

Editorial Note

Mamta Oil and Ghee Ltd., which operates in the Fast Moving Consumer Goods industry of Pakistan, is currently in the last quarter of 2015 and is evaluating its sales targets set for the year. Mr. Asim Sheikh, the sales manager at MOG Ltd., and his team achieved 92% of their sales targets in the first three quarters (July-March 2015) with a growth rate of 12.32%, instead of the expected 23%. Mr. Asim is considering revisiting the sales targets and revising them for the five regions of the company so that the expected growth rate along with 100% of targets is achieved. The case also brings up the discussion of launching a new product at a time when the sales team is already striving to achieve their sales targets, which are not set appropriately.

The challenges of AMRI Hospital Group began with a modest single-building hospital in Kolkata and have grown to 1100 beds with four super speciality hospitals within 25 years. Its overseas facilities include two centers in Bangladesh. It has faced several challenges and has gradually overcome them. Even thirty-five years ago, private hospitals had a nominal presence in the healthcare scenario of India, and now they cater to 60% of patients. Its super-specialty facility is treating thousands of patients from Afro-Asian countries and first-world countries. Due to its lower price and at-par treatment with first world countries, the Government of India is popularizing India as a center of medical tourism. India is quickly completing its COVID-19 vaccination, which may protect its citizens in the third wave of the virus attack. AMRI Group has taken several initiatives to reach different sections, but Group CEO Rupak Barua wants to explore further initiatives to reach more people and expedite the vaccination process. The COVID-19 pandemic has led to the suspension of flights, visa restrictions, and restrictions on travel between India and Bangladesh.

The case on integrating 'Sejahtera' at Agoda describes a practical approach adopted by a young Customer Service Specialist, Amalina Basir, at Agoda, one of the world's fastest-growing online travel agencies. Starting in 2018 as a frontline who managed calls, emails, and expectations between customers and their bookings, Amalina developed her career at Agoda. In 2021, Amalina was promoted to Knowledge Management Specialist. Amalina often faced a compelling dilemma to find a balance between giving the best services to the customers and maintaining the company's best practices. Guided by an indigenous Malay concept of 'Sejahtera', Amalina navigated her budding journey at Agoda in a holistic and balanced manner. Amalina's 'Sejahtera' principle was enhanced when she enrolled in an elective course on 'Sejahtera Leadership' during her studies in a part-time Master of Business Administration (MBA) at the International Islamic University Malaysia (IIUM). Sejahtera Leadership taught Amalina to give a holistic view of the ten interconnected elements (i.e., SPICES) and find the balance between the elements towards achieving a 'Sejahtera' state and sustainable services in the online travel business.

Mak Teh Enterprise (MTE) showcases the incorporation of Budi Sejahtera, trust, and resilience in a 15-year-old grocery shop. Its original intention was to serve the community with the Budi Sejahtera orientation through a simple grocery shop. Mak Teh Enterprise has survived due to the support it receives from the family and community. The enterprise does not need to incorporate Budi Sejahtera or a charitable intention in continuing the business.

However, without the Budi Sejahtera motivation, MTE would be like any other business entity.

The Serba Dinamik 'serba tak kena' case went public on 31 May 2021, when Serba Dinamik's shares plunged as they were trading at 86 sen, down from its previous week's price of RM1.60. At this point, Serba Dinamik Holdings Bhd had lost more than RM3 billion, or half of its market value, resulting in a loss of confidence among investors and market watchers. Ever since the disclosure of red flags raised by the auditor, KPMG, over these transactions, Serba Dinamik's shares had plunged more than 52 percent over the week, closing at 76.5 sen. While company officials, especially managing director and CEO Datuk Mohd Abdul Karim Abdullah, have denied that something had gone wrong with Serba Dinamik's accounts, queries regarding more than RM4.54 billion worth of transactions the company has made have inevitably disturbed investors.

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