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IMPLEMENTATION OF SUSTAINABILITY MANAGEMENT IN MEDIUM ENTERPRISES IN THE LUBRICANT TRADING SECTOR – CASE STUDY: PT BI

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ABSTRACT

Sustainable Development Goals continue to be a trending topic. The role of sustainability management needed in measuring and accommodating the business continuity framework model. However, managers do not know and understand what sustainability management is and how medium enterprises can adopt it into the corporate strategy that must be achieved for the long term. The approach Balanced Scorecard (BSC) framework collaborated with the aspect Triple Bottom Line (TBL) can assist in the formulation process Sustainability Balanced Scorecard (SBSC). It is expected to provide proposals and design of company strategy maps and design SBSC in the lubricant trading business in implementing sustainability management in a simple and effective way so that it is in line with the company's vision, mission, values, and strategy.

Keywords: *Balanced Scorecard, Sustainability Management, Strategic Management, Medium Business, Sustainability Balanced Scorecard*

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1. INTRODUCTION

Since adopted in 2015, the Sustainable Development Goals (SDGs) continue to be a trending topic. SDG endorsed by the United Nations (UN) contains 17 goals with 169 targets to make human life better (THE 17 GOALS | Sustainable Development, nd). Derived from the word sustainable Development introduced by Mr. Brundtland, Chief World Commission on Environment and Development the Commission Report entitled: Our Common Future in 1987 (Keeble, 1988).

Sustainable Development is developed to meet the needs of the present generation without compromising the ability of future generations to meet their needs (Brundtland, 1987). SDG set by the United Nations as the global development agenda until 2030.

Starting from global policies which have local implications in the form of national policies: national targets, policies, and regulations. The President of the Republic of Indonesia has issued Presidential Regulation (Perpres) No. 59 of 2017 concerning the Implementation of Achieving Sustainable Development Goals. National targets are used as guidelines for ministries/agencies, local governments, community organizations, philanthropy, business actors, academics, and stakeholders in the preparation, planning, implementation, monitoring, and evaluation of Sustainable Development Goals. The sustainable development agenda has raised great awareness for business actors and organizations to realize the world's mission.

Sustainability becomes part of the company's strategy as an action to achieve competitive advantages company actualized by the company management. Therefore, strategic management combines environmental, ethical, and social issues, with the awareness that the long-term survival of a company is closely related to its impact on the economy, society, and the environment.

Accordingly, by Law No 20 of 2008 concerning Micro, Small, and Medium Enterprises (MSMEs) Article 2 letter (e) that one of the principles of MSMEs is sustainability. The explanation of the "principle of sustainability" is the principle that in a planned manner seeks to run the development process through the empowerment of MSMEs which is conducted on an ongoing basis to form a strong and independent economy. So, this is important evidence for MSMEs to adopt sustainable management by applicable principles.

The existence of performance measurement tools to assist companies in realizing management strategies based on the company's vision and mission. The role of sustainability management very was necessary for measuring and accommodating a business continuity framework model following company planning. However, managers do not know and understand what is meant by sustainability management and how the medium-sized business sector can

adopt sustainability management into the company's strategy that must be achieved for the long term.

Awareness of the need for corporate social responsibility (CSR) has been conducted by PT BI through the recruitment of employees from the company's surrounding environment, social activities with the four-wheeled and two-wheeled vehicle communities as well as conducting other social-religious activities only. However, this social responsibility has not been supported by professional managerial skills, good governance, and internal implementation of sustainability management. In addition, PT BI has not actualized the company's vision, mission, values, and strategy in a clear and authentic way which results in a weak foundation and creates difficulties and obstacles in developing the business.

Based on the background that has been presented and motivated by the need for Bardahl Indonesia to achieve a sustainable business based on the Sustainable Development Goals, the formulation of the problems in this study is (1) how to transform the traditional management model towards implementing sustainable management related to achieving sustainable performance and (2) how the BSC and the development of other perspectives can guide PT BI management in designing and implementing management that is sustainable.

The objectives to be achieved in this study are to integrate measuring tools that are based on the sustainable vision and mission of medium-sized businesses driven by the SDG with a description of (1) providing suggestions and designing company strategy maps related to achieving simple sustainable performance and (2) designing BSC and sustainability Balanced Scorecard (SBSC) in PT BI's lubricants trading business in implementing sustainability management in a simple and effective way so that it is in line with the company's vision, mission, values, and strategy.

