



## Cases on Competitive Analysis of Selected Corporate Foundations in Malaysia

### **Prof. Dato' Dr. Ishak Ismail<sup>1</sup>**

*Professor, Faculty of Industrial Management, Universiti Malaysia Pahang  
Kuantan, Pahang, Malaysia*

*Email: ishakismail@ump.edu.my*

### **Prof. Dato' Dr. Hasnah Haron**

*Professor, Faculty of Industrial Management, Universiti Malaysia Pahang  
Kuantan, Pahang, Malaysia*

*Email: hasnahharon@ump.edu.my*

### **Mohd Hanafiah Ahmad**

*Lecturer, Faculty of Industrial Management, Universiti Malaysia Pahang  
Kuantan, Pahang, Malaysia*

*Email: hanafiah@ump.edu.my*

### **Prof. Dato' Sri Dr. Daing Mohd Nasir Daing Ibrahim**

*Professor, Faculty of Industrial Management, Universiti Malaysia Pahang  
Kuantan, Pahang, Malaysia*

*Email: daing@ump.edu.my*

### **Assoc. Prof. Dr. Mohd Ridzuan Darun**

*Associate Professor, Faculty of Industrial Management, Universiti Malaysia Pahang  
Kuantan, Pahang, Malaysia*

*Email: mridzuand@ump.edu.my*

**Abstract:** There are many foundations formed in Malaysia. However, there are cases of success and failures. Therefore, this case study focuses on exploring the strategies used in the successful foundations and how they overcome obstacles to achieve their objectives. This study used a qualitative design that involved content analysis and interviews with the Chief Executive Officer and officers in charge of the foundations. Four foundations were selected for this purpose. The practices of the foundations were examined and comparisons were made between the foundations chosen. From this research, it is found that all four corporate foundations have fewer similarities but more differences in terms of operations. Findings from this study can be lessons learnt to other foundations on how the corporate foundations manage their organization, talents, challenges, and programs.

Keywords: corporate foundations, sustainability, comparative analysis

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## INTRODUCTION

This case study provides an analysis of selected corporate foundations in Malaysia that provide educational assistance and corporate social responsibility activities. The selected foundations are Foundation A, Foundation B, Foundation C and Foundation D. The following sections will give an overview of the foundations and analysis of their operations. The information for the foundations is valid for 2017.

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<sup>1</sup> Corresponding Author

## **OVERVIEW OF THE FOUNDATIONS**

Foundation A was established in 2005, when a member of the parent company proposed to the management during an Annual General Meeting, to set up an education fund. During the initial stages, this education fund was gathered solely from members' contribution and was managed by the parent company's staff. Later, in the year 2006, the management of the parent company decided to set up the foundation under the Trustee Act 258. In 2008, Foundation A began allocating the education fund to its scholars. In 2015, with the objective of increasing the education fund, each shareholder of the Parent Company contributes 0.5% of the principal profits to Foundation A.

Foundation B was incorporated in June 1982. The foundation started with a scholarship program for students that had the opportunity to pursue their studies in prestigious international universities such as the University of Cambridge and the University of Oxford. In 2007, the parent company of the foundation merged with two other companies and their education funds was transferred to the foundation to be given as a scholarship to the deserving scholars. Over the years, the foundation has expanded its wings from offering only scholarships to outstanding and deserving individuals to funding impactful conservation, outreach, and developmental programs.

Foundation C was established in July 2000 as an avenue for its parent company to channel its corporate philanthropic activities, with education as its main thrust. The foundation is entrusted with supporting the nation's quest for human capital of distinction, in selecting, supporting, and nurturing high deserving achievers who will eventually be the future leaders of the nation. The foundation enjoys tax exemption status in accordance with Section 44(6) of the Income Tax Act 1967.

Foundation D was incorporated in 17 Mei 2016 with the objective to perform and manage the implementation of CSR programs in a systematic manner towards the development of the society mainly in education, humanitarian aid and others. As a new foundation, it is currently waiting for approval from LHDN on their application to be a tax exempted organization. Once this status is achieved, 50% of the income of the Foundation would be used for charitable purposes.

## **METHODOLOGY**

Interviews were conducted with the Chief Executive Officer and officers in charge of the foundations to find their response towards issues related to their organization, talent management, challenge, and programs organized by the foundations. In addition, this study also reviewed the annual report of the foundations. The expert analysis was used in analyzing the data. The following sections discuss the findings from the interviews and annual report analysis.

