



The Analysis of Business Process Management Implementation: A Case Study in PT Unilever Indonesia Tbk

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KEYWORDS: Business Process Management, SWOT Analysis, HR Process Mapping, POAC Management Framework, Ethics Mapping, Mapping Business Challenges and Obstacles.

ABSTRACT

Business Process Management (BPM) has emerged as a fundamental aspect of modern business, revolutionizing task execution and operational efficiency. BPM emerged as an efficient tool, whose main purpose is to support the design, administration, regulation, disclosure, and analysis of business processes, and organizations use it to identify opportunities to reduce costs and improve the quality of services or products. The importance of BPM in an organization or company lies in its ability to drive business growth rapidly and effectively. PT Unilever Indonesia Tbk is one of the large companies in Indonesia engaged in consumer goods, or the need for goods used directly or indirectly by consumers for disposable needs. This study was conducted to determine the analysis of the business environment, marketing planning, human resource planning, technology development, and business ethics at PT Unilever Indonesia Tbk. This study was conducted using a qualitative literature review method by involving a thorough study of various references relevant to the research topic. BPM analysis at PT Unilever Indonesia Tbk is carried out by analyzing the business process flow from upstream to downstream using a SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats), HR (Human Resource) Process Mapping, POAC (Planning, Organizing, Actuating, and Controlling) Management Framework, Ethics Mapping, and Mapping Business Challenges and Obstacles, in the VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) and BANI (Brittleness, Anxiety, Nonlinearity, and Incomprehensibility) era. From the results of this study, it is known that PT Unilever Indonesia Tbk carries out long-term and short-term strategies to maintain product quality excellence, improve product segmentation strategies, improve product prices, increase market trends, and identify innovations needed by consumers in each segment. The implementation of BPM by PT Unilever Indonesia Tbk shows a strong commitment to achieving the company's strategic goals.

Publication Date: 17 November-2025

DOI: [10.55677/GJEFR/09-2025-Vol02E11](https://doi.org/10.55677/GJEFR/09-2025-Vol02E11)

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I. INTRODUCTION

Indonesia's rapid economic growth has intensified competition between companies. Technological advancements, business systems, and increasing consumer interest have driven this. This competition stems from globalization and the free market economy. Globalization means that businesses are more competitive everywhere. Many companies now sell their products anywhere, purchase their raw materials or conduct Research and Development (R&D) activities, and manufacture them anywhere (Maudya, 2022). Economic development is characterized by changes that create various obstacles to business development. Companies hope to increase sales because increasing sales is crucial for any company. Businesses that fail to meet consumer demand will likely experience a decline in sales volume. If a company's production declines year after year, the company will likely cease operations. For example, if the number of competitors in the same industry increases, competitors should aim for improved product specifications. Furthermore, companies must understand consumer needs, plan, and monitor service quality effectively (D. Safitri et al., 2023). Many companies now view operations management as a strategic competitive tool. To create innovations and

improvements, operations management is essential. Businesses must deliver the highest quality products or services while also considering the environmental impact of all their activities, as the industry continues to evolve (Agustyn et al., 2023). Operational management is one of the fundamental elements in the success of a company, especially in the highly competitive Fast Moving Consumer Goods (FMCG) industry (Keanu, 2025).

Good operational management is carried out through business planning and development, which is a strategic process in managing a business or organization by formulating plans in a structured manner (Buwono et al., 2024). Every company or organization, including higher education institutions, has a business process cycle to manage and deliver products or services to its customers. Business process cycles are essential for a company because they serve as a bridge between business and Information Technology (IT) (Savema et al., 2021b). A business process is a series or set of activities designed to accomplish an organization's strategic goals, such as customer and market objectives (Ritchi, 2009). A business process consists of a series of interrelated activities that help a company or organization achieve specific business goals. Business processes can be executed by humans or systems, which is necessary for a company to visualize its existing business processes. This process mapping is used to evaluate and improve current business processes within the company (Saputra et al., 2020). Worldwide research conducted among different types of companies proves that organizations are increasingly becoming process-oriented, and the maturity of their processes and organization as a whole is systematically improving (Kalinowski, 2016). However, problems in business processes in organizations still occur, such as being inefficient, ineffective, not optimal, and not integrated. This is due to poor business process management (Maulana, 2023).

Business processes are at the core of the running of a company; therefore, every company will have a business process that is tailored to its needs. A well-built system for building business processes will have a good impact on the company. Moreover, with the arrival of these unstoppable technological advances, business processes must be aligned with technology to increase profits, company growth, and innovation (Azaro et al., 2021). Business processes are managed and deliver products or services to their customers. With good business processes, IT support for the business will be clearer and more precise. Business processes are not only a tool to standardize the operation of an organization, but also a determining factor in its smooth operation, performance, and success (Savema et al., 2021a). The analysis of processes may help managers reduce operating expenses and overcome barriers between information systems and staff. It would also improve the control of the most important business processes (Kissa et al., 2023). A common problem is that companies don't know whether they have good and appropriate business processes, or even that these processes are carried out without clear documentation, resulting in unclear and inaccurate improvements. On the other hand, information systems are one part of a company that facilitates business processes. Proper business process management can improve overall organizational performance and is useful for driving business growth at a rapid and rapid pace (Savema et al., 2021a).

With increasing reliance on technology, enterprise information systems have become crucial tools for managing and processing vast amounts of information, automating repetitive tasks, and streamlining business processes. All this leads to a greater workload for the information system, an increased need for evolutionary maintenance, and a progressive decrease in the quality of the system. In this context, Business Process Management (BPM), often cited as "management of the (re-)design of individual business processes and how to develop a foundational BPM capability in organizations catering for a variety of purposes and contexts", plays a crucial role in facilitating the integration of these systems with an organization's business processes, thus enabling a higher level of operational excellence and more effective responses to changing market conditions (Truong et al., 2023). Business Process Management (BPM) is a collection of methods, techniques, and tools to identify, discover, analyze, redesign, implement, and monitor business processes to optimize organizational performance (Sujanawati et al., 2021). Another definition defines BPM as a management discipline that focuses on improving the efficiency of an organization by managing its component processes. BPM is one of the most effective methodologies. It is being used to improve the efficiency and performance of process-oriented organizations (Lizano-Mora et al., 2021). Furthermore, BPM has been recognized for fostering regulatory compliance, supporting the digital revolution, promoting agility, and enabling improved delivery of goods and services to consumers (Bartlett et al., 2023).

Business process management (BPM) requires skills in methods, information technology (IT), culture, people, and alignment with corporate strategy, from modeling and measuring business processes to implementing innovation and transforming new, better ways of working. This means that BPM and IT are critical areas where experts also agree that a company's ability to effectively manage its operations depends on the quality of its information technology (Liu & Chen, 2024). Business process management is a new strategy for process management that has a significant impact on companies in the industrial, service, and other business sectors, both now and in the future (Savema et al., 2021a). BPM helps an organization to identify important things in a business process and can bring the standardization of processes within an organization. This can be achieved by implementing several new rules for organizational procedures, including monitoring, measurement, and performance management (Mahendrawathi & Nurmadiwati, 2021). BPM was developed as a critical management tool to help companies grow and innovate. This method involves designing (or restructuring) the organization's business logic implementation model (Pranata et al., 2023). Business actors must be able to analyze how business processes work. By understanding these processes, business actors can create effective plans and overcome problems. Therefore, business actors must be able to understand what business process management is. In short, business process management is analyzing ongoing company processes, then designing and optimizing them (Savema et al., 2021a).

