JURNAL LOCUS: Penelitian & Pengabdian
Volume 5 No. 2 Ferury 2026
E-ISSN 2829-7334| P-ISSN 2829-5439
Hompage: https://locus.rivierapublishing.id/index.php/jl

Strategic Diversification into Sustainability Consulting: an Internal–External Fit Analysis of Premysis Consulting

Adella Tasya
Institut Teknologi Bandung, Indonesia
Email: adellaatasya@gmail.com

Abstract:
This research examines Premysis Consulting's strategic diversification into sustainability and ESG (Environmental, Social, and Governance) consulting using an internal–external fit approach. The study explores how the firm's ISO-based consulting expertise can be leveraged to enter Indonesia's emerging ESG market, driven by POJK 51/2017 and increasing stakeholder expectations. A qualitative exploratory method was applied, incorporating internal interviews, six external client discussions, and a focused group discussion (FGD). The PESTEL and VRIN–RBV analyses reveal that while Premysis possesses valuable assets such as strong client trust, a structured methodology, and regulatory competence, the firm faces capability gaps in ESG-specific technical skills, digital tools, and innovation diffusion. Thematic findings identify four market segments: Compliance-Oriented, Transformation-Focused, Mid-Sized/Underserved, and Innovation-Oriented clients. Among these, the Transformation-Focused and Mid-Sized segments present the most strategic opportunities. The study recommends a hybrid business-level strategy, combining focused differentiation for transformation clients and cost leadership for SMEs. ESG diversification is deemed viable if supported by talent upskilling, digital integration, and partnership-based positioning. This research contributes to the sustainability consulting literature by demonstrating how internal–external alignment enables consulting firms to evolve from compliance-driven services toward strategic ESG advisory.
Keywords: *Sustainability Consulting, ESG Strategy, Diversification, VRIN, PESTEL, Indonesia.*
Corresponding: Adella Tasya
E-mail: adellaatasya@gmail.com

INTRODUCTION

The global consulting industry is undergoing a fundamental shift in strategic direction (Andersson, 2025; Poulfelt et al., 2017; Treichler, 2018). Traditionally, firms have delivered value through structured compliance and management system implementation centered around international standards such as ISO 9001 (Quality), ISO 14001 (Environment), ISO 27001 (Information Security), and ISO 45001 (Occupational Health & Safety). These frameworks have long enabled clients to manage operational risks, regulatory compliance, and process consistency (Adeniran et al., 2024; Alex-Omiogbemi et al., 2024; Nandan Prasad, 2024; Oyeniyi et al., 2021). Premysis Consulting, a trusted consulting firm in Indonesia, has historically specialized in these ISO-based services, working across key sectors such as manufacturing, finance, food safety, and healthcare.

However, the consulting value chain is expanding. External macro-environmental pressures such as rising climate risks, stakeholder activism, and regulatory tightening are triggering demand for advisory services that extend beyond compliance and into long-term strategic value creation. According to Landi et al., (2022), companies that embed Environmental, Social, and Governance (ESG) principles into their core strategy tend to outperform their peers. As a result, sustainability consulting has evolved to include services such as ESG readiness assessments, climate scenario planning, sustainability-linked disclosures (GRI, SASB, TCFD), stakeholder engagement, and green innovation audits (Ilori et al., 2023; Myers & Czarnezki, 2021; Story, 2025).

This shift is further reinforced by structural regulatory developments (Adebayo et al., 2025; Nakhostin-Khayyat et al., 2024; Phiri et al., 2024; Song et al., 2022). In Indonesia, the Financial Services Authority (OJK) has taken steps to institutionalize sustainability governance (Kartiko et al., 2024; Kusuma, 2022; Setyowati, 2023; Widjaja, 2026). POJK No. 51/POJK.03/2017 mandates sustainability reporting for financial institutions and publicly listed companies, starting in 2020. These regulations require the disclosure of environmental and social risks, governance metrics, energy and emission performance, and alignment with the Sustainable Development Goals (SDGs). National policy instruments such as the Long-Term Strategy for Low Carbon and Climate Resilience 2050 (LTS–LR) and the Green Taxonomy developed by OJK signal a broader movement toward embedding ESG criteria into both public and private investment decisions.

From a PESTEL perspective, these shifts reflect accelerating changes across political, environmental, legal, and social dimensions. Simultaneously, the consulting industry's competitive landscape (Porter's Five Forces) is evolving: barriers to entry are lowering due to digitalization, while buyer expectations are increasing for integrated sustainability and digital transformation solutions.

Against this backdrop, the Indonesian sustainability consulting market is expanding under strong regulatory and market forces. As of December 2024, there were 943 companies listed on the Indonesia Stock Exchange (IDX), all potentially subject to POJK 51/2017 (Anastasya & Angelica, 2025). Reporting adoption has risen significantly—88% of listed companies submitted sustainability reports in 2022, increasing to 94% by the end of 2024 (IDX, 2024). The Financial Services Authority's Sustainable Finance Roadmap Phase II (2021–2025) reinforces ESG integration across banks, insurers, multifinance firms, and capital market players. Parallel to this, Indonesia's sustainable bonds outstanding exceeded USD 10 billion by 2023, more than doubling from 2020 levels (Halimatussadiah et al., 2024; Watel-Dehaynin, 2023), underscoring the growing link between capital access and robust ESG disclosure.

The global ESG and sustainability consulting market continues to expand, valued at USD 8.76 billion in 2023 and projected to reach USD 13.82 billion by 2031, with a CAGR of 5.2%. Although early demand has been driven by multinational corporations, SMEs are increasingly adopting ESG practices to secure green financing, meet supply chain requirements, and strengthen investor alignment. In the ASEAN region, regulatory expectations are converging, with Singapore, Malaysia, Thailand, and Indonesia progressively tightening disclosure requirements. Indonesia, through POJK 51/2017, has demonstrated increasing compliance among listed and financial institutions, creating stronger incentives for companies to invest in sustainability readiness and reporting (Amin et al., 2025; Ardiana et al., 2025; Farihah et al., 2024; Idris et al., 2024; Putri et al., 2025).

In this regional context, Indonesian firms face mounting regulatory, competitive, and stakeholder pressures—particularly those integrated into global value chains (Maltais et al., 2026; Nuraisyah et al., 2025). These dynamics present a clear opportunity for specialized

ESG advisory services. Premysis Consulting already possesses strong foundations in audit, risk assessment, process mapping, and compliance advisory—resources that align with the VRIN framework as valuable and embedded strengths. However, transitioning toward ESG consulting represents a related diversification strategy that requires systematic alignment between internal capabilities and external environmental demands, assessed using strategic management tools such as SWOT–TOWS, Ansoff Matrix, QSPM, and Balanced Scorecard.