Through this research, it is hoped that it can provide direct benefits as well as a positive contribution to the surrounding economy, society, and environment, especially to PT BI including directors, managers, and employees to transform in implementing sustainability management ideals by using the measuring tools developed in SBSC. In addition, micro, small and medium business partners in the field of lubricants trading as well as students and academics of educational institutions in the economics and business fields who wish to study and continue a more in-depth case study on this research.

2. LITERATURE REVIEWS

2.1. STRATEGIC MANAGEMENT

Strategic management is the process by which a company manages the formulation and implementation of its strategy. In general, strategy is defined as a means of achieving goals. A future-oriented plan that integrates the

organization's main objectives, policies, and sequence of actions into a single unit that is prepared to face a more competitive environment to achieve company goals (Simons, 2014)

Strategic management is also interpreted as a set of decisions and actions taken by a manager that determines the company's performance results. Managers need to apply strategic thinking to accept challenges and must have skills as effective leaders, namely the need to go beyond planning, organizing, executing, and controlling business activities efficiently (Barbosa et al., 2020).

2.2. SUSTAINABILITY

Sustainability is now one of the most urgent business mandates. This dimension of sustainability has been further developed to date because it is increasingly evident in the business world that environmental, social, and financial concerns are interrelated and the balance between the three must be maintained from now on to future generations (Carroll et al., 2017).

From an ethical perspective, sustainable development defined as an act of consent, based on universal values, which follows the logic of inclusion, and inhibits or reduces negative impacts on others, namely acting by ethics (Srouf, 2013).

Sustainability with an emphasis on the environment will achieve competitive management quality based on a sustainability management strategy, high technology, and control over environmental impacts (Pustiawari, 2017; Shrivastava, 1995).

2.3. SUSTAINABLE DEVELOPMENT GOALS (SDGs)

World leaders have agreed on the SDG as an agenda for global development action plans up to 2030. Through this agenda, it hoped that peace and prosperity will realize for all humanity and the environment which can have an impact in the short term and the future. The essence of the SDGs contained in 17 goals and broken down into 169 targets which call for making life better and more sustainable.

2.4. BALANCED SCORECARD (BSC)

Balanced Scorecard was developed by Robert Kaplan and David Norton in the early 90s. BSC was introduced as a work result measurement method used by companies to align plans and as a strategic management tool capable of translating strategic posture (Figure 1) into specific goals and actions through an action plan (Kaplan & Norton, 1996). BSC provides an element needed by companies to move from the 'always about finance' paradigm to a

new management model as a starting point for evaluating, questioning, and learning about the company's strategy.(Kaplan & Norton, 1992).



Figure 1 Dimensions of the Balanced Scorecard

Through the BSC, it is possible to divide certain objectives into four perspectives or dimensions, namely customers, finance, internal business processes, learning, and growth. Figure 2 presents the general framework of the BSC determined by Kaplan and Norton (1996).

Understand that the four perspectives by Kaplan and Norton illustrated as perspectives that are related to one another. Even simplified in one relationship "cause and effect relationship". The explanation of the relationship between each perspective is as follows:

1. Customer perspective shows what the company looks like in the eyes of customers. The higher the perception and satisfaction of customers, the higher the value of the company in front of customers.
2. Financial perspective, the question that must be responded to by the company here is how the company is viewed by shareholders both in the short and long term. The more profitable the company is in the eyes of shareholders, the safer the company is in obtaining additional working capital.
3. Internal business process perspective, this measure reveals what kind of production process is profitable for the company.
4. Learning and growth perspective explains how companies can survive and be agile in changes according to external demands



Figure 2 Balanced Scorecard Framework

Important keys when designing BSC: (1) a top-down approach, (2) starting from the vision and mission of the company, (3) identifying relevant key performance indicators from four different perspectives, and (4) emphasizing the importance of non-financial measures.