PT Unilever Indonesia Tbk is a multinational company that markets various consumer goods in various countries to meet the needs of nutrition, health, and daily personal care with products that make users feel comfortable, look good, and enjoy life more. PT Unilever Indonesia Tbk is one of the largest companies in Indonesia, known by its original name, Lever's Zeepfabrieken NV, founded in Batavia in 1993. However, over time, the company changed its name to make it easier for consumers to remember and pronounce (Cuandra et al., 2023). Referring to customer relationship management, PT Unilever Indonesia Tbk makes real-time adjustments and personalization of various products and services based on the desires, needs, buying habits, and life cycle of customers (Zai et al., 2021). PT Unilever Indonesia Tbk operates in the Fast Moving Consumer Goods (FMCG) industry, producing a wide range of products under 40 brand names. The company also divides its products into two categories: Home & Personal Care and Foods & Refreshments. The company also has an increasing market demand for its products, thus giving rise to tight competition between companies in the field that produce good products in the national and international markets (Ananda & Pandin, 2023). PT Unilever Indonesia Tbk produces a variety of products that are well-known nationally and internationally, such as Pepsodent, Lifebuoy, Royco, and others. Currently, PT Unilever Indonesia Tbk is headquartered in Tangerang and has 9 factories. Unilever's factories and products have received halal certification from the Indonesian Ulema Council (MUI) (Deni et al., 2022).

In facing competition between companies, PT Unilever Indonesia Tbk has prepared strategies and tactics in facing competition between companies. Considering the many competitors operating in the international world, it is very necessary for a very effective strategy from the company that can raise its name in the minds of consumers in various countries (Maudya, 2022). Long-term success for PT Unilever Indonesia Tbk requires full dedication to the company's high standards of performance and efficiency, effective teamwork, and a readiness to embrace new ideas and continually learn. According to Unilever, success requires the highest standards of business conduct towards customers, employees, and the wider community (Siregar & Kusumastuti, 2023). Along with the progress of civilization, there is an increase in complexity in business processes, especially in the context of a connected global economy. Increasingly sophisticated business processes require a deep diagnostic and economic analysis approach to the business environment (Hindarsah, 2024). PT Unilever Indonesia Tbk is responsible for the management of the company in all specific areas and the ethical values of its business operations (Audrina et al., 2022). Increased process orientation has a positive influence on the quality of the processes and products, customer satisfaction, financial outcomes, innovation performance, and overall organizational performance (Ozkan et al., 2024). The implementation by PT Unilever Indonesia helps the company to solve data problems quickly and correctly, and makes work within the company more efficient and optimal (Marliana et al., 2023).

The implementation of business process management at PT Unilever Indonesia Tbk is carried out to continue to produce consistent, profitable, and responsible growth, and the management will remain focused on the main strategy to become a business that is based on noble goals and is relevant and able to compete for the future. After the Covid-19 era, PT Unilever Indonesia Tbk's priority is to ensure the company's core business remains competitive, continue to transform the company's portfolio and how it enters the market, and build a local workforce that is prepared for the future (Savema et al., 2021a). Business Process Management (BPM) has been defined as a management discipline that focuses on improving the efficiency of an organization by managing its component processes. With the growth of business process complexity, many organizations are using BPM to build and improve their information systems as well as their efficiency. BPM has become an effective means for creating abstract representations of knowledge, providing formalized definitions of the different activities, evaluating the process executions, and or evolutions. Its technologies support the management and digitalization of workflows and business processes by employing explicit process models, following a cycle of process (re)design, validation, execution, and monitoring (Trabelsi et al., 2022). PT Unilever Indonesia Tbk has comprehensive product quality processes and controls in place from upstream to downstream, from product design to the point where the product reaches the store shelf. The company also verifies these processes and controls annually and regularly monitors them through performance indicators that drive continuous improvement (Savema et al., 2021b).

Business process management analysis can be done using SWOT analysis. SWOT is an analytical method used to identify and analyze the Strengths, Weaknesses, Opportunities, and Threats (SWOT) of a company that can give an organization an advantage in determining the company's position. SWOT analysis is a systematic way to identify factors based on an effective strategy in maximizing strengths and opportunities and minimizing weaknesses and threats in a company. Anticipation of weakness and threat to the company can be described in the SWOT matrix by using the company's strengths and opportunities (Fandi & Kaburuan, 2022). A SWOT analysis of PT Unilever Indonesia Tbk can be conducted to see the strategy formulation in business process management, what strengths and opportunities are maximized, and what weaknesses and threats are minimized, to improve its performance. SWOT analysis can help business owners or management to analyze which items should be reduced and which actions should be completed to improve performance (Dhenabayu et al., 2022). By identifying several action plans that can improve the company's position, SWOT analysis allows management to choose some of the most effective strategies and take advantage of existing opportunities. Based on a SWOT analysis, PT Unilever Indonesia Tbk strives to maintain its best and most varied products, while also taking advantage of opportunities in increasingly developing technology and information (Dhenabayu et al., 2022).

In particular, human resource allocation has been considered a significant problem within the context of Business Process Management (BPM). Due to the importance of resource allocation in BPM, human resources play a fundamental role in terms of executing and supervising business processes, and because human interactions form a substantial part of today's business processes

(Arias et al., 2018). A Human Resource (HR) process mapping of PT Unilever Indonesia Tbk can be conducted to significantly enhance overall organizational performance. The primary objective of HR process mapping is to ensure that employees are placed in roles that match their skills and future potential, and to ensure the long-term success of the company and its workforce (Nugroho & Dihan, 2024). HR mapping process in companies needs to be studied, considering today's organizations are increasingly complex and often change rapidly, requiring companies to adapt to existing conditions (Rony et al., 2021). PT Unilever Indonesia Tbk, as a leading multinational company, faces the challenge of continuously improving its competitiveness through effective human resource management. Employee training and development are key components of this effort, aiming to enhance individual competencies, ultimately positively impacting overall organizational performance (Sari & Suwandi, 2025). Unilever is known for its innovative approach to developing products that meet evolving consumer needs. Innovation extends beyond products to processes and business models that leverage employee expertise. Therefore, the company must design a Human Resources process mapping (Trisandri et al., 2024).

Not only employee performance, but organizational performance is a measure of a company's success in achieving its stated goals, both in terms of operational efficiency, productivity, and achievement of strategic targets. Improving performance is a primary focus for company management in managing existing resources effectively and efficiently. Management, as a process of Planning, Organizing, Implementing, and Controlling (POAC), plays a crucial role in achieving company goals. (Agustiar et al., 2025). The POAC concept has been widely implemented by many companies and organizations around the world to maintain the continuity of the company or organization. POAC is a strategy to structure, process, and organize organizations to be more organized in vision and mission (Idrus et al., 2022). A POAC management framework of PT Unilever Indonesia Tbk can be conducted to measure the achievement of strategic targets. Planning is the initial preparation toward achieving a goal. Organizing is the next step after planning is completed. Actuating is the result of planning and organizational follow-up by mobilizing all resources in activities toward the goal based on established rules and policies. Controlling is the assessment of process implementation or the evaluation of results (Asni et al., 2023). An analysis of the implementation of the POAC (Planning, Organizing, Actuating, Controlling) management function at PT Unilever Indonesia Tbk can provide valuable insights into how different management strategies can influence success or failure in facing market and technological changes. POAC is a basic framework used in management to plan, organize, mobilize, and control organizational resources to achieve predetermined goals (Hidayat, 2024).

In both market and technological change, PT Unilever Indonesia Tbk can conduct an ethics mapping as a foundation for evaluating actions and shaping the climate and values within these organizations. Since ethical values can only be adopted by individuals directly, they must be integrated into the organization while adapting the technology to them. To embody these values and virtues, great effort and careful coordination are required. Especially in the context of BPM, it is crucial to consider the individual in the process steps and tasks to achieve not only a gain in efficiency but also good process acceptance on the part of those involved in the process (Kern et al., 2024). Business ethics and strategic management are essential in running company operations. Ethics in business is necessary because business can be unethical, and there is much evidence today that there are unethical corporate practices. Despite business ethics binding its demands and pressures, companies are based on their existence. Strategy management is a science that combines management functions to make strategic organizational decisions and achieve organizational goals effectively and efficiently (Surajiyo & Dhika, 2024). Thus, in the dynamics of business, competition is inevitable. Ultimately, this competition drives the role of ethics in business. This principle implies that justice requires that every individual be treated according to his or her fair share, with objective and accountable rules. In the business world, it is important to ensure that no party is harmed in their rights and interests, including employees, suppliers, distributors, consumers, investors, society, and the environment (Fransisca & Kholipah, 2024).