Market demand for sustainability consulting is heterogeneous and varies by industry sector, organizational size, and regulatory exposure. The energy and manufacturing sectors emphasize emissions and resource efficiency, finance prioritizes sustainable investment and disclosure, while healthcare and technology address sector-specific ESG risks. In Indonesia, sustainability reporting mandates position banks, listed companies, SOEs, and supply chain–linked SMEs as primary client groups. Segmentation by end user further distinguishes large corporations seeking strategic transformation, SMEs requiring affordable compliance solutions, and government institutions focusing on regulatory adherence. Based on its client portfolio, Premysis's most strategic targets are mid-to-large firms in regulated industries and SMEs embedded in global value chains, enabling cross-selling opportunities and deeper client engagement.

Positioning therefore becomes critical in differentiating Premysis from global consulting giants such as McKinsey, Deloitte, and ERM. While international firms dominate high-end advisory with advanced analytics and global networks, Premysis can position itself as a trusted Indonesian partner that integrates ISO-based management system expertise with ESG advisory. By emphasizing local regulatory knowledge, contextual understanding, practical implementation capability, and cost-effective solutions, Premysis can occupy a strong niche for mid-sized firms seeking credible and pragmatic sustainability support. To support this strategic direction, the research sets out to analyze market evolution, evaluate internal–external strategic fit, and formulate a structured roadmap for ESG consulting diversification, while acknowledging limitations related to a single-case focus, qualitative orientation, and the exclusion of detailed financial modeling.

This research is expected to provide both theoretical and practical contributions. Theoretically, it enriches the academic literature on strategic diversification in the consulting industry, particularly in the context of sustainability and ESG advisory services in emerging markets. Practically, the findings offer Premysis Consulting a structured and evidence-based roadmap for entering the ESG consulting market, helping the firm leverage its existing strengths while addressing capability gaps. The study also provides insights for other consulting firms in Indonesia and the ASEAN region seeking to navigate the transition from compliance-based services to strategic sustainability advisory. Furthermore, the strategic frameworks and recommendations developed in this research can serve as a reference for policymakers and industry associations in designing capacity-building programs and regulatory incentives that support the growth of local sustainability consulting ecosystems.

RESEARCH METHOD

This chapter explains the research methodology used to examine Premysis Consulting's strategic diversification from ISO-based management system consulting into sustainability and ESG advisory services. The study adopts a qualitative exploratory research design to capture in-depth insights regarding internal organizational capabilities, external market dynamics, regulatory developments, and client expectations. Emphasizing the internal–external fit perspective, the methodology integrates company-level analysis with environmental and industry assessments. Qualitative data were obtained through semi-structured interviews with internal leaders and external clients, Focus Group Discussions (FGD), direct observations, and document analysis, allowing comprehensive evaluation of resources, capabilities, value chain, and competitive context. These inputs were further analyzed using strategic tools such as SWOT and TOWS to develop evidence-based strategic recommendations.

The data collection process involved primary and secondary sources. Primary data were gathered through ten semi-structured interviews with internal stakeholders and clients from key sectors, complemented by FGDs and direct observations of consulting practices. Secondary data were sourced from industry reports, regulatory guidelines, academic literature, and internal company documents to validate and enrich the findings. Data analysis followed systematic stages including data recording, transcription, thematic coding, triangulation, and synthesis to ensure rigor and credibility. The integration of these methods enabled a holistic assessment of strategic readiness and market opportunities, forming the foundation for developing a structured ESG diversification roadmap for Premysis Consulting.

RESULTS AND DISCUSSION

SWOT-TOWS Analysis

The SWOT–TOWS framework enables a structured synthesis of Premysis Consulting's internal strengths and weaknesses with external opportunities and threats. This dual-layered analysis supports strategic option generation and prioritization for ESG consulting diversification.

1. **SWOT Matrix**

The Resource-Based View (RBV) posits that sustainable competitive advantage arises from resources that are valuable, rare, inimitable, and non-substitutable (Barney, 1991). Table 1 integrates interview-based coding to assess Premysis's strategic assets.

Table 1. SWOT Summary Based on Internal and External Analysis

Category	Code	Statement	Explanation / Supporting Evidence
Strengths (S)	**S1**	Strong foundation in ISO management systems and compliance consulting	Over 10 years of experience delivering ISO 9001, 14001, 27001, and 45001 implementations across various industries builds technical credibility and structured consulting capability.
	S2	Established brand reputation and client trust in governance and compliance	Recognized by clients in financial, government, and manufacturing sectors for high quality and consistent delivery, reflected in repeat project

			engagements and referrals.
	S3	Experienced and certified consultants	Team consists of IRCA-certified auditors and ISO specialists with cross-standard expertise, enabling integrated system consulting (QHSE, ISMS, ESG).
	S4	Strong relationships with certification bodies and regulators	Close collaboration with certification institutions (TUV, SGS, BSI, Sucofindo) ensures credibility and up-to-date alignment with global standards.
	S5	Increasing adaptability toward digital and sustainability trends	Initiatives such as *Greentech Suite* demonstrate early investment in digital transformation and sustainability-based consulting approaches.
	S6	Proven project methodology and documentation framework	Premysis' standardized templates and project tools enhance consistency, quality assurance, and client satisfaction.
	S7	High management commitment and client-focused culture	Leadership emphasizes long-term partnerships, value creation, and continuous service improvement based on feedback mechanisms.
Weaknesses (W)	**W1**	Limited specialization in sustainability consulting	Sustainability and ESG advisory capabilities are still emerging; expertise remains concentrated in ISO-based consulting.
	W2	Absence of enterprise digital infrastructure (no Google Workspace or Microsoft 365)	Currently relies on personal Google Drives for documentation, reducing collaboration efficiency and data security.
	W3	Limited marketing and brand visibility in ESG sector	Marketing communication focuses mainly on ISO compliance; limited presence in sustainability platforms and professional networks.
	W4	Heavy reliance on key individuals	Project success depends on a small number of senior consultants, increasing workload risk and limiting scalability.
	W5	Lack of recurring revenue model	Project-based income creates fluctuating revenue; minimal subscription or retainer-based engagements.
	W6	Limited investment in training and R&D for sustainability	No dedicated R&D budget or systematic capacity-building program for ESG and digital consulting innovation.
Opportunities (O)	**O1**	National commitment to Net Zero 2060 and sustainability transition	The government's green agenda and Presidential Regulation No. 98/2021 on carbon valuation create high demand for ESG, GHG, and sustainability reporting services.
	O2	Expanding sustainability reporting and ESG disclosure mandates	OJK Regulation No. 14/2023 requires financial and non-financial entities to integrate sustainability reporting, creating a consulting market for ESG frameworks and data management.
	O3	Growing awareness of green transformation among Indonesian corporations	Enterprises are shifting from compliance-based to performance-based sustainability, increasing demand for holistic consulting support.
	O4	Acceleration of digital transformation and data-driven governance	National SPBE (Sistem Pemerintahan Berbasis Elektronik) and private sector digitalization initiatives create opportunities for integrated digital–sustainability consulting.
	O5	Increasing collaboration opportunities with government and global partners	Public–private partnerships and donor-funded ESG programs (UNDP, ADB, GIZ) create new market segments for consulting services.

