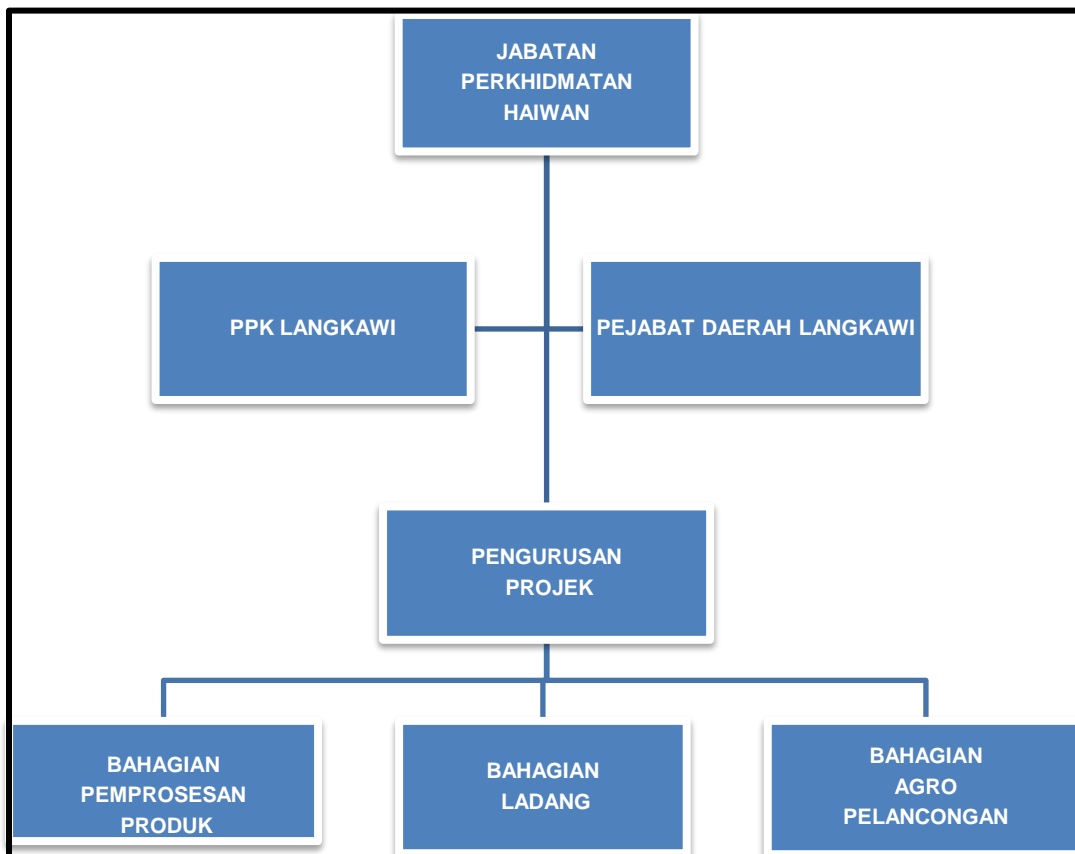


Figure 1: The organization chart for Langkawi Buffalo Park

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