2.5. TRIPLE BOTTOM LINE (TBL)

In recent years, companies have been required to pay attention to the conditions surrounding the business in which there are aspects of society and the environment, apart from only focusing on profit. The idea of these three aspects is known and popular in the Triple Bottom Line (TBL) concept. TBL introduced in 1994 by John Elkington. In his writing in the book *Cannibal with Forks: The Triple Bottom Line of 21st Century Business*, Elkington describes TBL with a focus on economic prosperity, environmental quality, and social justice (Elkington, 1998)

The implications of the TBL concept for companies prioritize the interests of all parties or stakeholders who are involved and directly or indirectly affected by the activities conducted by the company. Stakeholder interests divided into three parts, namely the sustainability of operating profit, the side of social sustainability of the community (people), and the last is the side of environmental sustainability (planet).

2.6. SUSTAINABILITY BALANCED SCORECARD (SBSC)

When the BSC is utilized to contribute to sustainable management and to facilitate the integration of the BSC into environmental and social aspects, its traditional application has adapted and developed into the Sustainability Balanced Scorecard (SBSC) (Barbosa et al., 2020; Figge et al., 2002).

(Butler et al., 2011; Figge et al., 2002; Calender & Vayvay, 2016) reviewed three main approaches to identify sustainability steps into the BSC that will be used based on the company's current position:

1) Added BSC's fifth perspective

To change the BSC to SBSC, a fifth perspective need, namely the sustainability perspective which consists of social and environmental performance indicators (Figge et al., 2002). The addition of social and environmental responsibility data into the BSC will complement the financial, customer, internal business process, and learning and growth perspectives of company goals (Barbosa et al., 2020).



Figure 3 Sustainability Balanced Scorecard Framework

2) Develop SBSC that is separate from the BSC framework

This second approach is intended for companies that have implemented BSC in their management model without wanting to change it. This model incorporates sustainability measures into the BSC through separate SBSC design and implementation. A separate SBSC is suitable for companies that do not yet have a BSC but wish to measure and integrate sustainability without the hassles and costs of adopting the BSC as a whole. A separate SBSC can also be used by companies that wish to emphasize corporate sustainability as a strategy without revising or modifying the original BSC format (Butler et al., 2011)

3) Integrate the steps across all four perspectives

Ideally, all sustainability measures should be implemented in the organization's daily operations across all company functions. Integrating financial and customer measures with social measures; internal business process perspective with the environment; learning and growth measures with health measures, then show the existence of executive awareness of the causal relationship between organizational strategic management and sustainability efforts (Butler et al., 2011)

3. RESEARCH METHODS

The research methodology applied by the author uses a qualitative research design that aims to collect in-depth data by describing or describing facts and reality (Sugiyono, 2013). This study uses two sources of data, namely primary data through interviews and secondary data through literature and documentation studies.

Sources of valid and reliable literature studies are obtained through various references to books and previous research articles, company official web pages, and academic networks. Other literature sources such as presidential regulations, government regulations, SDG goals, and targets collected by downloading directly via the official web page of the relevant agency. The documentation collected from companies such as company profiles, organizational structures, company budget plans, financial reports, non-financial reports - accountability reports for CSR activities, price lists of goods, bills of materials (BOM) in the tolling process and photos of company activities relating to the activities and activities of the company.

Further data collection by conducting in-depth interviews in a structured manner by preparing interview stages and research instruments in the form of written questions to dig deeper into the thoughts and development of the sources' perspectives.

The stages of the research see in Figure 5 refers to the SBSC formulation process, namely the BSC framework approach that collaborated with the triple bottom line (TBL) aspect. The following are the stages of further research that developed referring to the framework.

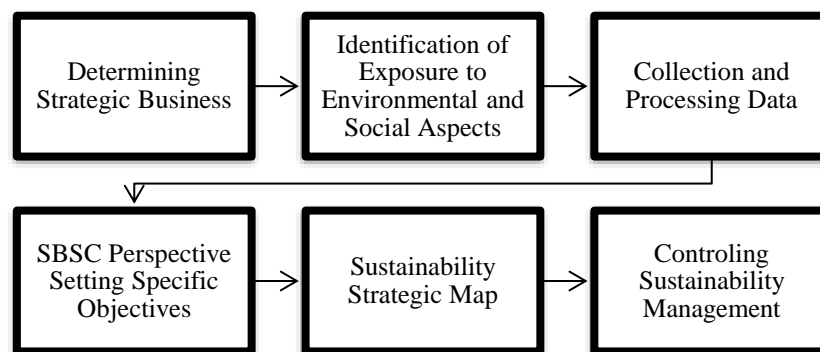


Figure 4 Research Stages

Through the limitations and difficulties faced at the same time in terms of resource utilization and transformation of management models, this study proposes formulations and simple tools that are effective, and enable the

preparation, planning, implementation, monitoring, and evaluation of sustainability management by small and medium enterprises. A balanced Scorecard (BSC) is one of the formulations for measuring company performance, in this study BSC will be integrated sustainability which used as a tool in the formulation. So BSC output is expected to assist the company in establishing a sustainability framework that fits the company's strategy