	O6	Expansion of sustainability education and talent development	Growth in sustainability literacy among universities and corporates opens training, workshop, and certification opportunities.
Threats (T)	**T1**	Rising competition from international and large consulting firms	Global players (PwC, EY, Deloitte) are expanding ESG consulting in Indonesia with advanced frameworks and digital tools.
	T2	Rapid regulatory and reporting framework evolution	Frequent updates to ESG, carbon, and sustainability standards require constant adaptation and reskilling.
	T3	Economic uncertainty affecting corporate consulting budgets	Clients may delay consulting projects or prioritize cost efficiency during macroeconomic slowdowns.
	T4	Emergence of technology-based ESG startups	Digital platforms offering automated sustainability reporting (e.g., AI-based carbon calculators) could disrupt traditional consulting models.
	T5	Cybersecurity and data privacy risks in digital consulting	As consulting shifts toward cloud-based tools, lack of robust data protection could expose confidentiality risks.
	T6	Difficulty attracting and retaining ESG-specialized consultants	Competition for sustainability talent across industries increases hiring cost and turnover.
	T7	Client misconceptions about sustainability ROI	Many organizations still perceive sustainability as a compliance burden, limiting consulting engagement opportunities.

Source: Primary data processed, 2025

a. Strength

Premysis Consulting's strengths are primarily built on its long-standing credibility in ISO management systems consulting, experienced consultants, and trusted relationships with clients and certification bodies. Over the past decade, the firm has successfully implemented ISO 9001, ISO 14001, ISO 27001, and ISO 45001 projects across multiple sectors, demonstrating a strong capability in translating international standards into practical organizational improvements. This technical and compliance-based foundation provides Premysis with a solid platform to transition toward sustainability consulting.

The firm's reputation for professionalism, reliability, and customer focus has cultivated client loyalty, particularly among financial institutions, government agencies, and manufacturing companies that value structured consulting and measurable outcomes. Additionally, its consultant team, composed of IRCA-certified auditors and specialists, brings credibility in system-based governance, which is crucial in sustainability reporting and ESG integration.

Premysis also benefits from strategic partnerships with certification bodies such as TUV Rheinland, SGS, and Sucofindo, enabling it to stay updated with evolving compliance standards and emerging sustainability frameworks. Furthermore, the recent introduction of the Greentech Suite—a digital platform designed to enhance efficiency and data integration in consulting projects—illustrates the company's adaptability and innovation drive. Altogether, these strengths form a solid base for expanding into sustainability consulting while maintaining the firm's core value proposition: trusted, structured, and client-centered solutions.

b. Weakness

Despite its strong consulting foundation, Premysis faces several internal challenges that may hinder its ability to scale or compete with global consulting firms in the sustainability domain. The company's core expertise remains concentrated in ISO compliance, with limited in-house capabilities in sustainability strategy, carbon accounting, or ESG reporting. This narrow specialization could constrain its positioning as organizations increasingly demand broader sustainability solutions that go beyond certification.

Another critical weakness is the absence of an integrated digital infrastructure. Premysis still relies on personal Google Drives for project documentation and collaboration, which poses risks to data security, knowledge continuity, and operational efficiency. Compared to global consulting firms that operate with centralized knowledge management systems, Premysis's digital readiness remains at a developing stage.

The company also lacks a dedicated marketing and branding function, resulting in limited visibility in the sustainability consulting landscape. Its communications primarily target ISO-related audiences, reducing exposure to new market segments such as ESG, sustainability reporting, and green transformation. Moreover, its project-based revenue model leads to fluctuating cash flow and low client retention beyond the certification cycle. Lastly, the company's dependency on a few senior consultants creates vulnerability in resource allocation and project continuity when workloads increase.

To address these weaknesses, Premysis must invest in building ESG expertise, digital transformation, and marketing visibility while developing more sustainable and recurring business models.

c. Opportunities

The external environment presents significant opportunities for Premysis Consulting to grow and diversify. Indonesia's national agenda toward Net Zero Emission 2060 and the implementation of sustainability policies—such as Presidential Regulation No. 98 of 2021 on Carbon Economic Value and OJK Regulation No. 14 of 2023—have accelerated corporate demand for sustainability reporting and ESG compliance consulting. These policy shifts create a favorable market for firms like Premysis that already have a governance-oriented consulting foundation.

Moreover, the increasing demand for sustainability disclosure, carbon management, and green transformation among corporations opens a new market segment for consulting services that integrate ISO frameworks with sustainability goals. Many local organizations seek guidance not only for compliance but also for integrating ESG principles into their strategy and operations—an area where Premysis can leverage its process-based consulting expertise.

The rise of digital transformation and data-driven governance also brings new business opportunities. As organizations adopt digital ESG platforms and sustainability dashboards, Premysis can strengthen its market presence through Greentech Suite as a differentiator in offering digital sustainability consulting. Additionally, growing collaboration opportunities with government agencies, donor institutions, and educational bodies in sustainability-related programs (e.g., UNDP, ADB, GIZ) provide access to new partnerships and capacity-building projects.

Finally, the increasing awareness of sustainability education and human capital development across sectors enables Premysis to position itself as both a consulting and training provider—broadening its service portfolio and building long-term relationships through knowledge-based engagement.

d. Threat

Premysis Consulting operates in an increasingly competitive environment, with both local and international consulting firms expanding into sustainability services. Global players such as PwC, EY, and Deloitte dominate high-end corporate markets with comprehensive ESG frameworks, digital platforms, and international credibility. These firms set a high competitive benchmark, creating pressure for local firms like Premysis to differentiate through niche expertise and localized value.

In addition, the rapid evolution of ESG and sustainability standards poses a challenge, as regulations and reporting requirements continue to shift globally and nationally. Without continuous investment in research and capability building, Premysis risks falling behind in technical relevance. The emergence of technology-based sustainability startups—offering automated ESG reporting, carbon calculators, or AI-based data tools—introduces another layer of competition, potentially disrupting traditional consulting models.

Economic uncertainty and fluctuating consulting budgets among clients also represent a major threat, especially during market slowdowns when companies prioritize cost reduction. Moreover, cybersecurity and data privacy risks are becoming critical concerns as consulting services increasingly rely on digital collaboration. Lastly, attracting and retaining skilled sustainability consultants is challenging due to talent scarcity and rising competition across industries.

To mitigate these threats, Premysis must strengthen its human capital strategy, develop adaptive service models, and build strong alliances that enhance its technical and digital sustainability capabilities.

