

Dare to be Different

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Abstract

"Move along with MOFAZ" is the company's philosophy since its inception 43 years ago. The business began as a distributor of NESTLE products. Now, it has thrived with various business ventures under its wing. MOFAZ and its many business partners and vendors grow together under a firm belief in self-discipline, competence, hard work, and respect for others. Having established its standing in the industry, MOFAZ's focus in its second decade is 'Dedication towards Excellence', aiming to produce superior products and services in the automotive, agricultural, and food industries. MOFAZ has maintained its competitiveness throughout its journey, starting from the NESTLE Distributor Coalition to MOFAZ Air, which became the foundation for the world-renowned Air Asia. The study has identified several critical criteria of how MOFAZ remains competitive in the market. They are People, Culture, Process, Knowledge, Technology, and Capital, which are described by the authors through the experiences of the President of MOFAZ Group, Fauzy. The company, likewise, has faced several obstacles. They come in at least two forms: external (e.g., inter-organizational politics) and internal (e.g., the fear of investing). Business changes are always unpredictable. Even so, Fauzy tried to keep a positive mindset and sustained during the economic downturn. However, once in a while, a big trend may come along and break all conventions. Fauzy upheld MOFAZ's competitive advantage through its history and networking. After getting great opportunities, he continued to publicize MOFAZ's gains by announcing its recent performance on various media platforms. Sustainability is one such trend.

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PRELUDE

"Fauzy, my son already has some experience working as an accountant in Kuala Lumpur. He advised me not to continue with this coalition. He will be my advisor in the company's next investment projects that begin next month," Saad spoke slowly, facing Fauzy, who looked at him, frowning. Fauzy, the President of NESTLE Distributors Coalition (GAPENEST), was worried about the scenario unfolding before him. Saad was one of the GAPENEST members who were quite close to him: they worked hard, poured sweat, and generated ideas to strengthen GAPENEST's name in

Malaysia. Saad was now the third member to respectfully resign from this group of distributors. "We've managed to prepare a deposit of RM22.5 million to purchase NESTLE shares. For many years until now (2004), we've made a profit from that stock. Is this not enough to defend this coalition?" Fauzy's voice was becoming louder. "There are opportunities for us, Saad. In my head now, I keep thinking of ways on how to keep us strong in this business. We could invest those profits to buy land and build manufacturing premises for the NESTLE brands," Fauzy



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