4. ORGANIZATION PROFILE

PT BI is a medium-sized business in the form of a limited company. PT BI is one of the official representatives of the Asia Pacific regional BMC for the Southeast Asia region. The history of Bardahl began in 1939 with its founder, Ole Bardahl. The slogan "Everything Around the World Runs Better with Bardahl" inspires the company to create high-quality products with innovative chemicals aimed at improving vehicle performance.

Bardahl invented the "Polar Attraction Formula" which can change the way lubricants work so that ordinary hydrocarbon oil molecules mixed with other basic elements to produce changes in their molecular structure. The molecule captures the electrical charge that binds each metal molecule to the opposite charge. Through this process, a microscopically thin but magnetically long-lasting lubricant film applied to the metal, insulating the surface against friction, heat, and wear. The development of this formula expected to increase the efficiency and environmental friendliness of motor oil

In running the business wheel as a medium-sized business in the field of lubricants trading, PT BI has a way of communicating future goals as outlined in the vision and mission of the organization. The vision stated by the company is to become a leading supplier of world-class lubricants in Asia through the best quality innovative products with technology and a trusted partner of choice in driving growth and helping business partners achieve success.

The company's mission is to produce the best quality products, help small to large businesses achieve success, and are a trusted growth partner that stakeholders can count on.

5. RESULTS AND DISCUSSION

5.1. DETERMINING BUSINESS STRATEGY OPTIONS

The process of determining the choice of strategy is carried out through the identification of internal and external factors of the company. The analytical tool used to identify internal factors is VRIO. Meanwhile, to identify external factors using PESTEL analysis. Furthermore, to obtain an ideal strategic posture, an elaboration between the two analyzes conducted with a SWOT analysis.

Next, we can summarize the new strategic posture for companies that have been analyzed based on VRIO, PESTEL, and SWOT analysis regarding the principles of sustainability.



Figure 4 Strategic Positioning

5.2. IDENTIFICATION OF EXPOSURE TO SOCIAL AND ENVIRONMENTAL ASPECTS

The identification process in seeking exposure to social aspects conducted in two stages. First, to identify social aspects, grouping is conducted based on stakeholders. Stakeholders divided into two groups, namely direct and indirect. Stakeholder groups related to the flow of exchange of resources or raw materials directly with business dealings called direct stakeholders. Then, the second step is to look for problems that occur or have the potential to cause social problems within the stakeholder group.

In identifying exposure to social aspects, the analysis conducted by referring to several of points from the SDG. The following goals of the SDGs are expected to be identified in lubricant companies, namely good health and well-being (SDG 3); gender equality (SDG 5); clean and affordable energy (SDG 7); decent work and economic growth (SDG 8); reducing inequality (SDG 10); peace, justice and strong institutions (SDG 16); and partnerships to achieve goals (SDG 17).

Table 1. Identification Framework of Social Aspect Exposure

<i>Direct Stakeholders</i>	Social problem
Internals: 1) Management 2) Employee 3) Shareholders	1) There is no age limit for the workforce, potentially employing underage workers 2) Recruiting employees from around the company is still minimal 3) Improving employee welfare, especially the company's operations 4) No program yet offers tools and resources for mental health, social health, risk of stress, and burnout 5) Gender discrimination and SARA on employees during work