From the external environment, Unilever's opportunities and threats coexist; but from the internal environment, Unilever's great management, stable financial situation, and good image make its advantages outweigh its disadvantages, and that is why Unilever has always been a leader in the consumer product. As the opportunities, PT Unilever Indonesia Tbk has a stable financial status and an excellent leadership team gives it sufficient risk management capabilities; and in terms of products, Unilever's differentiated strategy in product sales allows Unilever to have a foundation in consumers (Cheng, 2021). The outbreak of COVID-19 in 2020 has caused the global economy to decline. PT Unilever Indonesia Tbk has challenges to not just think of its products as profit-making tools, but more importantly, it pursues a differentiation strategy to increase the organization's competitiveness (Afifah et al., 2025). BPM encompasses the most important strengths and advantages of quality improvement approaches and tools in a unified framework, including mapping business challenges and obstacles. The most important view that characterizes BPM is a process view of management that avoids the functional boundaries of an organization's individual departments in support of a more holistic approach, which figure out into mapping business challenges and obstacles. Each step of the production value chain, from supplier to customer, can be monitored and explicitly linked to corporate strategy, operational efficiency, and competitive advantage (Imanipour et al., 2012).

The main obstacle to growth at PT Unilever Indonesia Tbk is the continued sluggishness of the Fast Moving Consumer Goods (FMCG) market, which has seen a slight increase of 2.5% overall since 2019 (Savema et al., 2021b). Unilever's business category sees modest market growth as consumers seek to optimize their spending. Furthermore, the share of FMCG spending is declining

as consumers adopt new habits, such as spending more on telecommunications, travel, and dining out. To adapt to these shifting consumption patterns, our strategy, as outlined above, is to drive core competitiveness, portfolio transformation, and pricing, which has enabled us to consistently outperform the market. In response to ongoing premiumization and market downturns, management has adjusted our portfolio transformation, ultimately gaining market share. Another challenge is increasing market fragmentation, which has been addressed by continuously accelerating innovation to create a more diverse and leading-edge portfolio that exceeds all consumer expectations (Savema et al., 2021a). In order to continue generating consistent, profitable, and responsible growth, PT Unilever Indonesia Tbk must focus on its core strategy to become a purpose-driven, relevant, and competitive business for the future. The company's priority is to ensure its core business remains competitive, continues transforming its portfolio and the way it enters the market, and builds a local workforce that is prepared for the future. Business process management at PT Unilever Indonesia Tbk is analyzed by the business process flow from upstream to downstream, conducting a SWOT Analysis, HR Process Mapping, POAC Management Framework, Ethics Mapping, and Mapping Business Challenges and Obstacles.

II. MATERIALS & METHODS

LITERATURE REVIEW

Business Process Management

Business processes are a crucial part of any organization or company because significant business opportunities can be achieved through process improvements and have a direct impact on market share. Essentially, a business process has a purpose, clear inputs, clear outputs, uses resources, and involves a series of sequential activities (Savema et al., 2021a). A business process is a series or set of activities designed to accomplish an organization's strategic goals, such as customer and market objectives (Ritchi, 2009). A business process consists of a series of interrelated activities that help a company achieve specific business goals. Business processes can be executed by humans or systems. Business process mapping is necessary for a company to visualize its existing business processes. This process mapping is used to evaluate and improve current business processes within the company (Saputra et al., 2020). The analysis of processes may help managers reduce operating expenses and overcome barriers between information systems and staff. It would also improve the control of the most important business processes (Kissa et al., 2023). By integrating business processes within and across firms using a single system, organizations obtain more benefits from smooth information flows. Integrated and standardized data and processes reduce costs, improve collaboration, and ease decision-making for management (Imanipour et al., 2012).

Business process management has been defined as a management discipline that focuses on improving the efficiency of an organization by managing its component processes. With the growth of business process complexity, many organizations are using Business Process Management (BPM) to build and improve their information systems as well as their efficiency (Trabelsi et al., 2022). Furthermore, BPM has been recognized for fostering regulatory compliance, supporting the digital revolution, promoting agility, and enabling improved delivery of goods and services to consumers (Bartlett et al., 2023). However, BPM isn't something a company does once, but rather something they continually improve. There are six business process management cycles, as explained by Duman et al. in their book, "Fundamentals of Business Process Management", which details each process as follows (Saputra et al., 2020).

1. Process Identification

In this phase, a business problem is posed, and the processes relevant to the problem are identified, delimited, and interconnected. The result of process identification is a new or updated process architecture that provides a comprehensive view of the processes within the organization and their relationships. In some cases, process identification is conducted in parallel with the identification of performance measures. However, in this book, we will link the identification of performance measures to the process analysis phase, given that performance measures are often used for process analysis.

2. Process Discovery

Process discovery is the ongoing stage of business process modeling. At this stage, the current state of each relevant process is documented, usually in the form of one or more process models.

3. Process Analyze

In this phase, problems associated with the existing process are identified, documented, and, whenever possible, quantified using performance measures. The result of this phase is a structured set of problems. These problems are typically prioritized in terms of their impact, and sometimes also in terms of the estimated effort required to resolve them.

4. Process Redesign

Process redesign is a process improvement phase. The goal of this phase is to identify changes to the process that will help address the problems identified in the previous phase and enable the organization to meet its performance objectives. To this end, several change options are analyzed and compared in terms of selected performance measures. This requires that the redesign and process analysis processes go hand in hand. As new change options are proposed, they are analyzed using process analysis techniques. Finally, the most promising change options are combined, leading to a redesigned process. The outcome of this phase is typically a model of the future process, which serves as the basis for the next phase.

5. Process Implementation

In this phase, the changes necessary to move from the currently implemented process to the planned process are prepared and implemented. Process implementation encompasses two aspects: organizational change management and process automation. Organizational change management refers to the series of activities required to change the way all participants in the process work. Process automation, on the other hand, refers to the development of IT systems that support the upcoming process.

6. Process Monitoring and Controlling

Monitoring and control process. Once the redesigned process is running, relevant data is collected and analyzed to determine how well the process is performing relative to performance measures and performance objectives. Recurring errors or deviations from intended behavior are identified, and corrective actions are taken. New problems may then emerge, within the same process or in other processes, requiring the cycle to be repeated continuously.

Many businesses and companies are implementing the BPM method. The primary reason for implementing this method is to enable companies to face intense competition. Here are five benefits of BPM for businesses (Savema et al., 2021a).

1. Making Process More Effective

The primary goal of business process management is to make existing business processes more effective. This level of effectiveness can be seen in shorter processing times, greater or higher-quality output, and, of course, reduced accident rates.

2. Increasing Profits

Increased output naturally increases productivity, and companies can sell more products. By reducing production process time, companies can reduce operational costs. Therefore, BPM not only makes processes more effective, but it can also help companies achieve greater profits.

3. Improving Occupational Health and Safety

BPM isn't just about cutting process time or trying to continuously increase output. It also improves occupational health and safety throughout the process. This ensures that BPM maintains employee safety.

4. Reducing Costs

The more effective a process is, the more efficient its costs will be. With BPM, we can optimize process costs and eliminate unnecessary processes. This cost reduction can ultimately lead to lower product prices or greater profits.

5. Transparent Visibility

BPM typically uses a system in its implementation, allowing business processes to be more clearly visible in real time. This system allows a company to operate without the need for extensive human resources. Furthermore, a more transparent system makes it easier for management to improvise processes because they have a better understanding of the business they are running.