Business Solution

Based on the results from market analysis using the STP framework, together with internal and external analyses, as well as interview findings and secondary data, the researcher conducted a comprehensive evaluation of Premysis Consulting's current condition. The findings were then synthesized to develop a SWOT analysis, identifying the company's strengths, weaknesses, opportunities, and threats.

Following this, a TOWS Matrix analysis was conducted to formulate appropriate strategic alternatives that align with the company's core competencies identified in the previous section. This process aims to generate sharp and actionable strategies that directly address the main research question—how Premysis Consulting can effectively implement a diversification strategy into sustainability consulting while maintaining competitiveness and organizational fit.

Through the integration of the SWOT–TOWS framework, the proposed business solutions are expected to bridge the gap between internal capabilities and external opportunities, ensuring that Premysis's diversification initiative is strategically aligned, feasible, and sustainable in the long term.

1. SWOT-TOWS Analysis

The analysis of TOWS matrix is based on SWOT in Based on the inputs from analyzing the market using STP framework, internal, and external analysis, combined with interview data and secondary data analysis, then combine the result to create a SWOT to check the company's strength, weakness, opportunity and threat. After that author conducted TOWS matrix analysis to find the suitable strategy and combine it with the core competencies that already analyzed before to find sharp and suitable strategy to answer the research question solve the business issue.

Table 2. TOWS Strategic Options

Strategy Type	Strategic Options
SO (Strength–Opportunity)	**SO1. Develop Sustainability Advisory Packages Aligned with Government Policy Push (PR No. 12/2021)** Leverage technical–consultative capability and established credibility (S1, S4, S5) to create ESG/Sustainability advisory offerings that align with national sustainable procurement and industrial efficiency regulations (O1, O3).
	SO2. Prioritize Service Offering Expansion to Serve PSN and Construction/Automotive Growth Sectors Use reliable local logistics and product quality foundation (S2, S6, S7) to position Premysis as preferred partner in sustainability readiness programs for PSN, construction, and automotive sectors (O2, O4).
	SO3. Strengthen Relationship-Based Long-Term Sustainability Partnerships Use consultative selling & after-sales trust-building capability (S1, S5) to offer long-term sustainability roadmap engagements with galvanizing and manufacturing clients (O6).
WO (Weakness–Opportunity)	**WO1. Build Local Capability Center for Sustainability Knowledge & Technical Training** Address reliance on Advisor & small local team (W2, W3) by upskilling consultants in ESG frameworks, LCA, emissions accounting, and industrial sustainability programs (O1, O5, O6).
	WO2. Form Local Process Improvement / Blending Partnerships To reduce import-based cost structure (W1, W4), collaborate with local chemical processors/labs to support sustainability-focused process optimization services for galvanizers (O3, O4).
	WO3. Improve Technical Coordination to Accelerate Product/Process Adaptation Mitigate time-zone delays with German R&D and limited local specialization (W3, W5) by establishing standardized technical documentation and structured joint technical sessions (O3, O5).
ST (Strength–Threat)	**ST1. Differentiate Through Consultative, Solution-Based Sustainability Transformation (Not Cost-Based Selling)** Use expert-driven and service-oriented value proposition (S1, S5) to withstand competition from low-cost suppliers (T1, T3).
	ST2. Utilize Stable Logistics & Financial Backing to Mitigate FX and Cost Volatility Risks Leverage logistics reliability & holding support (S6, S7) to manage impacts of EUR/IDR fluctuations and raw material freight volatility (T2, T4, T6).
	ST3. Strengthen Brand Trust and Technical Credibility to Reduce Switching Risk Protect customer loyalty using reputation history & after-sales responsiveness (S4, S5) to prevent customer switching in price-sensitive market (T5, T8).

Strategy Type	Strategic Options
WT (Weakness–Threat)	**WT1. Implement FX Hedging and Cost-Mix Planning** Reduce vulnerability to import-driven price volatility (W4) and currency risks (T2, T4).
	WT2. Develop Internal Knowledge-Transfer and Succession Programs Minimize key-person dependency (W3) and reduce operational risk during supply interruptions (T6, T7).
	WT3. Expand Branding and Market Presence Across Non-Galvanizing Industrial Segments Address limited brand visibility (W6) and prevent market erosion in cost-sensitive competition (T1, T5) by targeting construction, automotive, and sustainable manufacturing markets.

Source: Primary data processed, 2025

2. TOWS Strategy Alignment with Core Competencies

Strategies derived from the TOWS analysis must be aligned with the core competencies identified in Chapter IV.3.5. These core competencies represent the unique capabilities that differentiate Premysis Consulting from other consulting firms. Therefore, the strategic direction must focus on leveraging and strengthening these core competencies to ensure that the proposed business solutions can be effectively executed and deliver the intended outcomes.

Table 3. TOWS Strategy Alignment with Core Competencies

No.	Core Competence	Customer-Based Evidence	Aligned TOWS Strategies	Strategic Plan
1	**Integrated ISO-Based Advisory Capability**	• Clients value integrated multi-standard consulting (ISO 9001, 14001, 27001, 45001). • Clients prefer efficiency, one consultant for multiple systems, and holistic implementation.	• **SO1** – Integrate ISO and ESG advisory to provide compliance-to-sustainability consulting packages. • **SO2** – Position Premysis as a partner for National Strategic Projects requiring multi-standard certification. • **ST1** – Differentiate from global competitors through strong local regulatory compliance knowledge. • **WO3** – Standardize documentation templates to accelerate implementation.	Develop **Integrated Compliance & Sustainability Framework Packages** that bundle ISO + ESG governance into one streamlined transformation service.
2	**Client Relationship and Responsiveness Capability**	• Feedback shows fast communication & direct consultant support are main reasons for retention. • Clients prioritize responsiveness over price. • High referral and repeat engagement rate.	• **SO3** – Introduce long-term sustainability advisory and client support retainer model. • **ST2** – Strengthen relationship-based market defense against low-cost or automated competitors. • **WT3** – Increase brand visibility via webinars,	Establish **Sustainability Advisory Retainer Program** to secure recurring income, increase client loyalty, and position Premysis as continuous improvement partner, not one-

No.	Core Competence	Customer-Based Evidence	Aligned TOWS Strategies	Strategic Plan
			sector case showcases, and thought leadership. • **WO2** – Digitally enhance customer engagement (CRM, automated follow-ups).	time project vendor.
3	**Human Capital Development Capability**	• Internal mentoring ensures consistent service quality. • Consultants rotate across domains (quality, ISMS, ESG), building capability depth. • Knowledge sharing occurs through reviews and coaching.	• **WO1** – Strengthen internal capability through structured ESG certification and carbon accounting training. • **ST3** – Use knowledge-sharing culture to support cross-domain sustainability transformation advisory. • **WT1** – Develop succession planning to reduce dependency on key individuals. • **WT2** – Build internal knowledge repository to support scalable consulting playbook.	Create **Premysis Academy & Knowledge System** to formalize training, codify best practices, and accelerate consultant upskilling in ESG, risk governance, and sector-specific operational controls.