	6) Delays in the development of renewable energy require large additional investment support from shareholders to provide energy solutions for companies and communities as well as local communities
Suppliers/vendors	<ol style="list-style-type: none"> 1) Supplier bottles, bottle caps, seals, and labels/stickers made from pure plastic, not recycle 2) Lack of information regarding supply chain management that is environmentally friendly 3) All vendors have not utilized renewable energy 4) Not disclosing information related to underage workers employed by suppliers
Business partners (customers)	<ol style="list-style-type: none"> 1) The need for massive outreach about environmentally friendly products 2) Respect for the integrity and loyalty of business partners or customers that have a positive impact 3) Lack of alignment regarding PT BI's sustainability strategy with the strategy of business partners 4) Non-discrimination trading system
Local community	<ol style="list-style-type: none"> 1) Not disclosing information on local business opportunities to become part of the supply chain 2) Lack of job opportunities for local communities 3) The company does not yet have a training program to build local community skills 4) There are no social-based programs that provide access to affordable renewable energy for local communities
Public	<ol style="list-style-type: none"> 1) Lack of opportunities or job opportunities for the surrounding community 2) The company has not conducted a training program to build the skills of the community around the company or official outlets 3) There is no educational program capable of bridging the skills gap with future needs to build sustainable solutions

The wide variety and large coverage of social aspects make it difficult to achieve a comprehensive identification or classification of social aspects, especially for medium-sized companies. Added to this is the lack of common ground in social science among people who are still traditional and adhere to traditions or hereditary. On the other hand, the need for harmonization of international standards has an impact on the difficulty of managing human rights and providing access to remedies when violations occur. Thus, not included in this analysis.

Identification of types of environmental interventions conducted through classification based on SDGs by considering the nature of business of the lubricant industry which is part of the manufacturing industry. So that these lubricant products expected to be able to support the achievement of sustainability through net-zero emission and respect nature or the environment.

Transforming into a lubricants trading business that supports net-zero emissions means committing to reduce emissions from operational activities, and use of fuel and lubricant products offered to business partners and customers. It also expected to absorb and store the remaining emissions with technology or balance them with offsets. SDG to achieve net-zero emission, an analysis is conducted regarding the three SDGs namely clean and affordable energy (SDG 7); infrastructure, industry, and innovation (SDG 9); and tackling climate change (SDG 13). Meanwhile, to support the SDGs in respecting the environment, an analysis is conducted regarding access to clean water and sanitation (SDG 6); responsible consumption and production (SDG 12); maintain terrestrial ecosystems (SDG 15).

Table 2. Identification Framework of Environmental Aspect Exposure

Types of environmental interventions	Events that have occurred/have the potential to occur
Emission	<ol style="list-style-type: none"> 1. Use of a cooling machine to maintain the air temperature and humidity in the lubricant storage room 2. Use of employees' vehicles and operational cars that still use fuel oil 3. Utilization of solar panels for operational offices and warehousing due to the large investment value
Waste	<ol style="list-style-type: none"> 1. Used lubricant waste is in business partner workshops 2. Waste bottles, lids, and used drums cannot processed and reused as production raw materials. 3. The waste in the lubricant storage warehouse categorized according to the type of material and given to one of the garbage or waste containers for recycling.
Material inputs	<ol style="list-style-type: none"> 1. The lubricant uses "polar attraction formula" technology which has been tested to be environmentally friendly 2. The use of raw materials for bottles, caps, seals, and stickers that still use pure plastic pellets, not recycled products can add to plastic waste 3. The company has yet to find an environmentally friendly alternative to bottled lubricants
Noise and vibration	<ol style="list-style-type: none"> 1. The vibrations only come from the means of transportation for delivery of lubricants such as containers, trucks, and pickups, which are felt not to disturb the surrounding environment 2. The vibration of using the forklift inside is not too great and does not disturb the surrounding environment 3. For the production of lubricants, bottles, caps, cartons, and lubricant labels use vendors and are located in industrial areas so that noise and vibration do not affect operational activities
Waste heat	There is no waste heat generated from operational activities
Radiation	There is no radiation generated from operational activities
Direct intervention in the environment	<ol style="list-style-type: none"> 1. There is a net carbon footprint of the lubricants sold 2. Office and warehouse activities are starting to utilize renewable energy through the installation of solar panels. 3. The use of solar panels also provides the benefit of saving electrical energy which can reduce the company's electricity burden

5.3. SBSC PERSPECTIVE SETTING SPECIFIC GOALS

Systematically at this stage, it is necessary to align specifically the specific objectives from the SBSC perspective that are relevant to the sustainability strategy. The purpose of this determination is to translate the strategies formulated verbally by the sources into strategic objectives and indicators that are causally related. As explained in chapter two that the top-down approach proposed by (Kaplan & Norton, 1996) is a key formulation in the BSC to identify relevant strategic aspects in the four perspectives. Next, the addition of social and environmental aspects using this approach also applies to the SBSC formulation process.