SWOT Analysis

Business process management analysis can be done using SWOT analysis. SWOT is an analytical method used to identify and analyze the Strengths, Weaknesses, Opportunities, and Threats (SWOT) of a company that can give an organization an advantage in determining the company's position. SWOT analysis is a systematic way to identify factors based on an effective strategy in maximizing strengths and opportunities and minimizing weaknesses and threats in a company. Anticipation of weakness and threat to the company can be described in the SWOT matrix by using the company's strengths and opportunities (Fandi & Kaburuan, 2022). The SWOT matrix is a decision-making tool used to determine logical strategies to maximize a company's strengths and opportunities while simultaneously minimizing its weaknesses and threats. A SWOT analysis can help business owners identify areas to reduce and actions to improve performance (Dhenabayu et al., 2022). Applying SWOT analysis to business strategy development helps companies design realistic and focused plans. It also enables decision-makers to allocate resources effectively and identify strategic initiatives that can enhance competitiveness and long-term growth. In a dynamic and often uncertain business environment, having a deep understanding of the factors influencing business success is crucial (Z. Safitri et al., 2024).

HR Process Mapping

Human resource allocation has been considered a significant problem within the context of Business Process Management (BPM). Due to the importance of resource allocation in BPM, human resources play a fundamental role in terms of executing and supervising business processes, and because human interactions form a substantial part of today's business processes (Arias et al., 2018). To find out whether the quality of human resources is as expected, it is necessary to have human resource mapping to determine the direction of future improvement. For this reason, management, mapping, and development of human resources must be an important point in the organization (Ratnawati et al., 2022). HR mapping process in companies needs to be studied, considering today's organizations are increasingly complex and often change rapidly, requiring companies to adapt to existing conditions (Rony et al., 2021). Employee training and development are key components of this effort, aiming to enhance individual competencies, ultimately positively impacting overall organizational performance (Sari & Suwandi, 2025). HR mapping is important since it plays a fundamental role in terms of executing and supervising business processes, and because human interactions form a substantial part of today's business processes (Arias et al., 2018).

POAC Management Framework

Improving performance is a primary focus for company management in managing existing resources effectively and efficiently. Management, as a process of Planning, Organizing, Implementing, and Controlling (POAC), plays a crucial role in achieving company goals. (Agustiar et al., 2025). The POAC concept has been widely implemented by many companies and organizations around the world to maintain the continuity of the company or organization. POAC is a strategy to structure, process, and organize organizations to be more organized in vision and mission (Idrus et al., 2022). One of the keys to business success lies in its managerial management, and to maintain business sustainability, a mature managerial system is required. Implementing a mature Business Process Management (BPM) requires a managerial system that consists of Planning, Organizing, Actuating, and Controlling (POAC). The planning that is made basically determines what will be done, how it will be done, and who will do it before a business activity is carried out (Ayu & Nawawi, 2023). POAC is a basic framework used in management to plan, organize, mobilize, and control organizational resources to achieve predetermined goals. In a management context, POAC is used as a management process concept that includes stages such as Plan, Do, Check, and Action. This concept is more widely used and applied because it is more appropriate for all levels of management. In its implementation, POAC ensures that the organization can adapt to changes in the internal and external environment and maintain organizational continuity through effective and efficient management (Hidayat, 2024).

Ethics Mapping

In both businesses and organizations, ethics provide a foundation for evaluating actions and shaping the climate and values within these organizations. Individuals are more inclined to endorse and support companies they view as honest and accountable. When employees have confidence in the ethical principles of their organization, they hold the organization in high regard (Kern et al., 2024). Especially in the context of BPM, it is crucial to consider the individual in the process steps and tasks to achieve not only a gain in efficiency but also good process acceptance on the part of those involved in the process. Business ethics and strategic management are essential in running company operations. Ethics mapping in business is necessary because businesses can be unethical, and there is much evidence today that there are unethical corporate practices (Fransisca & Kholipah, 2024). Despite the progress made in Business Process Management (BPM), which has led to significant improvements in value creation, such as transparency, efficiency, and sustainability, the ethics mapping implications of these processes have mostly been ignored. However, precisely such ethical approaches constitute a responsible, socially acceptable use of information and communication technology with equal importance for BPM (Kern et al., 2024). The importance of business ethics and strategic management in running a company is essential because the company will not run smoothly without the ethics that need to be guided and the various strategies that need to be implemented (Fransisca & Kholipah, 2024).

Mapping Business Challenges and Obstacles

BPM encompasses the most important strengths and advantages of quality improvement approaches and tools in a unified framework, including mapping business challenges and obstacles. The most important view that characterizes BPM is a process view of management that avoids the functional boundaries of an organization's individual departments in support of a more holistic approach, which figure out into mapping business challenges and obstacles. Each step of the production value chain, from supplier to customer, can be monitored and explicitly linked to corporate strategy, operational efficiency, and competitive advantage (Imanipour et al., 2012). The high failure rate of businesses compared to others indicates the presence of problems and deterrent factors that prevent businesses from reaching the growth stage, leading to a significant number of these businesses facing challenges and obstacles (Mashayekhi et al., 2024). In recent decades, especially following the COVID-19 pandemic worldwide, businesses have created significant transformations in this industry. Seven significant factors were identified and finally validated. In the end, results showed that, based on the analysis of findings, seven factors were identified in order of frequency from challenges and obstacles related to: human capital management, government laws and policies, financial and economic challenges, pedagogical factors, cultural factors, environmental factors, and technical infrastructure (Al-Tayyar et al., 2021).

METHODOLOGY

This study was conducted using a qualitative literature review method by involving a thorough study of various references relevant to the research topic. The literature review method involved the use of theories, concepts, and relevant findings to address the research problem. The analysis was presented in a narrative manner and compared with journals as the primary source (Azmy & Hartono, 2024). BPM analysis at PT Unilever Indonesia Tbk is carried out by analyzing the business process flow from upstream to downstream using a SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats), HR (Human Resource) Process Mapping, POAC (Planning, Organizing, Actuating, and Controlling) Management Framework, Ethics Mapping, and Mapping Business Challenges and Obstacles, in the VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) and BANI (Brittleness, Anxiety, Nonlinearity, and Incomprehensibility) era. This research uses a narrative review method to identify, analyze, and synthesize various previous studies (Salsabila et al., 2025) related to business process management implementation in PT Unilever Indonesia Tbk. This method was chosen because it provides a comprehensive understanding of the SWOT analysis, HR process mapping, POAC management framework, ethics mapping, and management business challenges and obstacles.

Data collection involved searching various credible literature sources, including national and international scientific journals, conference proceedings, industry reports, and policy documents published within the last few years. The research process began by recognizing the implementation of business process management in long-term and short-term strategies (Azmy & Hartono, 2024). BPM has been a widely researched topic in management analysis within organizations or companies. The inclusion criteria for the literature consist of studies relevant to the topics of BPM implementation. The selected literature was analyzed using a thematic approach to construct a coherent synthesis aligned with the research objectives (Salsabila et al., 2025). This method involves identifying and interpreting patterns or themes within qualitative data. This approach allowed the researcher to explore how the business process management implementation in PT Unilever Indonesia Tbk shows a strong commitment to achieving the company's strategic goals. The synthesis process is conducted systematically to produce a comprehensive overview (Agustina & Wijijayanti, 2025) of the business process management implementation by PT Unilever Indonesia Tbk, to formulate strategic recommendations for enhancing the competitiveness and global market competitiveness in the future.