Source: Primary data processed, 2025

Strategic Plan 1: Develop Integrated Compliance & Sustainability Framework Packages that bundle ISO and ESG governance into one streamlined transformation service.

This strategic plan is aligned with the core competence of Integrated ISO-Based Advisory Capability, which enables Premysis to deliver multi-standard consulting in a structured and holistic way. Clients increasingly face pressure to not only comply with ISO standards, but also to report sustainability performance and demonstrate responsible business practices to regulators, investors, and stakeholders. However, many organizations experience confusion and redundancy when managing ISO, ESG, and sustainability reporting separately.

By bundling ISO-based management systems with ESG governance frameworks into a single Integrated Compliance & Sustainability Package, Premysis can offer a more efficient, aligned, and outcome-oriented transformation service. This approach reduces duplication, simplifies implementation workflows, and helps clients clearly link operational controls to sustainability outcomes.

In practice, this model strengthens Premysis's positioning as a strategic advisor rather than a documentation consultant, ensuring higher perceived value, stronger differentiation from competitors, and enhanced client trust. Over time, this integration supports market expansion into sustainability consulting, green financing readiness, and ESG assurance advisory.

Strategic Plan 2: Establish Sustainability Advisory Retainer Program to secure recurring income, increase client loyalty, and position Premysis as a continuous improvement partner, not a one-time project vendor.

This strategic plan is derived from Premysis's core competence in Client Relationship and Responsiveness Capability. Interview findings show that clients value Premysis for proactive engagement, fast response, and reliable support throughout certification and implementation. However, the existing project-based revenue model creates gaps in continuous client interaction and exposes the company to client-switching behavior.

With a Sustainability Advisory Retainer Program, Premysis can formalize long-term client partnerships through scheduled consulting hours, regulatory update briefings, ongoing ESG performance monitoring, digital sustainability reporting support, and annual readiness assessments. This framework transforms the client relationship from transactional to collaborative and continuous, making Premysis the go-to advisor for operational improvement and compliance evolution.

The retainer model not only strengthens revenue stability, but also prevents competitors from approaching established clients by embedding Premysis deeply into their governance processes. It reinforces customer loyalty and positions Premysis as a trusted sustainability transformation partner rather than a temporary vendor.

Strategic Plan 3: Create Premysis Academy & Knowledge System to formalize training, codify best practices, and accelerate consultant upskilling in ESG, risk governance, and sector-specific operational controls.

This strategic plan is aligned with the Human Capital Development Capability. Premysis already benefits from internal mentoring and cross-domain learning; however, as the company expands into ESG and sustainability-related advisory, skill requirements will increase and need to be standardized across consultants.

The Premysis Academy will function as a structured learning platform consisting of internal training modules, sector-specific case repositories, consulting playbooks, audit response templates, and best practice libraries. Meanwhile, the Knowledge System will store institutional knowledge gained from projects, lessons learned, stakeholder insights, and regulatory interpretations to ensure continuity and minimize dependency on key individuals.

This initiative accelerates capability building, supports consultant confidence in delivering advisory engagement, and ensures consistent quality across teams. In the long run, it enhances scalability, reduces risk of knowledge loss, and positions Premysis to grow advisory talent internally — without relying on external hiring.

Table 4. Strategic Positioning of Premysis Consulting

Type of Strategic Positioning	Implementation in Premysis	Unique Activities & Differentiation from Competitors	Core Competence Link
Variety-Based Positioning	• Develop Integrated Compliance & Sustainability Framework Packages that bundle ISO (9001, 14001, 27001, 45001) with ESG/GRI reporting & sustainability roadmap advisory. • Offer phased implementation modules	• Premysis becomes a one-stop compliance & sustainability transformation advisor, instead of single-ISO project vendor. • Differentiates from training-only or certification-only consultants by providing end-to-end capability building and governance maturity improvement.	Integrated ISO-Based Advisory Capability

	(assessment → roadmap → implementation → monitoring).	• Focus on *quality and strategic depth*, not commoditized document templates.	
Needs-Based Positioning	• Launch Sustainability Advisory Retainer Program, enabling ongoing support beyond project close. • Integrate CRM & automated touchpoints (health checks, regulatory updates, maturity scoring dashboards).	• Direct, continuous advisory relationships → long-term partnership instead of transactional projects. • Responsiveness, proactive communication, and customized guidance differentiate Premysis in a market where many firms only deliver documents and leave. • Reduces client switching and improves lifetime value.	Client Relationship and Responsiveness Capability
Access-Based Positioning	• Establish Premysis Academy & Knowledge System to institutionalize knowledge, train consultants, and accelerate capability replication across sectors. • Use internal playbooks, project repositories, case-based learning, and structured mentoring.	• Ensures consistent project quality across consultants and sectors. • Reduces dependence on senior consultants and prevents knowledge loss. • Enables Premysis to scale sustainably without lowering delivery standards — a key advantage over competitors that rely heavily on individual consultant experience.	Human Capital Development Capability

Source: Primary data processed, 2025

3. Marketing Mix Strategy

To effectively serve diverse ESG client segments, Premysis Consulting applies the 7P Marketing Mix framework—Product, Price, Place, Promotion, People, Process, and Physical Evidence. This framework translates the firm’s strategic intent into actionable plans for market engagement and client delivery.

While Premysis’s broader segmentation includes Compliance-Oriented, Transformation-Focused, Mid-Sized / Underserved, and Innovation-Oriented segments, the marketing mix focuses on the two most commercially dynamic client groups identified through the Gap Analysis:

a. Transformation-Focused Segment, representing strategic ESG clients requiring advisory depth and investor legitimacy; and
b. Mid-Sized / Underserved Segment, representing SMEs needing accessible, affordable, and contextual ESG consulting solutions.

This alignment ensures that marketing initiatives directly respond to existing market readiness while supporting the firm’s gradual evolution from compliance-based consulting to strategic ESG partnerships.

Table 5. Proposed Marketing Mix for ESG Client Segments

Marketing Mix Variable	Transformation-Focused Segment	Mid-Sized / Underserved Segment
Product	Customized ESG advisory integrating ISO–ESG roadmaps, stakeholder engagement strategies, carbon accounting, and scenario planning. Focus on measurable impact and investor readiness.	Modular ESG consulting services designed for SMEs, including simplified ESG assessment tools, reporting templates, and localized implementation guides.
Price	Value-based pricing reflecting advisory complexity and long-term partnership value. May include performance-linked components tied to ESG outcomes.	Affordable, tiered pricing to fit SME budgets, offering scalable modules with clear ROI. Transparent pricing for accessibility.
Place	Delivered via hybrid consulting model—combining on-site workshops, virtual advisory sessions, and investor-focused deliverables.	Delivered through digital channels, webinars, and regional outreach to enhance reach and convenience.
Promotion	Thought-leadership marketing through white papers, investor briefings, and ESG forums. Branding emphasizes strategic partnership and measurable impact.	Digital marketing via social media, SME associations, and case-based storytelling that demonstrates practical ESG benefits.
People	Senior ESG strategists with multidisciplinary expertise (finance, sustainability, and stakeholder engagement).	ESG-trained consultants with SME experience and contextual communication skills.
Process	Structured consulting process emphasizing strategic alignment, continuous monitoring, and performance tracking.	Streamlined consulting process emphasizing simplicity, responsiveness, and ease of implementation.
Physical Evidence	Comprehensive ESG reports, impact dashboards, and investor-facing deliverables that demonstrate tangible value creation.	Simplified ESG dashboards, templates, and relatable case studies showcasing local success stories.

