



UNIVERSITI  
TEKNOLOGI  
MARA

ARSHAD AYUB  
GRADUATE BUSINESS SCHOOL

# CASE STUDY

MBA UiTM CAWANGAN JOHOR  
AA701/AA705

## CONTENTS

---

Good Practices for Sustainable Water Utility Management in Construction Sector	6
Business Continuity and Competitive Advantage in Ecotourism	13
Managing Competencies: Survival in Global Market	25
Community-Based Approach in Homestay Tourism	34
Global Entrepreneurial Strategy: Community-Based Tourism Approach	40



# **Case Study: Global Business Strategy And Sustainability**

---

**SERIES 2**

**THAHIRA BIBI BT TKM THANGAL (PhD)**

**NORHANA RAHMAN**

*Universiti Teknologi MARA Cawangan Johor Kampus Pasir Gudang*

**Copyright © 2025 Universiti Teknologi MARA Cawangan Johor, Kampus Pasir Gudang, Jalan Purnama, Bandar Seri Alam, 81750 Masai Johor.**

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, whether electronic, mechanical, or otherwise, without prior written consent from the Coordinator of MBA, Universiti Teknologi MARA (UiTM) Cawangan Johor, Kampus Pasir Gudang.

**ISBN:**

**First Edition: 2025**

The author and publisher assume no responsibility for errors or omissions in this case study book or for any outcomes related to the use of the information contained herein.

The authors bear full responsibility for the content of their abstracts, guaranteeing that they are original, unpublished, and not concurrently submitted elsewhere. The opinions presented in the abstracts reflect those of the authors and do not necessarily align with the views of the editors.

Published in Malaysia by  
Universiti Teknologi MARA (UiTM) Cawangan Johor  
Kampus Pasir Gudang, 81750 Masai

## **ACKNOWLEDGEMENT**

The author would like to express sincere gratitude to all those who contributed to the completion of this case study. First and foremost, the author would like to thank the organization that provided their invaluable input and knowledge sharing throughout the process. This case study has the potential to provide valuable insights and practical solutions that can benefit both organization and the broader community. By highlighting key findings and best practices, it serves as a resource for practitioners, policymakers, and researchers seeking to address similar challenges. Additionally, the knowledge gained from this study can foster collaboration among community organizations, ultimately leading to improved outcomes and enhanced support for those affected by the issues explored.

### **Editor**

Thahira Bibi T.K. Muthu Koya Thangal and Norhana Binti Rahman

### **Illustration**

Almunauwarah Binti Abdul Rahim

### **Publisher**

Universiti Teknologi MARA

Cawangan Johor

Kampus Pasir Gudang

Bandar Seri Alam

81750 Masai

Johor Darul Takzim

Tel: +607-381 8000

Fax: +607-381 8141

## **Contents**

### **Good Practices for Sustainable Water Utility Management in Construction**

**Sector.....6**

**Business Continuity and Competitive Advantage in Ecotourism .....13**

**Managing Competencies: Survival in Global Market .....25**

**Community-Based Approach in Homestay Tourism .....34**

**Global Entrepreneurial Strategy: Community-Based Tourism Approach.....40**

# **Good Practices for Sustainable Water Utility Management in Construction Sector**

ERNI BINTI MOHAMAD SHAH<sup>a</sup> AND THAHIRA BIBI T.K. MUTHU KOYA

THANGAL<sup>b\*</sup>

## **ABSTRACT**

This case study analysed the international construction sector in Malaysia and Indonesia and provides valuable insights into effective practices. Due to shortage of water and environmental sustainability issue, there is crucial call in construction sector's to adopted an efficient practice. Thus, benchmarking offered a systematic method to assessed the performance of water utility as it enabled the sector to minimize the water footprint and improved adaptability toward climate change. The importance of coordinated efforts and knowledge sharing is crucial as it highlighted the potential of benchmarking to facilitated innovation and sustainability in both water management and construction activities.

**Keywords:** benchmark, sustainable, water utility management, construction

## **SPECIAL NOTE**

The organizations, the personnel, the characters, and venders as well as state holders (in any appearance) are an imitation, and don't represent any real character or organization. If some coincidence occurs and resemblance conflicts with any real character or any organization, this should be known that it is not done on purpose as

---

<sup>a</sup> Graduate Arshad Ayub Graduate Business School, Universiti Teknologi MARA

<sup>b</sup> Graduate Arshad Ayub Graduate Business School, Universiti Teknologi MARA

the writers of this case study acknowledge the respect and importance of the anonymity and privacy of each individual relevant in any respect.

## **PROLOGUE**

Benchmarking sustainable water utility management is essential to respond to the hurdles confronted by the global construction sector as it fosters efficient usage of resources and amplified the hindrance of infrastructure projects. Due to the unpredicted challenges faced by the global construction sector – ranging from shortage of resources to environmental sustainability, benchmarking sustainable water utility management become a strategy to improved efficiency and perseverance. Benchmarking sustainable water utility management and the building sector is crucial due to its significant impacts on social well-being, environmental protection, and economic growth. This approach helps ensure effective resource management and fosters development. By integrated benchmarking activities into water utility management, the construction sector is able to fostered sustainable practices in conserved water and promoted the longevity of infrastructure projects.