III. RESULTS

The literature review method was employed in this research to uncover the implications of business process management implementation on long-term and short-term strategies. The conceptual framework of the study is depicted in the following model:



Figure 1. Conceptual Framework

Based on the literature review and the conceptual framework above, several supporting indicators are required to analyze long-term and short-term strategies. Long-term success for PT Unilever Indonesia Tbk requires full dedication to the company's high standards of performance and efficiency, effective teamwork, and a readiness to embrace new ideas and continually learn. According to Unilever, success requires the highest standards and long-term and short-term strategies of business conduct towards customers, employees, and the wider community (Siregar & Kusumastuti, 2023). Another research found that the primary objective of HR process mapping is to ensure that employees are placed in roles that match their skills and future potential, and to ensure the long-term and short-term success of the company and its workforce (Nugroho & Dihan, 2024). Another research also found that applying SWOT analysis to business strategy development helps companies design realistic and focused plans. It also enables decision-makers to allocate resources effectively and identify strategic initiatives that can enhance competitiveness and long-term and short-term growth. In a dynamic and often uncertain business environment, having a deep understanding of the factors influencing business success is crucial (Z. Safitri et al., 2024). Several analyses which already researched in the previous time can be concluded that long-term and short-term strategies can be analyzed through the business process management implementation.

The Analysis of Business Process Management Implementation on Long-Term and Short-Term Strategies

With the growth of PT Unilever Indonesia Tbk, with the business process complexity, they are using Business Process Management (BPM) to build and improve their information systems, as well as their efficiency (Trabelsi et al., 2022). Furthermore, BPM has been recognized for fostering regulatory compliance, supporting the digital revolution, promoting agility, and enabling improved delivery of goods and services to consumers (Bartlett et al., 2023). However, BPM isn't something a company does once, but rather something they continually improve, as there are six business process management cycles (Saputra et al., 2020). Therefore, a business process management cycle is one of the key components in long-term and short-term strategies for PT Unilever Indonesia Tbk, which can be implemented, including the following:

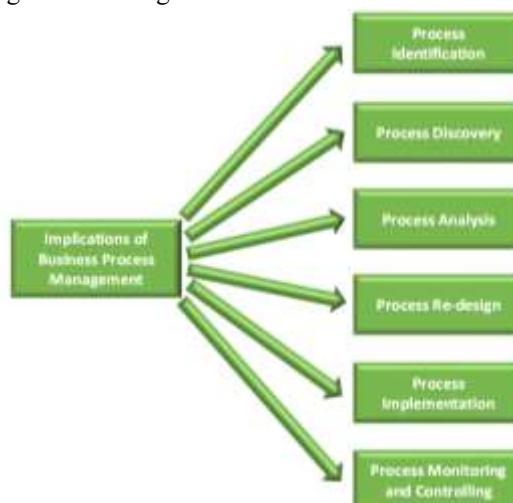


Figure 2. Implications of Business Process Management

The Analysis of Business Process Management Implementation using SWOT Analysis

SWOT analysis can be implemented as long-term and short-term strategies for PT Unilever Indonesia Tbk. SWOT analysis is a systematic way to identify factors based on an effective strategy in maximizing strengths and opportunities and minimizing weaknesses and threats in a company. Strengths and weaknesses are internal factors and organizational attributes, opportunities and threats are external factors and environmental attributes. A SWOT analysis is usually made in a four-quadrant box, which allows summaries to be organized according to four-part headings (Fandi & Kaburuan, 2022). A business process management cycle can be figured out into a SWOT matrix (Cheng, 2021) and (Fandi & Kaburuan, 2022), as follows.

Strengths	S	Weaknesses	W
<ol style="list-style-type: none"> 1. Product promotion strategies for specific consumers 2. Establish own distribution network 3. The use of advanced technology to monitor and improve its production processes 4. Diverse product and brand portfolio 		<ol style="list-style-type: none"> 1. Long bureaucracy due to centralization policies 2. Slow to internal consolidation in decision-making 3. Low market response to certain products 4. Vicious market competition caused by low prices 	
Opportunities	O	Threats	T
<ol style="list-style-type: none"> 1. High level of dependence on consumer goods products 2. Future strong economic growth 3. Increased demand for high-end consumer products and cosmetics 4. The development of digital technology and the Internet 		<ol style="list-style-type: none"> 1. Counterfeiting of consumer products 2. The rise of local companies 3. A global economic downturn after the COVID-19 pandemic 4. Fluctuations of the exchange rate are uncertain 	

Figure 3. SWOT Matrix

Opportunities and challenges of PT Unilever Indonesia Tbk coexist in the external environment. Although the local environment is generally peaceful, global companies, like PT Unilever Indonesia Tbk, need to be prepared to actively respond to the uncertain situation of a global economic downturn after the COVID-19 pandemic and fluctuations in the exchange rate. In the internal environment, the strengths of PT Unilever Indonesia Tbk are stronger than its weaknesses. PT Unilever Indonesia Tbk tries to increase its sales through a variety of product promotion strategies. Coupled with a steady distribution network and a diverse product and brand portfolio, PT Unilever Indonesia Tbk has strong strengths. However, the counterfeiting of consumer products and the rise of local companies are still the weaknesses of PT Unilever Indonesia Tbk in the business process, which cannot be ignored. Applying SWOT analysis to business strategy development helps companies design realistic and focused plans. It also enables decision-makers to allocate resources effectively and identify strategic initiatives that can enhance competitiveness and long-term growth. In a dynamic and often uncertain business environment, having a deep understanding of the factors influencing business success is crucial (Z. Safitri et al., 2024).

The Analysis of Business Process Management Implementation using HR Process Mapping

Human resource allocation has been considered a significant problem within the context of Business Process Management (BPM). Due to the importance of resource allocation in BPM, human resources play a fundamental role in terms of executing and supervising business processes, and because human interactions form a substantial part of today's business processes (Arias et al., 2018). To find out whether the quality of human resources is as expected, it is necessary to have human resource mapping to determine the direction of future improvement. For this reason, management, mapping, and development of human resources must be an important point in the organization (Ratnawati et al., 2022). HR mapping process in companies needs to be studied, considering today's organizations are increasingly complex and often change rapidly, requiring companies to adapt to existing conditions (Rony et al., 2021). HR mapping process can be implemented as long-term and short-term strategies for PT Unilever Indonesia Tbk. A business process management cycle can be incorporated into the HR mapping process in PT Unilever Indonesia Tbk when they implement a talent management strategy (Ali et al., 2019).

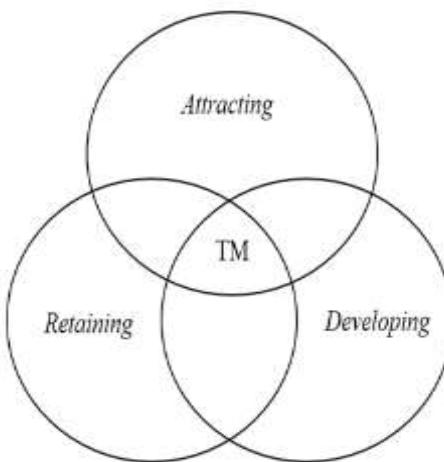


Figure 4. Talent Management Strategy

Attracting is the initial step in identifying talent needs and understanding the competencies required of an employee. One of the steps a company takes is recruitment, both internally (promotion) and externally (employer branding). PT Unilever Indonesia Tbk's talent selection is currently good, as are benefits, career, brand, image, reputation, work-life balance, mobility or fast movement, development programs, good management, including a clear vision and mission, and good company growth (Ali et al., 2019). PT Unilever Indonesia Tbk's development initiative includes the introduction of the Supply Chain Academy, a tangible demonstration of the company's commitment to employee development. Current developments employed by Unilever include classrooms, e-learning, coaching and mentoring, on-the-job training, job enrichment, and job enlargement. In retaining, PT Unilever Indonesia Tbk increasingly understands employee needs to maintain employee retention. The company provides retention by providing knowledge and skills, and designing rotation programs to help employees find new roles that support their careers (Ali et al., 2019). Talent management strategy in PT Unilever Indonesia Tbk, including employee training and development are key component of this effort, aiming to enhance individual competencies, ultimately positively impacting overall organizational performance (Sari & Suwandi, 2025).