Table 3. Specific Objectives of PT BI

Strategic Objective: Helping business partners to achieve success through strategy and sustainable management				
Strategy Position	TBL	Specific Objective		
<p>Values Hard work, respect for customers/business partners, commitment, integrity, respect for stakeholders</p> <p>Vision Become a lubricant supplier with environmentally friendly technology and help business partners</p> <p>Mission Produce innovative products that are environmentally friendly and become reliable partner for stakeholders</p>	Economy	Finance	Reach sales targets	
				Increase revenue
				Reducing production costs and operational costs
				Adjustment of the budget (budget)
	Social	Customer		Improve the quality of lubricants
		(Business partner)		Maintain service quality (pre and after-sales)
				Connecting lubricant brands with sustainability
				Expansion of marketing and sales area
	Environment	Business		Investment in the latest types of lubricant products
		Process		Administrative process transformation
				Measure the level of energy consumption
				Measuring environmental sustainability
Learning and Growth			Improve office and warehousing security	
			Training for employees	
			Improve infrastructure	
			Ensure employee welfare	

The selection of SBSC perspectives and indicators needs to consider causal relationships that can influence decision-making based on a sustainability strategy. As a basis for consideration in setting specific goals from the SBSC perspective, in general, important indicators are obtained from the results of data collection and processing that have been submitted to the management, employees, and business partners of PT BI. Furthermore, setting specific goals conducted by considering PT BI's needs and strategies for sustainability.

5.4. SUSTAINABILITY STRATEGIC MAP

Furthermore, considering the specific objectives that have been proposed in the previous step, the author will analyze the proposed sustainable strategy map from two BSC perspectives, namely learning and growth and internal business processes, requiring consideration from company management regarding operational strategy. Proposed considerations divided into three categories:

1. Institutional relations, where the proposed strategy aims to strengthen the company's relationships and relations with stakeholders
2. Development, this strategy requires financial investment support
3. Strengthening management is a proposed sustainable strategy for administrative processes.

Then all the components of the strategy above will support specific objectives directed at the financial and customer perspectives.

Realization of the strategy on the sustainable map can begin to be implemented by adjusting the budget based on the results of financial analysis designed according to the company's ability to pay attention to the needs and capacity of the company's resources.

5.5. CONTROL OF SUSTAINABLE MANAGEMENT

To maximize the efficiency and productivity of PT BI and to realize successful sustainable management, a proposed control framework must be developed immediately. Specific objectives as important instruments that are aligned with sustainable strategies are then adjusted to indicators that have been explicitly disclosed by management. Thus, the management of PT BI needs to be guided by a control framework as a monitoring tool for improving performance by regularly comparing work plans and targets.