## **OPERATION OF THE FOUNDATIONS**

### **STRUCTURE AND DIRECTION**

Foundation A is dedicated to improve students' learning process through innovative, replicable, and evidence-based strategies that prepare students to thrive in their studies, careers, and lives. Foundation A is committed to achieving its vision which is to encourage diversified lifelong learning, holistic knowledge, strengthen communities and environment conservation through innovative and creative education for the

underprivileged. To achieve this vision, Foundation A's mission is to work in synergy with their partners to:

- i. Effectively manage and administer the funds and contributions received to ensure the sustainability of the foundation.
- ii. Promote knowledge enrichment, creative and innovative education for the betterment of the socio-economy of the underprivileged and Malaysians
- iii. Conserve, improve and protect our natural environment for current and future generations.

For Foundation B, the vision is to lead and make a sustainable impact and difference in the lives of others. While their mission is dedicated to enhancing lives and delivering sustainable value through their 5 pillars:

- i. Education,
- ii. Environment,
- iii. Community and Health,
- iv. Youth and Sports, and
- v. Arts and Cultures.

This Foundation practices high ethical values and observes good corporate governance.

Meanwhile, Foundation C shares the same vision and mission of its parent company. The vision is to continuously provide infrastructure and related services that connect communities and improve their lives. Its mission is to connect and improves the lives of communities by relentlessly enhancing and engineering the way its foundation progress. The foundation empowers their workforce, simplify solutions, and implement world-class innovations.

For Foundation D, it focuses on four objectives. The objectives are; (1) to carry-out CSR activities, inter-alia, humanitarian aid and contribution following the event of mishaps or natural catastrophes, (2) to administer and manage effectively and systematically the fund allocated by its parent company and its subsidiaries for the purpose of scholarships awarded to children and legal wards of its employees and retirees. (3) To promote and undertake research in Islamic scholarship, Islamic banking, Medical and other branches of Syariah Law that will accord direct benefits to the Malaysian and the global community.

### **TALENT MANAGEMENT OF THE FOUNDATIONS**

In Foundation A, each member was nurtured to be a leader that *walks the talk*. Everyone must be responsible to keep their promises. Mentoring and coaching are widely practiced in Foundation A. Anyone with better knowledge will be a mentor to another. *Open door concept* is also practiced in Foundation A for discussion, advice, and positive criticism. However, everyone has to note the line of authority between levels and there must be respect for one another. Every year there will be team building activities to ensure teamwork spirit is fostered. Staff is also sent for training for their career development and to motivate them further. Foundation A's operations are executed by 26 staff, and 10 of them are their former scholars.

Foundation B focuses on multitasking in which its executives should be able to perform many tasks at the same time. In short, the foundation should be able to gather resources to perform multitasking and, in a sense, can be considered as an "all-rounder" in the

performance of their duties. As much as possible, diversification of job will be avoided as it will lead to competitiveness amongst staff and unit. Top management empowers staffs to make their own decisions on which task to be performed. Top management also practices participative leadership for all staffs to participate in the tasks of the Foundation. To develop staff's ability, job rotation is practiced to ensure all staff is equipped with the skills to perform the varied tasks of the foundation. The Foundation also uses *mirror strategy* or *buddy system technique* to ensure continuity of all programs executed when the person in charge is not around.

In Foundation C, to manage its talents, all staff is required to attend internal and external training that could assist them to perform their task well. Staffs that went for training would then be required to share it with their colleagues. All staffs are required to support each other to cover the variety of needs in operating the foundation. They are also required to undergo training in coaching and psychology. This training is crucial to groom the staff at the Foundation so that they are able to understand each other better and can handle the different expectations of each other well.

As a new foundation, Foundation D is currently led by a staff from its parent company, but soon it will be managed fully by the management of Foundation D itself. It is planned that this foundation will be managed by a general manager and two managers, two executives and 10 supporting staff.

### **CHALLENGES**

Foundation A's activities are mostly done during weekends. Therefore, the staff is required to be ready to work during the weekends when required. Another challenge for Foundation A is to get staffs' commitment between departments to support activities of the foundation that are run during weekdays. This is because the staff of each department has their own core tasks to perform. Nonetheless, support from within and intra- department is important as to support the activities of Foundation A.