The Analysis of Business Process Management Implementation using POAC Management Framework

Improving performance is a primary focus for company management in managing existing resources effectively and efficiently, within the context of Business Process Management (BPM). Management, as a process of Planning, Organizing, Actuating, and Controlling (POAC), plays a crucial role in achieving company goals. (Agustiar et al., 2025). The POAC concept has been widely implemented by many companies and organizations around the world to maintain the continuity of the company or organization. The POAC management framework can be implemented as long-term and short-term strategies for PT Unilever Indonesia Tbk. A business process management cycle can be figured out into a POAC management framework, with a strategy to structure, process, and organize organizations to be more organized in vision and mission (Idrus et al., 2022). POAC is a basic framework used in management to plan, organize, mobilize, and control organizational resources to achieve predetermined goals. In a management context, POAC is used as a management process concept that includes stages such as Plan, Do, Check, and Action (Hidayat, 2024).

Planning. In the context of PT Unilever Indonesia Tbk, planning plays a crucial role in both specific management and supply chain operations. PT Unilever Indonesia Tbk is a company engaged in the marketing and distribution of Fast Moving Consumer Goods (FMCG). FMCG refers to fast-moving consumer goods, which can be sold quickly and at a relatively low price. Five concerns of Planning have a crucial role in PT Unilever Indonesia Tbk (Savema et al., 2021a) and (Agustyn et al., 2023), as follows.

1. Planning Management

Sustainable and responsible business management and development have also been implemented by implementing the company's values and standards set out in the Code of Business Principles (CoBP). The implementation of the CoBP has also been socialized with business partners, including suppliers and distributors. Socially, Unilever has a corporate responsibility to improve health and well-being, reduce environmental impact, and enhance livelihoods. So, PT Unilever Indonesia Tbk has a program for sustainability with the principles of the Unilever Sustainable Living Plan (USLP).

2. Product Development

PT Unilever Indonesia Tbk has an automated production process that minimizes human intervention, and stringent quality control is implemented throughout all stages of production. The company's daily business activities are carried out through various processes and activities, including strategy, planning, implementation, and performance management. Risk management is embedded at every stage. This process is standardized and documented in each standard operating procedure, as follows: focus on consumers and customers, managing the portfolio, creating access, no compromise on cost, and continuing investment for the future.

3. Supply Chain Planning

PT Unilever Indonesia Tbk has successfully implemented efficient supply chain management. There are two types of supply chain strategies that can be used: demand uncertainty and supplier uncertainty. The following is a description of the key elements implemented by PT Unilever Indonesia Tbk in implementing its supply chain management: using an effective strategy where supplier and demand uncertainty is low and the goods produced are functional, implementing smart pricing methods and implementing different pricing with product differentiation, and Implementing supply chain integration with a push strategy for suppliers to warehouses and a pull strategy for warehouses to retailers. The production process will produce a certain number of products at a certain level, then the products will be moved to the warehouse (push), after which the number of products required by consumers will be sent (pull).

4. Distribution Strategy

The distribution strategy used by PT Unilever Indonesia Tbk is Traditional Warehousing – Cross Docking Distribution. PT Unilever Indonesia Tbk delivers products using land, sea, and air transportation. The traditional warehousing model used by PT Unilever Indonesia is a centralized model, as distribution centers for each region are located at specific points before proceeding to the retailer's destination.

5. Inventory Control

Inventory control is a crucial aspect of supply chain management. It significantly determines the availability of goods for end customers. PT Unilever Indonesia Tbk uses a method for managing inventory control in its supply chain. This method is called echelon inventory, which describes how availability levels are not viewed independently of each link in the supply chain, but across the entire supply chain.

Organizing. Organization is a crucial aspect of PT Unilever Indonesia Tbk's business processes, enabling the company to effectively structure its resources, processes, and workforce. PT Unilever Indonesia Tbk has a hierarchical organizational structure that provides a framework for authority, responsibility, and communication. The company operates with a centralized decision-making approach, with executives at the corporate level overseeing various departments and functions. This structure helps define reporting relationships, promotes coordination, and facilitates efficient operations. The division of PT Unilever Indonesia Tbk's organizational structure above shows that the division is based on the products produced by each division, and is also divided based on its functionalities (Keanu, 2025). Division based on the product produced, namely: the food division and the ice cream division. Division based on its functionality, namely:

1. Finance

The division that regulates all activities related to all finances.

2. Home and Personal Care

The division that handles everything within the company related to individual employees.

3. Supply Chain

The division that addresses raw material problems (supply chain).

4. Customer Development

The division that takes care of customer problems, embracing as many customers as possible.

5. Human Resource and Corporate Relations

The division for human resources and inter-company relations, or those who collaborate with companies.

Actuating. Management functions related to how to motivate coworkers (subordinates) to work consciously without coercion (Hidayat, 2024). Delegation: Organizations usually begin to develop decentralized structures, which can increase motivation at lower levels, but a crisis arises because leaders continue to feel a loss of control over highly specialized areas of operation. Collaboration: emphasizes greater spontaneity in management actions through teams and the appropriate resolution of interpersonal differences. Social control and personal discipline replace formal control. The actuating function at PT Unilever Indonesia Tbk is as follows.

1. Leadership and Direction

PT Unilever Indonesia Tbk begins with effective leadership. Leaders at all levels of the organization provide clear direction, establish goals, and set expectations. They communicate the company's vision, values, and goals, inspiring employees to align their efforts and work toward a common goal.

2. Performance Management

PT Unilever Indonesia Tbk emphasizes performance management to monitor, evaluate, and improve employee performance. This includes setting performance targets, providing regular feedback, conducting performance reviews, and recognizing outstanding performance. Through performance management, Unilever promotes accountability, identifies areas for development, and rewards high achievers.

3. Employee Motivation

PT Unilever Indonesia Tbk recognizes the importance of motivating its employees to provide excellent customer service. The company employs various strategies to motivate and engage its workforce, such as providing competitive compensation,

comprehensive benefits, creating a positive work environment, fostering a culture of recognition, and providing opportunities for growth and advancement.

4. Training and Development

PT Unilever Indonesia Tbk invests in employee training and development. The company offers comprehensive training programs to equip employees with the skills and knowledge necessary to effectively perform their roles.

5. Communication

Effective communication is crucial to driving change at PT Unilever Indonesia Tbk. The company maintains open lines of communication to ensure employees are well-informed about organizational changes, goals, and expectations. Regular team meetings, company-wide updates, and digital communication platforms are used to facilitate information sharing, address issues, and foster a sense of belonging.

6. Empowerment and Decision Making

PT Unilever Indonesia Tbk encourages employee empowerment and shared decision-making. The company believes in giving employees the autonomy to make decisions that impact their work and the customer experience. By empowering employees, Unilever fosters a sense of ownership and accountability, which can increase motivation and job satisfaction.

7. Continuous Improvement

PT Unilever Indonesia Tbk is committed to continuous improvement. The company encourages employees to provide feedback, suggest process improvements, and contribute to problem-solving efforts. PT Unilever Indonesia Tbk values a culture of innovation and actively seeks ways to improve its products, operations, and customer experience.

Controlling. Controlling is a crucial aspect of management at PT Unilever Indonesia Tbk, involving monitoring performance, comparing it to established standards, and taking necessary corrective action. The following are some key elements of control at PT Unilever Indonesia Tbk (Marginingsih, 2017), as follows.

1. Performance Monitoring

PT Unilever Indonesia Tbk establishes performance standards and metrics to measure the effectiveness of its operations. This includes monitoring Key Performance Indicators (KPI) such as sales, customer satisfaction, employee productivity, and financial performance. Various data collection methods, such as point-of-sale systems and customer feedback, are used to track performance continuously.