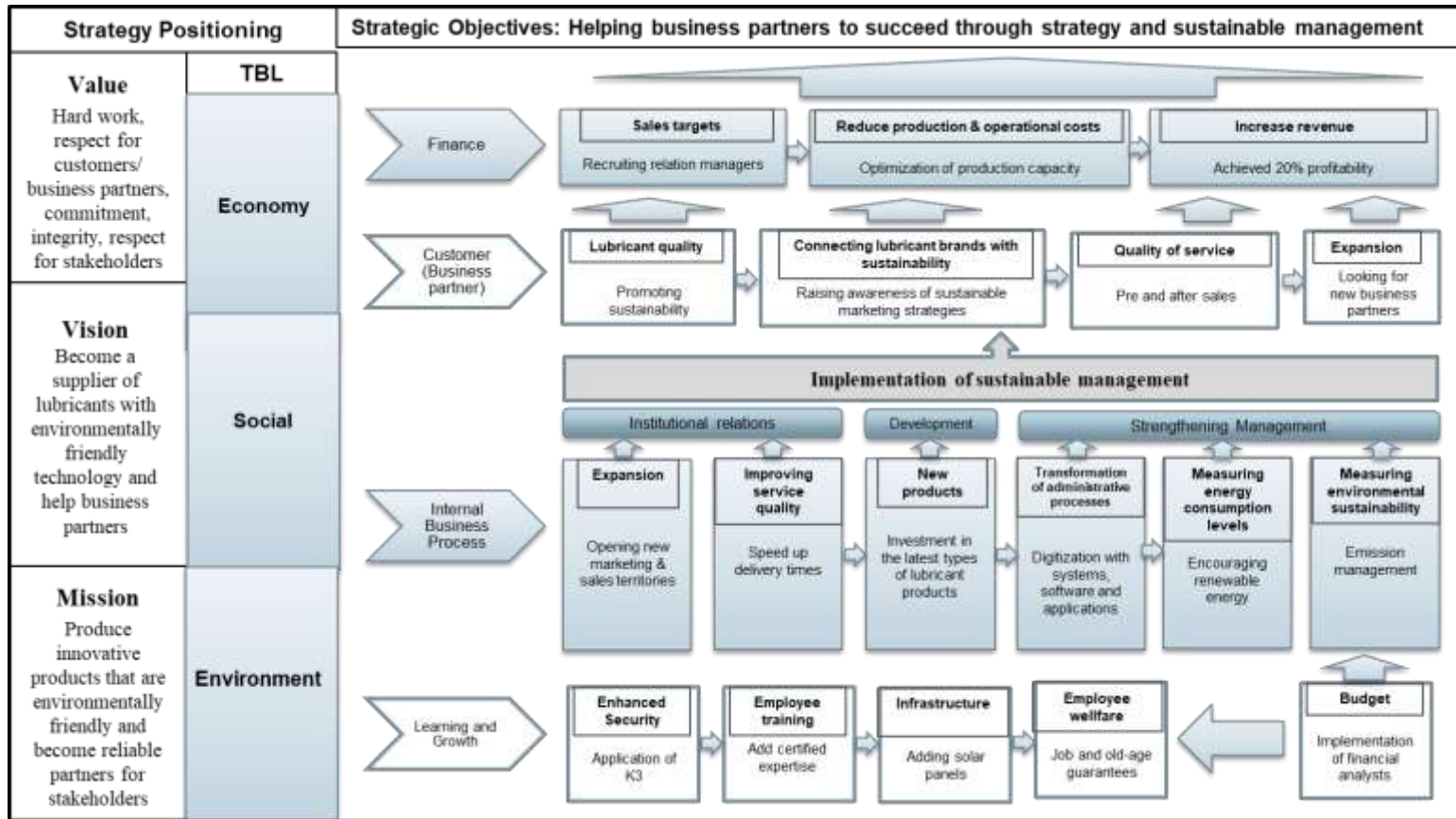


Figure 5 Sustainability Strategic Map

Table 4. Strategic Control from Financial Perspective and Customer Perspective (Business Partners)

Strategic Objective: Helping business partners achieve success through strategy and sustainable management							
Specific Objectives	Sustainable Strategies	Control of Sustainable Management		Action Plan Framework			
		Indicator	Goals	Action plan	Responsible	Period	Action
Finance							
Reach sales targets	Recruiting a relation manager (RM)	Sales of the month/sales of previous month	100%	After recruiting RM in the new region	General Manager	3 months	Immediate
Increase revenue	Achieve 20% profitability	Profit/revenue	20% income per year	Financial and administrative restructuring	Head of Operational	12 months	Immediate
Reducing production costs and operational costs	Optimizing production capacity	Cost/revenue	10% decrease	After recruiting certified employees	Supply Chain Manager	3- 6 months	Immediate
Budget adjustment	Implementation of financial analysis	Operational cycle	100%	Financial restructuring	Head of Operational	1-2 years	3-12 months
Customers/business partners							
Improve the quality of lubricants	Encouraging technology sustainability	Number of lubricants sold	20% increase in sales	Cooperation with lubricant experts	General Manager	6 months	Immediate
Improve service quality	Maintain service quality (pre and after-sales)	The number of respondents to the customer satisfaction survey	20% increase	Customer service restructuring	Head of Operational	3-6 months	Immediate
Connecting lubricant brands with sustainability	Increase awareness of sustainable marketing strategies	Number of customer satisfaction survey responses	100% all lubricant products	Cooperation with third parties	General Manager	12 months	Immediate
Expansion of marketing and sales area	Looking for new business partners	Number of branches and business partners	Minimum 2 branches/year	After recruiting new RM	General Manager	1-5 years	3 months