Source: Primary data processed, 2025

This marketing mix configuration reflects Premysis's dual-market approach:

a. For Transformation-Focused clients, the marketing strategy emphasizes value creation and strategic differentiation through long-term engagement and measurable ESG impact.
b. For Mid-Sized / Underserved clients, the focus is on accessibility, affordability, and localization, enabling broader ESG adoption within Indonesia's SME sector.

Through these dual pathways, Premysis can simultaneously:

a. Strengthen its reputation as a strategic ESG partner for advanced clients; and
b. Expand its market reach and inclusivity through scalable, modular offerings for smaller enterprises.

This tiered marketing approach also supports the firm's long-term transition toward digital delivery models and brand repositioning—from ISO compliance consulting to integrated ESG solutions.

4. Business Level Strategy

Premysis Consulting's business-level strategy for ESG diversification is anchored in a hybrid approach that blends focused differentiation with elements of cost leadership, tailored to the maturity and expectations of distinct client segments. This configuration aligns with Porter's Generic Strategy Matrix, which positions firms along two axes — competitive advantage (cost vs. differentiation) and scope (broad vs. narrow target focus).

Historically, combining cost leadership and differentiation was viewed as strategically incompatible due to conflicting resource demands and operational trade-offs. However, recent advances in digital consulting platforms, modular service design, and ESG standardization have made hybrid strategies both viable and advantageous. These developments enable consulting firms like Premysis to balance efficiency with specialization across segmented ESG markets.

This hybridization is particularly relevant for sustainability consulting, where clients differ widely in regulatory exposure, strategic ambition, and organizational capability. As a result, Premysis's ESG service model applies distinct but complementary strategic postures across segments — integrating ISO expertise for compliance-driven clients while developing value-added, data-driven ESG solutions for transformation and innovation-oriented markets.

Strategic Application Across Segments

Premysis's ESG strategy is not monolithic; it is dynamically adapted to the characteristics of each client segment:

a. Compliance-Oriented Segment

This segment includes large financial institutions and SOEs subject to mandatory ESG reporting requirements (e.g., POJK 51/2017, GRI, CDP). Premysis applies a cost leadership strategy, leveraging its ISO consulting expertise to deliver standardized, audit-ready ESG compliance services efficiently. Offerings emphasize operational excellence, documentation precision, and regulatory assurance, enabling clients to meet compliance targets with minimal friction and competitive pricing. By maximizing service replicability and minimizing customization, Premysis sustains cost efficiency while ensuring consistent quality — positioning itself as a trusted ESG compliance enabler.

b. Transformation-Focused Segment

This segment consists of mid-sized firms pursuing ESG integration for strategic growth, investor legitimacy, and long-term competitiveness.

Premysis adopts a focused differentiation strategy, offering customized ESG roadmaps, stakeholder engagement frameworks, and scenario planning tailored to each client's business context. These services go beyond compliance to link ESG with financial outcomes and strategic foresight. The emphasis lies in strategic depth, contextual relevance, and partnership continuity, enabling Premysis to build long-term advisory relationships with clients seeking transformational value creation.

c. Mid-Sized Underserved Segment

This segment includes SMEs with increasing ESG awareness but limited access to consulting support. Premysis employs a cost focus strategy, adapting its ISO methodologies into modular ESG packages designed for affordability, practicality, and scalability. By simplifying tools, reducing delivery complexity, and offering digital support through platforms like the Greentech Suite, Premysis can extend its reach into this emerging market profitably. The strategic intent is to democratize ESG adoption while maintaining service relevance, ensuring that sustainability practices are accessible to smaller enterprises without compromising compliance standards.

d. Innovation-Oriented Segment

This niche segment comprises tech-driven and brand-conscious organizations seeking ESG integration across customer engagement, product design, and digital ecosystems. Premysis aims to evolve toward a differentiation focus strategy, developing creative, technology-enabled ESG solutions such as carbon footprint dashboards, ESG storytelling tools, and Scope 3 emission analytics. While still at an aspirational stage, this direction aligns with global trends in ESG innovation and digital transformation. It offers high-margin potential but requires future investment in branding, analytics capability, and cross-functional expertise.

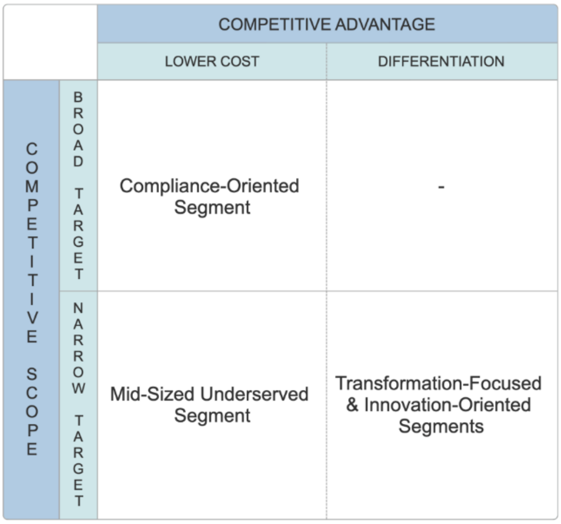

Figure 1. Generic Strategy Matrix – Premysis ESG Consulting Positioning
Source: Adapted from Porter's Generic Strategy Framework, applied to Premysis Consulting context (Primary data processed, 2025)

Premysis Consulting's approach to ESG service diversification is best understood through the lens of Porter's Generic Strategy Matrix, which categorizes business-level strategies based on two dimensions: competitive advantage (cost vs. differentiation) and competitive scope (broad vs. narrow market focus). While traditional strategic theory cautions against blending cost leadership and differentiation due to potential trade-offs in operational focus, recent developments in consulting modularization, digital delivery, and ESG standardization have made hybrid strategies increasingly viable—particularly in knowledge-intensive sectors like sustainability advisory.

Premysis's positioning within this matrix is not confined to a single quadrant. Instead, the firm adopts a multi-quadrant strategy that reflects the heterogeneity of its target segments and the flexibility of its consulting model. This strategic configuration enables Premysis to serve both compliance-driven institutions and transformation-oriented enterprises, while also expanding into underserved SME markets and preparing for future innovation-led demand.