2. Variance Analysis

Controlling at PT Unilever Indonesia Tbk involves analyzing variances between actual performance and desired standards. By comparing actual results with predetermined targets, such as sales goals or budgeted costs, PT Unilever Indonesia Tbk can identify areas where performance deviates from expectations. This analysis helps understand the reasons behind the differences and take appropriate action to address them.

3. Corrective Action

When nonconformities or performance gaps are identified, PT Unilever Indonesia Tbk takes corrective action to bring performance back in line with established standards. This may involve revising strategies, adjusting staffing levels, implementing process improvements, or providing additional training and support to employees to enhance their performance. The goal is to proactively address issues and ensure that performance aligns with desired results.

4. Quality Control

PT Unilever Indonesia Tbk places great emphasis on maintaining consistent product quality across all its stores. Quality control involves implementing quality control processes, conducting regular inspections, and ensuring compliance with standard operating procedures. This ensures that customers receive the same high-quality experience regardless of the location they visit.

5. Compliance and Standards

PT Unilever Indonesia Tbk operates in a highly regulated environment, and controls include ensuring compliance with legal requirements, industry standards, and internal policies. The company establishes and enforces guidelines related to food safety, ethical sourcing, labor practices, and environmental sustainability. Regular audits and inspections are conducted to verify compliance and take corrective action if necessary.

6. Feedback and Evaluation

PT Unilever Indonesia Tbk encourages feedback from various stakeholders, including customers, employees, and suppliers, to evaluate its performance. Customer surveys, employee engagement surveys, and supplier assessments provide valuable insights for control purposes. This feedback helps identify areas for improvement and implement necessary changes to improve performance.

7. Technology and Information System

PT Unilever Indonesia Tbk utilizes technology and information systems for effective control. Integrated systems capture and analyze data in real time, providing managers with accurate and up-to-date information on performance metrics. This enables timely decision-making and facilitates effective control over operations.

By implementing control mechanisms, PT Unilever Indonesia Tbk can ensure that its operations align with established standards, identify areas for improvement, and take necessary actions to enhance performance. This focus on control helps the company maintain consistency, quality, and customer satisfaction across its stores and deliver on its brand promise.

The Analysis of Business Process Management Implementation using Ethics Mapping

Ethics mapping can be implemented as long-term and short-term strategies for PT Unilever Indonesia Tbk. In both businesses and organizations, ethics provide a foundation for evaluating actions and shaping the climate and values within these organizations. Individuals are more inclined to endorse and support companies they view as honest and accountable. When employees have confidence in the ethical principles of their organization, they hold the organization in high regard (Kern et al., 2024). Especially in the context of BPM, it is crucial to consider the individual in the process steps and tasks to achieve not only a gain in efficiency but also good process acceptance on the part of those involved in the process. Business ethics and strategic management are essential in running company operations. The majority of raw materials used in Unilever's food and beverage products come from agricultural sources. We source hundreds of thousands of fruits, crops, vegetable oils, palm oil, and other products from farmers and plantations around the world. Recognizing that our operations have a significant impact on these farmers, both financially and operationally, we naturally want the best quality raw materials. However, for Unilever, quality isn't just about the quality of the raw materials; it's about ensuring that they are produced responsibly and sustainably (Diantama, 2016).

To build corporate business ethics, PT Unilever Indonesia Tbk, which has issues related to the use of sustainable palm oil, takes the six steps (Diantama, 2016), as follows.

1. Policy and Regulation Development

- a. Develop policies and regulations that establish the company's commitment to using sustainably sourced palm oil and promote practices that support the sustainability of the palm oil industry.
- b. Ensure policies and regulations encompass principles such as sustainable forest management, protecting human rights, transparency in the supply chain, and reducing environmental impacts.

2. Commitment to Sustainability

- a. Demonstrate the company's commitment to using sustainable palm oil by joining global initiatives such as the Roundtable on Sustainable Palm Oil (RSPO) and acting as an active member in their activities.
- b. Establish a long-term goal for the company to use only sustainable palm oil and to reduce and eliminate negative impacts on the environment and communities.

3. Transparency and Reporting

- a. Be open and transparent in reporting on the use of palm oil, including the sources used and the steps taken to ensure sustainability.
- b. Regularly release sustainability reports that reflect the company's commitment and efforts to use sustainable palm oil and the progress achieved.

4. Monitoring and Evaluation

- a. Commit to continuous monitoring and evaluation of sustainable palm oil practices throughout the company's supply chain.
- b. Collaborate with palm oil suppliers to ensure compliance with company policies and guidelines.
- c. Use relevant metrics and performance indicators to measure and report the company's impact on sustainable palm oil use.

5. Research and Innovation

- a. Conduct research and innovation in developing alternatives to sustainable palm oil.
- b. Allocate resources to develop technologies and best practices that can help mitigate the negative impacts of palm oil use on forests, biodiversity, and local communities.

6. Stakeholder Engagement

- a. Involve relevant stakeholders, such as local community groups, NGOs, and environmental experts, in decision-making processes related to sustainable palm oil use.
- b. Build partnerships with other organizations and entities to address shared challenges and ensure sustainable quality and well-being in the palm oil industry.

By implementing business ethics, PT Unilever Indonesia Tbk can ensure that its operations will run smoothly with ethics as guidance for the various strategies that need to be implemented. Especially in the context of BPM, PT Unilever Indonesia Tbk must consider the individual in the process steps and tasks to achieve not only a gain in efficiency but also good process acceptance of business ethics on the part of those involved in the process.

The Analysis of Business Process Management Implementation using Mapping Business Challenges and Obstacles

Mapping business challenges and obstacles can also be implemented as long-term and short-term strategies for PT Unilever Indonesia Tbk. Especially in the VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) and BANI (Brittleness, Anxiety, Nonlinearity, and Incomprehensibility) era, BPM encompasses the most important strengths and advantages of quality improvement

approaches and tools in a unified framework, including mapping business challenges and obstacles. The most important view that characterizes BPM is a process view of management that avoids the functional boundaries of an organization's individual departments in support of a more holistic approach, which figure out into mapping business challenges and obstacles (Imanipour et al., 2012). PT Unilever Indonesia Tbk is accelerating its digital initiatives to address challenges and obstacles in building a healthy and resilient business amidst global dynamics characterized by VUCA and BANI. PT Unilever Indonesia Tbk is focusing on digitizing its human resources by addressing the need for leadership competencies aligned with the key behaviors, reflecting the characteristics of the future of work. These competencies include vision and business sense, customer focus, planning and driving action, analysis and judgment, teamwork, leading and motivating, interpersonal skills, and drive and courage (Suciani, 2023).

In the VUCA era, sophistication must be fully utilized to adequately master and control it. The world is changing dramatically as a result of increasingly sophisticated technology. Human resource management is undergoing one of the most significant transformations (Bahri, 2022). A business process management cycle can be figured out into the mapping of business challenges and obstacles faced by PT Unilever Indonesia Tbk in the VUCA era.

1. Volatility

Global economic and financial instability, currency fluctuations, and changes in consumer preferences are some of the volatile factors that can impact PT Unilever Indonesia Tbk's business. Sudden changes in market demand, rising raw material prices, or changing government policies can create uncertainty and make it difficult to plan effective business strategies.

2. Uncertainty

Political uncertainty, regulatory changes, and social unrest can impact PT Unilever Indonesia Tbk's business activities. This uncertainty can hamper long-term planning, new product development, and expansion into new markets. PT Unilever Indonesia Tbk needs to be highly sensitive to environmental changes and flexible in adapting its business strategy.

3. Complexity

Increasing globalization and interconnectedness have created a complex business environment. PT Unilever Indonesia Tbk must navigate the complexity of global supply chains, diverse regulations, and rapidly changing market dynamics. Managing a vast and complex supply chain and maintaining compliance with varying regulations can be a significant challenge for the company.