Table 5. Strategic Control from Internal Business Process Perspective and Learning and Growth Perspective

Strategic Objective: Helping business partners achieve success through strategy and sustainable management							
Specific Objectives	Sustainable Strategies	Control of Sustainable Management		Action Plan Framework			
		Indicator	Target	Action plan	Responsible	Period	Action

Internal Business Process							
Improve service quality	Speed up delivery time	The number of respondents to the customer satisfaction survey	40% increase	Looking for a new logistics vendor	Supply Chain Manager	1 month	Immediate
Investment in the latest types of lubricant products	Adding the type of machine lubricant	Number of new products	1 product per year	Increase business capital	Supply Chain Manager	12 months	6-12 months
Administrative process transformation	Digitization	Number of manual procedures/processes	100%	Use of systems, software & applications	Head of Operational	3 months	Quick
Measure the level of energy consumption	Encouraging renewable energy	Consumption/average production of energy	10% Reduction in consumption	Use of solar panels	Supply Chain Manager	3-6 months	Immediate
Measuring environmental sustainability	Emissions management	Total electricity consumption/usage time	5% reduction in carbon footprint	Adding solar panels	Supply Chain Manager	3-6 months	Immediate
Learning and Growth							
Improve office and warehousing security	Application of K3	Work accident rate	Zero work accidents	K3 routine training	Supply Chain Manager	1 month	Immediate
Training for employees	Employee certification	Number of training participants	100% Quality improvement	Collaboration with training centers	Head of Operational	1-3 months	1 month
Improve infrastructure	Sustainable development schedule	Monthly report	Minimum 1 month per project	Contractor cooperation	Head of Operational	3-6 months	3 months
Ensure employee welfare	Job guarantee, old age, intensive	Monthly report	100%	Restructuring employee benefits	Head of Operational	1-3 months	Immediate

6. CONCLUSION AND RECOMMENDATION

Based on the results of research that has been done by managing data from case studies at PT BI, it can be concluded that one of the successful formulas for managing a company's managerial transformation is through a balanced strategic position. Adopting the BSC framework into a strategic position thereby creates a new strategic posture. Thus providing an opportunity for companies to direct their business toward sustainability.

To achieve the goals of translating and aligning strategy into action, the main focus is on the traditional BSC structure and concept first. Furthermore, the formulation of important indicators from a stakeholder perspective reflects the company's desire to create a new vehicle, namely sustainable management. The application of sustainable management in building a balance to achieve sustainability goals requires that all strategic relevance to social and environmental aspects must be included in the BSC to achieve a permanent competitive advantage for the company. BSC also supports management in all three dimensions of sustainability namely economic, social and environmental simultaneously.

By synchronizing strategic positions, and social and environmental aspects to direct management toward the sustainable transformation of policies, strategies, and specific objectives. This transformation needs to introduce through visualization on the sustainability strategy map which then communicated using a top-down approach, starting from the highest level in management and then going down to the lowest level. The importance of building effective communication within a company can provide benefits for the continuity and sustainability of all stakeholders.

Short-term recommendations for PT BI should make improvements that focus on environmental preservation. Actions to improve the management of used bottles used cartons and waste management of used lubricants must be a priority in supporting the success of business partners in realizing sustainable management. The actions that can be take in processing used oil that is environmentally friendly are use as a wood preservative, chain lubricant, and rust remover. From the financial side, to increase revenue, PT BI can conduct sustainability strategies. First, by increasing competitive product prices through various kinds of research to find out market conditions, competitors, the right time to increase prices, and production and operational costs that must incurred. Second, through increased sales through promotions, advertisements, exhibitions, and automotive-related events. Third, improve infrastructure by utilizing renewable energy.

Meanwhile, long-term recommendations for PT BI should increase social actions around the company area that have an impact on society. Concerning environmental preservation, it is hoped that it can be conducted through innovation in managing used oil waste. Based on the research results, the

innovation of using used oil can conducted to produce high-speed diesel (HSD) fuel (Herdito et al., 2021).

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APPENDIX

Appendix 1. Organizational Structure of PT BI