Some of the steps taken by Foundation A to overcome this issue are to offer job rotation and to recruit new scholars who have graduated to support the activities of the Foundation. This has helped to overcome the shortage of manpower to carry out the activities of the Foundation. As Foundation A is moving towards a computerized system, the foundation also frequently received phone calls from parents who are not knowledgeable on IT. In cases like this, Foundation A has strongly advised the parents to inform their children to contact the Foundation for assistance.

Managing fund is also another challenge for Foundation A. Foundation A does not have any issue in getting the fund. Therefore, it needs to properly plan suitable activities to ensure the fund is fully utilized for that particular year. For example, in 2016, Foundation A has received RM600,000 from the Ministry of Higher Education on a program that they have co-organized. Foundation A needs to plan the activity wisely so as to ensure that the activities carried out would meet the objectives of the Foundation. Thus far, the foundation has been able to manage this well.

The first challenge faced by Foundation B is an unstable flow of funds. This is because, for the moment, Foundation B is not allowed to generate its own income. Therefore, it is difficult for them to plan their funding activities. Another challenge faced by the

foundation is related to governance practice. Due to a tight and detailed audit for all funds, beneficiaries have to follow strict governance set by the foundation. In this context, the foundation needs to ensure all the staff is experts with all the policy and procedures in managing the foundation. The third challenge faced by the foundation is regarding the scholars who breached the scholarship agreement. As most of the scholarship recipients are sent to prominent universities, some of the scholars wished to work overseas instead of in Malaysia.

Foundation C faces the same problem with their scholars. There is a lack of sense of responsibility by the scholarship recipients to the scholarship provider. One of the requirements of Foundation C is the recipients are required to serve its parent company. However, in many cases, some of the scholars are reluctant to comply with this requirement as they are given better job offers in another country. Another challenge faced by this foundation is that the foundation needs to adapt its working policy to that of its parent company which sometimes can be difficult as their function and operations might not exactly be the same match as that of the parent company.

As a new foundation, Foundation D faced difficulty in setting up its operation. At the moment, there are only three staffs handling operations of the Foundation. This made it difficult to manage the tasks of the Foundation. Example includes processing of more than 3000 scholarship applications that it received. On top of it, the Foundation has not been granted a Tax Exempted Institution for the moment.

#### **PROGRAM AND ACTIVITIES**

Program and activities of Foundation A focused on education. Foundation A executes a scholarship program and programs that "bring education to the community". The scholarship program that is provided by Foundation A is Convertible Education Loan. Other programs executed by Foundation A includes Volunteer Program, Children's Football Championship, Education Seminar, Students Exploration Program, Foundation A's Environment sustainability program, Motivational Programs by National Icons, Marine Awareness Program, Robotic Workshop, Graduate Employability Program, Free Tuition Classes, and A Smart Bus.

Foundation A practiced National Blue Ocean Strategy (NBOS) strategy in managing all programs and activities. By implementing NBOS, it would help the organization to reduce the cost and maximizing the output (Ramli, Ahmad, & Harith, 2016). NBOS strategy is applied by working directly with the main provider and avoiding the use of intermediaries. It helps in cost savings and increases the efficiency of the Foundation. For example, programs or activities are conducted using the facilities of the university, instead of renting a room in a hotel and call out a lecturer to teach.

Foundation B is an organization established to organize and operate all philanthropy activities of its parent company. Initially, Foundation B's activities include offering scholarships to qualified students to pursue their tertiary education. Beginning 2009, however, it diversified their activities to other charity programs. Then the Foundation expands its focus according to the five pillars as described in their mission statement. Currently, the main activities of Foundation B are to offer scholarship and sponsorship programs. Scholarship programs are financial support given to students who perform well academically. For sponsorship program, the Foundation provides support in terms

of financial and expertise to any organization or event that shares the same mission with it.

Foundation C is an avenue for its parent company to channel its corporate philanthropic activities like providing the scholarship to deserving students and also having a college of its own in offering academic programs. There are about 534 students in its college and RM5 million was allocated annually for the scholarship. Other than that, this Foundation also contributed to several programs that are education related.

Foundation D is a newly established foundation and thus not many activities have been done. The main focus of the Foundation will be offering the scholarship to the deserving students who have received offer letters from universities to continue their education. The Foundation offers the scholarship for courses that are in line with the needs of its parent company. On top of providing scholarship, this foundation also focuses on students' development by organizing various activities under Foundation D Student Society Club.