For clients in the Compliance-Oriented Segment, Premysis applies a cost leadership strategy. These organizations—typically large financial institutions and state-owned enterprises—are subject to mandatory ESG reporting and seek reliable, audit-ready solutions. Premysis leverages its ISO consulting expertise to deliver standardized ESG services efficiently, minimizing customization and maximizing operational scalability. The emphasis is on regulatory alignment, documentation precision, and delivery consistency, allowing Premysis to maintain competitive pricing while ensuring high service quality.

In contrast, the Transformation-Focused Segment demands a more tailored approach. These mid-sized firms view ESG not merely as a compliance obligation but as a strategic lever for growth, investor legitimacy, and stakeholder engagement. Premysis responds with a focused differentiation strategy, offering customized ESG roadmaps, scenario planning, and long-term advisory partnerships. The value proposition here lies in strategic depth, contextual relevance, and the ability to translate ESG into tangible business outcomes. This segment requires consultants with both sustainability expertise and strategic foresight, capable of aligning ESG initiatives with broader organizational goals.

The Mid-Sized Underserved Segment presents a different challenge: high ESG awareness but limited access to affordable consulting. Premysis addresses this group through a cost focus strategy, adapting its ISO methodology into modular ESG packages that are both accessible and scalable. These services are designed to meet the practical needs of SMEs, emphasizing affordability, simplicity, and localized relevance. By streamlining delivery and minimizing overhead, Premysis can serve this segment profitably while contributing to broader ESG adoption across the market.

Finally, the Innovation-Oriented Segment represents an aspirational frontier for Premysis. These clients—often in consumer-facing industries or tech-driven sectors—seek ESG integration across branding, digital platforms, and customer engagement. While Premysis is still evolving its capabilities in this area, the firm aims to pursue a differentiation focus strategy, investing in creative, tech-enabled ESG solutions such as digital dashboards, Scope 3 emissions tracking, and ESG storytelling. This segment offers high-margin potential but requires cross-functional expertise and innovation capacity.

5. Corporate Level Strategy

Premysis Consulting's corporate-level strategy reflects a deliberate move toward related diversification, expanding its portfolio from ISO-based compliance consulting into the adjacent domain of ESG advisory. This strategic shift is grounded in both internal capability alignment and external market opportunity, and it is designed to enhance long-term competitiveness, client lifetime value, and institutional relevance in a rapidly evolving regulatory and stakeholder landscape.

a) Strategic Intent and Portfolio Expansion

As outlined in Chapter II, Premysis's core business has historically centered on ISO certification and compliance services. However, rising ESG mandates—such as POJK 51/2017 and global frameworks like GRI, SASB, and TCFD—have created a compelling need for integrated sustainability consulting. Rather than entering an unrelated field, Premysis is pursuing horizontal portfolio expansion within the professional services domain, leveraging its structured methodologies, regulatory expertise, and existing client base to offer ESG solutions that complement its ISO offerings.

This move represents a related and synergistic diversification, where the new business unit shares operational infrastructure, delivery logic, and reputational capital with the core business. The ESG advisory unit is not a standalone venture—it is strategically embedded within Premysis's broader consulting architecture.

b) Mode of Growth: Internal Development

Premysis is executing this diversification through organic growth, rather than acquisition. The firm is:

a. Training existing consultants in ESG frameworks and reporting standards
b. Developing modular ESG service packages aligned with ISO logic
c. Piloting ESG engagements with select clients to refine delivery models

This approach minimizes integration risk, preserves cultural alignment, and ensures that ESG services reflect Premysis's established consulting ethos: structured, evidence-based, and outcome-oriented.

c) Strategic Fit and Synergy

The strategic fit between ISO and ESG services is high. Both domains require:

a. Rigorous documentation and audit readiness
b. Familiarity with regulatory landscapes
c. Structured implementation and stakeholder engagement

This overlap enables operational synergy, allowing Premysis to:

a. Cross-sell ESG services to existing ISO clients
b. Share digital platforms and reporting tools
c. Maintain brand consistency across service lines

Moreover, ESG advisory enhances Premysis's strategic coherence by positioning the firm not only as a compliance partner but also as a transformation enabler—capable of guiding clients from regulatory alignment to strategic sustainability.

d) Market Scope and Segment Alignment

Premysis's ESG strategy targets four distinct client segments, each aligned with a specific business-level strategy (see Section IV.2.2):

a. Compliance-Oriented Segment: Served through standardized ESG packages integrated with ISO frameworks

b. Transformation-Focused Segment: Supported via strategic ESG roadmaps and stakeholder engagement
c. Mid-Sized Underserved Segment: Reached through modular, affordable ESG consulting
d. Innovation-Oriented Segment: Targeted with creative, tech-enabled ESG solutions (in development)

This segmentation ensures that corporate-level diversification is not generic—it is strategically segmented, allowing Premysis to tailor its ESG offerings based on client maturity, strategic intent, and resource constraints.

e) Strategic Implication

Premysis's corporate-level strategy demonstrates a high degree of strategic clarity, coherence, and responsiveness. By diversifying into ESG advisory through a related and synergistic pathway, the firm:

a. Enhances its value proposition across the ESG maturity spectrum
b. Strengthens client retention through expanded service depth
c. Positions itself as a differentiated consulting firm in a compliance-to-strategy continuum

This strategic move lays the foundation for long-term growth, capability development, and competitive resilience in an increasingly sustainability-driven consulting landscape.

CONCLUSION

Premysis Consulting's strategic diversification into ESG consulting is assessed as both feasible and promising, supported by strong ISO-based capabilities and growing external momentum for sustainability adoption in Indonesia driven by regulation, investor expectations, and societal demand. The analysis shows that while Premysis holds valuable and trusted resources, capability gaps remain in ESG expertise, digital readiness, and innovation culture, requiring structured competency development, technology strengthening, and cultural transformation. Strategically, the firm's hybrid approach—focused differentiation for transformation-driven clients and cost focus for mid-sized and SME segments—enables balanced competitiveness, while the 7Ps framework translates this into actionable delivery and market engagement strategies supported by digital platforms such as Greentech Suite. To ensure successful execution, managerial priorities include developing ESG talent pipelines, enhancing data-driven advisory infrastructure, refining segment-based value propositions, integrating ISO–ESG frameworks, and institutionalizing long-term advisory models. Policy and ecosystem strengthening, as well as future research exploring benchmarking, ROI measurement, and organizational transformation dynamics, are also recommended to sustain growth and competitiveness in Premysis's transition toward becoming a digitally enabled sustainability advisory partner.

REFERENCES

Adebayo, Y., Udoh, P., Kamudyariwa, X. B., & Osobajo, O. A. (2025). Artificial intelligence in construction project management: A structured literature review of its evolution in application and future trends. *Digital*, *5*(3), 26.