## **SUSTAINABLE WATER UTILITY**

### **Introduction**

The sustainable water utility is crucial as this sector provided communities and businesses with reliable access to safe water and sanitation services. It plays a key role in maintained environmental sustainability, promoted economic activity, and safeguarded public health. Due to global challenges such as water scarcity, pollution, and climate change, adopted sustainable practices in this sector is crucial. The sector contributed to environmental conservation through implemented practices that

minimized water waste, maintained water quality, and protect ecosystems as well as emphasized environmental conservation. To reduce the impact to the businesses, a strategy such as green infrastructure, efficient water distribution systems, and water recycling were utilized. Additionally, a sustainable water utility focused on maximized resource efficiency, particularly in energy and chemical use during water treatment and distribution. To minimize energy consumption into environmental impact, a prioritization sustainable procurement of material and investment in technologies is crucial. To cater with climate change and natural disaster, the sector guaranteed continuous water supply despite natural circumstances by putting into place safeguards like infrastructure upgrades, flood management systems, and drought response plans. Furthermore, the sustainable water utility sector engaged with the communities by promote water conservation, provide accurate information about water quality, and involved stakeholders in decision-making.

RS Corporation, one of Malaysia's top water utilities located in Southern of Malaysia deployed sustainable water utility management into their business model. An information was gathered through from yearly reports, sustainability reports, analyses of the environmental impact, and interviewed of key people. A mixed of qualitative and quantitative techniques were used in the benchmarking process. The organisation defined and measured key performance indicators (KPIs) for water conservation, energy efficiency, community involvement, and environmental impact into their benchmarking. RS Corporation presented the most thorough sustainable water management techniques, excellent in preserved water programmes and community outreach.

### **Path forward**



Implementation of renewable energy sources in water utility sector such solar and hydro power, to run water treatment facilities and distribution networks could cut down on carbon emissions. Additionally, it is important to increase public engagement for sustainable water practises as well as enhanced stakeholder participation in decision-making, therefore it is vital to strengthen community engagement activities. Furthermore, to promote the use of sustainable building materials with minimal environmental consequences, it is recommended to adopt smart water management such as recycled materials, locally produced resources, and eco-friendly construction techniques. To reduce environmental impact, implementation of water recycled help to reduced water waste and improved the effectiveness of water treatment procedures.

## **GLOBAL CONSTRUCTION SECTOR**

### **Introduction**

The global construction sector is a vital sector in Malaysia and Indonesia in shaped economies, infrastructure, and communities in these countries. The sector encompassed a wide range of activities, included residential, commercial, and civil engineering projects which was driven by urbanization, population increase, and the ongoing demand for infrastructure improvements, making it a key player in economic development. The sector contributed to the infrastructure development via construction of highways, airports, ports, railways, and housing complexes to fulfil the needs of a population that is rapidly urbanising in both countries. Due to this, the sector employed a skilled and unskilled labours such as engineers, architects, and project managers to ensured the projects were well executed. Subsequently, this sector created an employment opportunity among citizens.

### **Path forward**

Adhered to implementation of green building guidelines and accreditations, such as LEED or BREEAM to ensure that building projects complied to strict environmental standards. Likewise, implementation of waste management strategy to lower trash production, encouraged recycling, and reduced landfill discharge could improve the waste management. Occasionally, integrated energy-efficient technology could reduce energy consumption during the construction phase, promoted the use of energy-efficient construction tools and technology, such as energy-saving lighting and HVAC systems.

### **COMPARATIVE ANALYSIS**

The sustainable management of resources is increasingly recognized as a critical factor in addressing global challenges such as climate change, population growth, and urbanization. Two key sectors that significantly impact these issues are the water utility and construction as both industries play essential roles in shaping communities and economies, yet they operated within distinct frameworks and face unique challenges.

In Malaysia and Indonesia, the building sector and the sustainable water utility sector emphasized on minimizing their environmental impact through sustainable practices that were focused to reduce resource use, control waste, and reduce greenhouse gas emissions. In addition, water utilities actively engaged communities in water conservation initiatives and offered clear information about the quality of the water which is similarly to construction sector that involved nearby communities in the design and building stages of projects to address issues and guarantee social approval. Through sustainable practices, the resources were used

more efficiency for construction sector via energy-efficient technology and materials to reduced projects' ecological footprints, while water utility sector concentrated on lowered water losses and optimized energy use in water treatment procedures.

However, the challenges and management strategy of water utility sector and construction sector is varied such as in view of regulatory complexity, long-term investment, risk profiles, engagement with stakeholders and time horizon. Each of these points need to be catered in a different approach to ensure each sector effectively and efficiently benchmarked a successful line. From the perspective of regulatory complexity, the water utility sector is required to obey with law related to requirements for water quality, pricing, and compliance of environmental laws whereas construction sector is obeyed to navigated complex zoning regulations, followed building codes, and acquired permits. To gained long term benefits, the water utility sector had to consistently invested on infrastructure refurbishments, water treatment technology, and community involvement programmes. As for construction sector, a continuous investment only for applied for short term. Due to continuous services to the community, the water utility sector more exposed to the risks of water scarcity, and dynamic changes of weather; therefore, this sector required a longer risk assessment compared to construction sector as it is based on project basis time to time which related to project delays and cost overruns. Even though water utility sector and construction sector engaged with stakeholders, they are differed as each of sector need to aligned it with their business model. From the viewpoint of time horizon, water utility sector had a longer time horizon to achieved observable benefits such as increased water quality, decreased energy use, and improved community relations whereby construction sector promptly focused on project delivery and completion, thus; the time horizon was shorter.

## **CONCLUSION**

An in-depth analysis of sustainable practices, environmental preservation, and business success in the water utility and construction sectors in Malaysia and Indonesia highlighted their interconnected significance. Benchmarking and cross-industry knowledge identified the best practices, highlighted effective tactics, and allow stakeholders to understand both industries. Collaborative industry learning fostered cooperation and transmission of knowledge, promoted environmental stewardship, economic progress, and social well-being through benchmarking and cross-industry learning. The water utility and construction sector in Malaysia and Indonesia can survive in rapidly evolved and tough landscape through implementation of sustainable practices and continuous learning through shared experiences of both industries.