### **FINDINGS AND DISCUSSION**

This section will compare the four Foundations based on the area of contribution, programs/courses which the Foundations sponsor, educational financial assistance offered, human resources that the Foundations have and state of financial health of the foundations.

### **AREAS OF CONTRIBUTION**

For the purpose of comparison, there are five areas of contributions or social responsibility activities that the foundation can focus on. They are: (i) Education, (ii) Community, (iii) Sports, (iv) Culture, and (v) Environment.

Foundation A covers all areas of contribution except culture. Foundation B covers all the areas of contribution. Foundation C only focuses on education. Meanwhile, Foundation D focuses on education and community. Table 1 shows the main area of contribution of all foundations is education, knowing that it is very important to have the manpower of the right competency to serve the nations need as well as the Foundation's needs.

Table 1: Corporate Foundation's area of contribution

<b>Contribution Area</b>	<b>Foundation A</b>	<b>Foundation B</b>	<b>Foundation C</b>	<b>Foundation D</b>
<b>Education</b>	Yes	Yes	Yes	Yes
<b>Community</b>	Yes	Yes		Yes
<b>Sports</b>	Yes	Yes		
<b>Culture</b>		Yes		
<b>Environment</b>	Yes	Yes		

### **EDUCATIONAL FINANCIAL ASSISTANCE**

In the education area, the foundations provided assistance of selected level of educations only. The financial assistance can be in form of loans, a full scholarship and convertible loan. Mainly, the foundations provided educational assistance starting from

skill certificate level until the doctorate Ph.D. level. All foundations provided financial assistance at the degree level. Table 2 summarizes the level of education and financial assistance provided by each foundation.

Table 2: Corporate Foundation and its education level assistance

Education Level	Foundation A	Foundation B	Foundation C	Foundation D
<b>Skill Certificate</b>	Yes	Yes		
<b>Skill Diploma</b>	Yes	Yes		
<b>Diploma</b>	Yes	Yes		
<b>Pre-University</b>			Yes	
<b>Degree</b>	Yes	Yes	Yes	Yes
<b>Professional</b>	Yes			
<b>Master</b>	Yes	Yes		
<b>Doctorate Ph.D.</b>	Yes	Yes		

### ACADEMIC PROGRAMS SPONSORED

The academic programs offered by the foundations include; (i) Business Management, (ii) Social Science, (iii) Science and Engineering, (iv) Medical and Health Science, and (v) Professional Certificate and Professional Qualification.

#### a. Business and Management

Business management field consists of knowledge of the activities associated with running of an organization such as controlling, leading, monitoring, organizing, and planning. It can be seen that the popular programs offered by all foundations are accounting and economics course. Table 3 shows the programs that each foundation provides financial assistance for.

Table 3: Selected academic program in Business Management

Academic Program	Found. A	Found. B	Found. C	Found. D
<b>Business Management</b>	Yes		Yes	
<b>Business Administration</b>	Yes	Yes		
<b>Business Commerce</b>	Yes	Yes		
<b>International Business</b>	Yes	Yes		
<b>Accounting</b>	Yes	Yes	Yes	Yes
<b>Investment</b>	Yes			Yes
<b>Actuarial Science</b>	Yes	Yes		Yes
<b>Finance</b>	Yes	Yes	Yes	
<b>Corporate Finance</b>	Yes			Yes
<b>Banking</b>	Yes			Yes
<b>Economy</b>	Yes	Yes	Yes	Yes
<b>Wealth Management</b>	Yes			Yes
<b>Marketing</b>	Yes	Yes	Yes	Yes
<b>Hospitality</b>	Yes			Yes
<b>Tourism &amp; Legacy</b>	Yes			
<b>Law</b>	Yes			Yes



**b. Social Science**

Under the social science field, Foundation A aid all programs, Foundation C does not provide any assistance for the program. Foundation B provides financial assistance to pursue Chinese language and Foundation C does not provide financial assistance for Social Science programs.