4. Ambiguity

Companies like PT Unilever Indonesia Tbk must operate in a business environment filled with ambiguous and often conflicting information. Business decisions must be based on a sound understanding of available information and the ability to anticipate and adapt to uncertain changes. Analyzing market trends, identifying new opportunities, and anticipating change are challenges PT Unilever Indonesia Tbk must face.

BANI is an acronym that stands for Brittle, Anxious, Nonlinear, and Incomprehensible. The term BANI is a result of a change and shift from the term VUCA since the COVID-19 pandemic. The following are the challenges and obstacles faced by PT Unilever Indonesia in the BANI era.

1. Brittle

Violence in this context refers to the fragility of systems and weaknesses that may emerge within PT Unilever Indonesia Tbk's business. The company must face operational, financial, and reputational risks that could impact its performance and business continuity. PT Unilever Indonesia Tbk needs to strengthen its risk management and develop strategies to reduce its vulnerability to disruption and instability.

2. Anxious

Anxiety refers to the worries and anxieties a company faces regarding future business developments. PT Unilever Indonesia Tbk must be prepared for technological change, dynamic market developments, and increasingly fierce competition. Maintaining innovation, developing sustainable growth strategies, and maintaining relevance to consumer needs are crucial aspects of overcoming these anxieties.

3. Nonlinear

Changes in the business environment can occur suddenly and non-linearly, which can impact PT Unilever Indonesia Tbk's performance. Exponential increases in technological growth, rapid changes in consumer preferences, and sudden market disruptions are some examples of non-linear changes. PT Unilever Indonesia Tbk needs to have high flexibility and adaptability to address these changes quickly and effectively.

4. Incomprehensible

The complexity and speed of change in the business environment often make it difficult to fully understand and forecast upcoming trends. PT Unilever Indonesia Tbk must strengthen its data analytics capabilities, leverage advanced technologies such as artificial intelligence, and build a robust market monitoring system to meet these challenges.

To overcome these challenges and obstacles, PT Unilever Indonesia Tbk needs to adopt a strategic approach that includes careful market monitoring, strong risk management, continuous innovation, flexibility in planning and implementing business strategies, and developing employees who can adapt to rapid changes.

IV. DISCUSSION

Business Process Management Implementation in PT Unilever Indonesia Tbk

PT Unilever Indonesia Tbk has implemented Business Process Management for long-term and short-term strategies. Long-term success for PT Unilever Indonesia Tbk requires full dedication to the company's high standards of performance and efficiency, effective teamwork, and a readiness to embrace new ideas and continually learn. Short-term success for PT Unilever Indonesia Tbk requires maintaining product quality excellence, improving product segmentation strategies, improving product prices, increasing market trends, and identifying innovations needed by consumers in each segment. According to Unilever, success requires the highest standards and long-term and short-term strategies of business conduct towards customers, employees, and the wider community (Siregar & Kusumastuti, 2023). Many companies now view operations management as a strategic competitive tool to create innovations and improvements, and operations management is essential (Agustyn et al., 2023). Implementation of business process management in PT Unilever Indonesia Tbk has been successful in making its operations highly competitive. Operational management is one of the fundamental elements in the success of a company, especially in the highly competitive Fast Moving Consumer Goods (FMCG) industry (Keanu, 2025).

From the analysis of business process management implementation in PT Unilever Indonesia Tbk using five tools, there are: SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats), HR (Human Resource) Process Mapping, POAC (Planning, Organizing, Actuating, and Controlling) Management Framework, Ethics Mapping, and Mapping Business Challenges and Obstacles, in the VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) and BANI (Brittleness, Anxiety, Nonlinearity, and Incomprehensibility) era, this research finds how PT Unilever Indonesia Tbk shows a strong commitment to achieving the company's strategic goals. The six business process management cycles are conducted systematically, they are: process identification, process discovery, process analysis, process re-design, process implementation, and process monitoring and controlling. The business process management implementation by PT Unilever Indonesia Tbk is a formulation of strategic recommendations for enhancing the competitiveness and global market competitiveness in the future. In facing competition between companies, PT Unilever Indonesia Tbk has prepared strategies and tactics in facing competition between companies. Considering the many competitors operating in the international world, it is very necessary for a very effective strategy from the company that can raise its name in the minds of consumers in various countries (Maudya, 2022).

PT Unilever Indonesia Tbk is strengthening its internal business operations and external business operations as well. They are mapping and developing a strategy to face threats and take an opportunity for all the business processes. Business processes are not only a tool to standardize the operation of an organization, but also a determining factor in its smooth operation, performance, and success (Savema et al., 2021a). The analysis of processes may help managers reduce operating expenses and overcome barriers between information systems and staff. It would also improve the control of the most important business processes (Kissa et al., 2023). Human resources also play pivotal roles in PT Unilever Indonesia Tbk, considering today's organizations are increasingly complex and often change rapidly, requiring companies to adapt to existing conditions. A business process management cycle can be incorporated into the human resources process in PT Unilever Indonesia Tbk when they implement a talent management strategy (Ali et al., 2019). Especially in the context of BPM, it is crucial to consider the individual in the process steps and tasks, to achieve not only a gain in efficiency but also good process acceptance on the part of those involved in the process. Business ethics and strategic management are essential in running company operations. The majority of raw materials used in PT Unilever Indonesia Tbk's food and beverage products come from agricultural sources, it recognizing to have a significant impact on these farmers, so it's not just about the quality of the raw materials; it's about ensuring that they are produced responsibly and sustainably (Diantama, 2016).

Improving performance is a primary focus for PT Unilever Indonesia Tbk in managing existing resources effectively and efficiently, within the context of business process management. Management, as a process of planning, organizing, actuating, and controlling, plays a crucial role in achieving company goals. (Agustiar et al., 2025). This concept has been widely implemented by PT Unilever Indonesia Tbk to maintain the continuity of the company or organization. PT Unilever Indonesia Tbk is accelerating its digital initiatives to address challenges and obstacles in the continuity of the company's business amidst global dynamics characterized by VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) and BANI (Brittleness, Anxiety, Nonlinearity, and Incomprehensibility). PT Unilever Indonesia Tbk is focusing on digitizing its human resources by addressing the need for leadership competencies aligned with the key behaviors, reflecting the characteristics of the future of work. These competencies include vision and business sense, customer focus, planning and driving action, analysis and judgment, teamwork, leading and motivating, interpersonal skills, and drive and courage (Suciani, 2023).

V. CONCLUSION

PT Unilever Indonesia Tbk has significant potential to meet the growing demand of the fast-moving consumer goods market. This study has important implications for policymakers, industry stakeholders, and researchers concerned with business process management implementation in PT Unilever Indonesia Tbk. In facing competition between companies, PT Unilever Indonesia Tbk has prepared strategies and tactics to face competition between companies. However, the counterfeiting of consumer products and

the rise of local companies are still the weaknesses of PT Unilever Indonesia Tbk in the business process, which cannot be ignored. PT Unilever Indonesia Tbk needs to be prepared to actively respond to the uncertain situation of a global economic downturn after the COVID-19 pandemic into the VUCA and BANI era. The implementation of business process management at PT Unilever Indonesia Tbk is carried out to continue to produce consistent, profitable, and responsible growth, and the management will remain focused on the main strategy to become a business that is based on noble goals and is relevant and able to compete for the future.

Furthermore, the study emphasizes that analysis of the business process management implementation is essential to fostering an enabling comprehensive product quality process and controls in place from upstream to downstream, from product design to the point where the product reaches the store shelf. PT Unilever Indonesia Tbk also verifies these processes and controls annually and regularly monitors them through performance indicators that drive continuous improvement. Moving forward, PT Unilever Indonesia Tbk must adopt a others strategy that goes beyond regulatory compliance to one that is innovation-driven, market-responsive, and globally competitive. PT Unilever Indonesia Tbk also needs to enable the national halal industry to position itself as a leading player in the international halal market, although currently, PT Unilever Indonesia Tbk's factories and products have received halal certification from the Indonesian Ulema Council (MUI).

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