Adeniran, I. A., Abhulimen, A. O., Obiki-Osafiele, A. N., Osundare, O. S., Agu, E. E., &

Efunniyi, C. P. (2024). Strategic risk management in financial institutions: Ensuring robust regulatory compliance. *Finance & Accounting Research Journal*, *6*(8), 1582–1596.

Alex-Omiogbemi, A. A., Sule, A. K., Omowole, B. M., & Owoade, S. J. (2024). Conceptual framework for advancing regulatory compliance and risk management in emerging markets through digital innovation. *World J. Adv. Res. Rev*, *24*, 1155–1162.

Amin, A., Wiyarni, W., & Kadarusman, K. (2025). Corporate governance principles and their influence on sustainability reporting in Indonesian public companies: The moderating role of associations and regulators. *Edelweiss Applied Science and Technology*, *9*(10), 1459–1471.

Anastasya, I. J., & Angelica, T. (2025). Navigating Volatile Markets: The Crucial Role of Regulatory Framework in Shaping Market Dynamics. *Anthology: Inside Intellectual Property Rights*, 177–195.

Andersson, M. R. (2025). Digital Transformation and Business Model Evolution in the Consulting Industry: Strategic Complexity, Information Use, and Multi-Model Adaptation. *Standford Database Library of International Journal Of Management And Economics Fundamental*, *5*(10), 69–73.

Ardiana, P. A., Diantini, N. N. A., Sudirman, I. M. S. N., Sudana, I. P. G., Putri, N. P. A. W., & Yanthi, K. D. L. (2025). Institutional work in making sustainability reporting mandatory in Indonesia through sustainable finance. *Journal of Accounting in Emerging Economies*, *15*(3), 645–669.

Farihah, E., Hartadinata, O. S., & Yuliawan, R. (2024). Assessing banks' performance in sustainability practices and programs during the COVID-19 pandemic: The case of Indonesian banks. *Global Business & Finance Review (GBFR)*, *29*(6), 31–46.

Halimatussadiah, A., Kurniawan, R., Moeis, F., Lufti, R. E. G., Adriansyah, M., Nandita, P. T., Smith, R., & Bizikova, L. (2024). *This project has benefitted significantly from the invaluable insights gathered from various events, including FGDs with experts and representatives from several ministries/agencies, T20 Indonesia 2022 engagements, the IRSA 2023 conference, technical workshops, and the soft launching of the Comprehensive Wealth in Indonesia report in November 2023. We are especially grateful to Bambang Brodjonegoro, the Lead Co-Chair of T20 Indonesia 2022*.

Idris, S. H., Chang, L. W., Prihandono, I., & Rasidi, S. A. (2024). Green financing and climate change: challenges and regulatory mechanisms in Malaysia and Indonesia. *Clean Technologies and Environmental Policy*, *26*(12), 4471–4482.

Ilori, O., Lawal, C. I., Friday, S. C., Isibor, N. J., & Chukwuma-Eke, E. C. (2023). A framework for environmental, social, and governance (ESG) auditing: Bridging gaps in global reporting standards. *International Journal of Social Science Exceptional Research*, *2*(1), 231–248.

Kartiko, N. D., Indradewi, A. A., & Sugianto, F. (2024). The Urgency of Green Banking Regulations in Indonesia in the Implementation of Sustainable Development. *Administrative and Environmental Law Review*, *5*(2), 135–154.

Kusuma, C. (2022). The Rise of the Indonesian Financial Service Authority. *Springer Books*.

Landi, G. C., Iandolo, F., Renzi, A., & Rey, A. (2022). Embedding sustainability in risk management: The impact of environmental, social, and governance ratings on corporate financial risk. *Corporate Social Responsibility and Environmental Management*, *29*(4), 1096–1107.

Maltais, A., Canales, N., & Larsen, R. K. (2026). Challenges in balancing sustainability, competitiveness and geopolitics in critical mineral supply chains. *Business Strategy and* *the Environment*, *35*(1), 790–802.

Myers, C., & Czarnezki, J. J. (2021). Sustainable business law? The key role of corporate governance and finance. *Environmental Law*, *51*(4), 991–1040.

Nakhostin-Khayyat, M., Borjali, M., Zeinali, M., Fardi, D., & Montazeri, A. (2024). The relationship between self-regulation, cognitive flexibility, and resilience among students: a structural equation modeling. *BMC Psychology*, *12*(1), 337.

Nandan Prasad, A. (2024). Regulatory compliance and risk management. In *Introduction to data governance for machine learning systems: Fundamental principles, critical practices, and future trends* (pp. 485–624). Springer.

Nuraisyah, A., Wulandari, E., Indrawan, D., & Othman, Z. (2025). The roles of stakeholders in supply chain sustainability challenges: the case of coffee chain in West Java Province, Indonesia. *Discover Sustainability*, *6*(1), 247.

Oyeniyi, L. D., Igwe, A. N., Ofodile, O. C., & Paul-Mikki, C. (2021). Optimizing risk management frameworks in banking: Strategies to enhance compliance and profitability amid regulatory challenges. *Journal Name Missing*.

Phiri, R., Rangappa, S. M., Siengchin, S., Oladijo, O. P., & Ozbakkaloglu, T. (2024). Advances in lightweight composite structures and manufacturing technologies: A comprehensive review. *Heliyon*, *10*(21).

Poulfelt, F., Olson, T. H., Bhambri, A., & Greiner, L. (2017). The changing global consulting industry. In *Management consulting today and tomorrow* (pp. 5–36). Routledge.

Putri, I. G. A. M. A. D., Sari, K., Hasibuan, H. T., Ardiana, P. A., Yanthi, K. D. L., Pradnyani, N. W. A., & Sujana, N. W. K. J. P. (2025). Institutional dynamics and environmental disclosures: insights from Indonesia's energy sector. *Pacific Accounting Review*, *37*(4), 592–615.

Setyowati, A. B. (2023). Governing sustainable finance: insights from Indonesia. *Climate Policy*, *23*(1), 108–121.

Song, M., Tao, W., & Shen, Z. (2022). Improving high-quality development with environmental regulation and industrial structure in China. *Journal of Cleaner Production*, *366*, 132997.

Story, P. (2025). *Impact of EU CSRD on auditing Finnish companies' sustainability and climate reports*.

Treichler, C. (2018). Consulting industry and market trends: A two-sided view. In *Advances in consulting research: Recent findings and practical cases* (pp. 253–272). Springer.

Watel-Dehaynin, T. (2023). *Moving towards a more sustainable model of energy production & consumption: a case for Indonesia*. Massachusetts Institute of Technology.

Widjaja, G. (2026). Banking regulations as instruments for regulating national economic activities: a comprehensive literature review of the role of bank indonesia and the financial services authority in achieving financial stability, sustainable economic growth, and modern payment system integration. *International Journal of Financial Economics*, *2*(7), 1354–1364.