Table 4: Selected academic program in Social Science

Academic Program	Foundation A	Foundation B	Foundation C	Foundation D
Human Resources	Yes	Yes		Yes
Psychology	Yes	Yes		Yes
Communication	Yes			Yes
Media	Yes			
Communication				
Chinese Language	Yes	Yes		

**c. Science & Engineering**

Science and engineering programs consist of courses in engineering, technology and science. Table 5 shows the list of courses that are classified as Science & Engineering in this study. Foundation A provides financial assistance for all academic programs in the areas of Science and Engineering. Foundation B offers financial assistance to do programs in agriculture science, plantation technology and environmental science mainly to support their line of business. Foundation C provides financial assistance in engineering and building management to support their main business. Foundation D provides assistance in some engineering programs, IT, architecture, and science and food technology.

Table 5: Selected academic program in Science and Engineering

Academic Program	Foundation A	Foundation B	Foundation C	Foundation D
Agriculture Science	Yes	Yes		
Plantation Technology	Yes	Yes		
Environmental Science	Yes	Yes		
Engineering & Technology	Yes			
Mechanical Engineering	Yes	Yes	Yes	Yes
Electrical Engineering	Yes	Yes	Yes	Yes
Civil Engineering	Yes		Yes	Yes
Quantity Surveying	Yes		Yes	
Town Planning	Yes		Yes	
Land Surveying	Yes		Yes	
Building Services	Yes		Yes	
Building Management	Yes		Yes	
Architecture	Yes			Yes
Information Technology/ Information System	Yes	Yes		Yes
Computer Science	Yes	Yes		
Digital Marketing	Yes			

<b>Data Science</b>	Yes	Yes	
<b>Mathematics/Statistical Science</b>	Yes	Yes	
<b>Physical Science</b>	Yes		Yes
<b>Food Technology</b>	Yes		Yes
<b>Halal Industry Science</b>	Yes		Yes

#### **d. Medical and Health Science**

Medical and Health Sciences include programs in medical assistance, medical laboratory technology, physiotherapy and nursing. Table 6 shows that only Foundations A and B offer financial assistance in this area. This could be because Foundation B has its own college that offers a diploma in medical support courses.

Table 6: Selected academic program in Medical and Health Science

<b>Academic Program</b>	<b>Found. A</b>	<b>Found. B</b>	<b>Found. C</b>	<b>Found. D</b>
<b>Diploma in Nursing</b>	Yes	Yes		
<b>Diploma in Medical Laboratory Technology</b>	Yes	Yes		
<b>Diploma in Physiotherapy</b>	Yes	Yes		
<b>Diploma in Medical Assistance</b>	Yes	Yes		

#### **e. Professional Certificate and Professional Qualification.**

Professional certificate and professional qualification are open to applicants with excellent performance and the academic area is in line with the Foundation's needs. Financial assistance is open to staff and scholars of the foundation. Foundation A aids all programs listed in Table 7 except for Aviation (license). Foundation B provides financial assistance in certificate in heavy equipment, automotive and basic healthcare whereas Foundation D offers financial assistance to those who want to do professional accountancy. Table 7 shows the professional and certificate course that each foundation provides their assistance.

Table 7: Selected academic program for professional and certificate program

<b>Academic Field</b>	<b>Found. A</b>	<b>Found. B</b>	<b>Found. C</b>	<b>Found. D</b>
<b>Certificate in Heavy Equipment</b>	Yes	Yes		
<b>Certificate in Automotive</b>	Yes	Yes		
<b>Certificate in Basic Healthcare</b>	Yes	Yes		
<b>Association of Chartered Certified Accountants</b>	Yes			Yes
<b>Chartered Institute of Management Accountants</b>	Yes			Yes
<b>Certified Public Accountants Institute of Chartered Secretaries and Administrators</b>	Yes			Yes
<b>Malaysian Association of Certified Public Accountants</b>	Yes			Yes
<b>Aviation (license)</b>				

### SIZE OF MANAGEMENT TEAM AND JOB SCOPE

Table 8 shows the management team available at the foundations. For the management team size, it shows that Foundation A and Foundation B have the highest number of staff in their management team. This could be because Foundation A and Foundation B have been established for more than 10 years and their job scope might have increased with the activities that they committed over the years. In addition, compared to the other foundations, Foundation A utilizes their scholars efficiently. Scholars of Foundation A are encouraged to be volunteers to help in executing the programs organized by Foundation A. This will not only help Foundation A to run the program smoothly but also to assist the scholars in developing their management skills when they are promoted to a higher position in management.

Foundation C has less number of staff in its management team compared to Foundation A and Foundation B as it is more focused on its own College. Therefore, the foundation has a separate team who manages the affairs of the college and the Foundation. For the Foundation, only 9 staff is available to run the operation of the Foundation.

Foundation D has the least number of staff in its management team as it is a newly established foundation and that for the moment is partly supported by the management team of the parent company.

Table 8: Feature of corporate foundation's organization structure

Features	Foundation A	Foundation B	Foundation C	Foundation D
BOD Size	8	5	7	2
Management Team Size	26	30	9	5
Job Scope				
All rounded		Yes		Yes
Admin & Human Development	Yes			
Finance	Yes		Yes	
Corporate Communication	Yes			
Program Development	Yes		Yes	
Scholarship	Yes		Yes	
Succession Planning			Yes	

As for the job scope, it can be seen that Foundation A and Foundation B have many units/departments in their organization as compared to Foundations B and C. This could be because the foundations run their management team differently, with more decentralization in Foundation C and Foundation A, and more centralized in Foundation B and Foundation D. Foundation B and C might want to emphasize on multitasking by their staff rather than focusing on the specialization of work by its staff.

### FINANCIAL STABILITY

In general, all the foundations have limited fund, except for Foundation A. Foundation A, Foundation B and Foundation C are operating with funding from their parent company.

However, for Foundation A, the foundation may engage in business activities with a condition that it will only use 25% of the accumulated funds on the first day of the

assessment year. All income earned from business and investment must be reinstated into the fund to achieve the objectives of Foundation A or charitable work approved by the parent company. Foundation D has also been provided fund from its parent company, but it is allowed to generate funds by other means as well. For foundations B and D, they are not allowed to initiate any activities that can generate money. They are given the mandate from their parent companies to utilize the money provided to them and to serve as a philanthropic medium to the community.

The recipient of the sponsorship from Foundation C will be required to pay back the sponsored fee if there is breaches of the agreement or when the scholars have not quite meet the requirements of achievements set by the Foundation. Funds need to be collected for the sustainability of the Foundation and to ensure enough funds to be given to the new batch of scholars. It can be seen that Foundation C imposed very strict regulations to its scholars. This could be so because this Foundation provides a larger amount of financial assistance to its scholars as compared to the other scholars. Defaulters are required to pay back in full the amount that they have received from the foundation. Foundation D plans to stabilize their financial by gaining tax exemption from the Inland Revenue Board of Malaysia (LHDN). The Foundation believes that once it has received this status, it can then provide more financial assistance to its scholars and can conduct more activities.

#### **CORPORATE SOCIAL RESPONSIBILITY ACTIVITY**

As a non-profit organization, the foundations utilized the concept of smart partnership in organizing the activities. Smart partnership and corporate social responsibility activities by the foundations help them to improve their public image and positioning. Foundation A, has conducted programs such as Volunteer Program with the main objective to motivate the young generation and instill in them the value of sharing and playing a role to make a positive impact to the community and the country through acts of kindness and community service. Another example is Students Exploration Program, which this program teaches kids on how to make choices for themselves, expands kids' realm of thinking, of trying, of doing — and foster a renewed love and passion for learning. Other programs include One Day with HERO Program to help secondary school students and youth develop the confidence, self-esteem and skills they need to be successful in school and in life and also to nurture interest in career development by providing encouragement, support and guidance to students.

As there are many activities needed to be organized by Foundation A, the foundation depends highly on a smart partnership with other organizations. For example, Children's Football Championship program is jointly held with the Ministry of Education with the aim aims to nurture human capital through wholesome participation amongst school children in sports throughout the year, cultivating a sporting culture amongst students so that they become a member of the society with an active, balanced and healthy lifestyle, forming good values and self-discipline and creating a track record towards sporting excellence. Another example is the Education Seminar which is a collaborative program between Foundation A and a local newspaper since 2003. By having this collaboration, the activity benefited more than 200,000 students across the country, especially in rural areas including in Sabah and Sarawak. This number is difficult to achieve if Foundation A works on its own.

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Meanwhile, Foundation A's Environment sustainability program focuses on a holistic approach to education based on soil conservation, waste management, forestry, water and efficient energy consumption. Other program includes the Marine Awareness Program which is part of CSR program conducted by Foundation A together with its partners to conserve and preserve the environment as well as to create economic opportunity for the local coastal community.

Foundation B dedicates itself to supports initiatives that reduce gaps in access to quality education between urban and rural societies, and those that improve access to basic education for the marginalized. The foundation also dedicates itself to the protection and preservation of the environment and the conservation of biodiversity. Priority is given to vulnerable and/or endangered species and the preservation of the forest reserve. They also provide support to Universiti Kebangsaan Malaysia (UKM) on professorship of environmental issues like climatic change and sustainable development.

Foundation B also supports community-based programs and sustainable initiatives intended to promote the well-being and health of disadvantaged people, reduce socio-economic disparities, and enhance the welfare of neglected children and senior citizens, vulnerable women, people with disabilities and other marginalized groups. For example, the foundation collaborates with the Woman Aid Organizations to protect battered woman and children in Malaysia. Foundation B also committed with the programs related to HIV/AIDS issues and patients.

Foundation B also supports programs that promote the all-round development of youths to enable them to become trustworthy, conscientious, and productive members of society. The foundation selects sports that less selected by other funder but have a promising future. For example, track cycling, cricket, golf, tennis, and sailing. The foundation also sponsors initiatives that promote local arts and artists towards achieving international recognition. Furthermore, it also provides a fund to preserve heritage monument like The Royal Press building.

Foundation C focuses more on educating the community in terms of its corporate social responsibility. This includes assisting with primary school and supporting national agenda of capacity building for the community. For example, the foundation had fully sponsored the three-year English Literacy Program involving more than 50 schools. The program, which is also the first and largest education initiative to be undertaken by a Malaysian company focused on equipping over 100 primary school teachers with key skills and knowledge required to help them conduct English teaching and learning process, which in turn benefited some 15,000 students. Under this program, the foundation aims to help raise the academic performance of students at its adopted schools through the implementation of key initiatives, which include tuition classes, environment awareness, smart learning and team building activities.

Foundation D focuses more on community like assisting the less fortunate who includes single parent and the needy and students' skill development. For example, through their Student Society Club, the foundation organized various beneficial activities for the youths including Examinations Guidance Seminars in collaboration with Berita Harian, Kem Hebat Solat and Choral Speaking Competition. At the university level, this club organized more than 13 programs like character building, spiritual development and analytical thinking enhancement. The foundation also organized a program targeting

underprivileged students who are excellent in their studies. The selected students will be given school items and pocket money amounting to RM500 for each student. In an effort towards developing these exceptionally excellent students, various activities also designed to support their Mental Development – enriching knowledge; Personality Development – nurturing good values; Potentials Development – identifying and polishing talents and Identity Development – inculcating civic consciousness and responsibility.

### **CONCLUSION**

Foundation A can be described as the foundation that has been able to utilize their scholars efficiently. Scholars are encouraged to be volunteers to help in executing the programs that Foundation A organizes. Foundation A also engages in the community program that uses their scholars to help serve the community. This includes Volunteer Program, One Day with HERO, and A Smart Bus.

Foundation B focuses most on corporate social responsibility. It has covered all the five areas in its activities/programs which include: (i) Education, (ii) Environment, (iii) Community and Health, (iv) Youth and Sports, and (v) Culture and Arts. In addition to education, Foundation B focuses its efforts in conserving wildlife and near extinct species like orang utan and sun bear, and in assisting the needy such as vulnerable women, HIV & AIDS patients, and disabled person. Foundation B also supports cricket, track cycling, and sailboat racing which are less favored sports.

Foundation C focuses more on education and can be seen to handle their scholarship defaulters well. Defaulter is required to pay a lump sum of scholarship received in case of default.

Foundation D is waiting for its application of tax exemption status in order for it to increase its activities in providing scholarships and generating income for the foundation.

The four foundations chosen in this study provides educational assistance through loan and scholarship programs and also embarks on corporate social responsibility. Most of the foundations operated with a limited financial support and thus they have to plan their activities wisely and innovatively.

### **DISCUSSION QUESTIONS**

1. Identify the growth stage of each of the foundation.
2. Perform SWOT analysis for Foundation A, Foundation B, Foundation C and Foundation D.
3. Identify the strategies and innovation needed for each foundation to be sustainable in the long run.
4. If you were the top management of the foundations, how would you justify the value of the foundations' activities to the shareholders?
5. Looking forward, what opportunities, if any, do you see for all foundations to collaborate in organizing their activities in the future?

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#### **CONFLICT OF INTEREST**

The authors declare that there is no conflict of interest regarding the publication of this case study.

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