

Exploring Innovative Strategies for Sustainable Organizational Growth: A Case Study Analysis”

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Abstract

Sustainable organizational growth is a key factor for an organization to survive and continue to compete in dynamic market trend changes. To balance the complexity of a growing organization, it usually requires good management in the form of innovative strategies in management that support the organization to maintain its existence until now amidst many other organizations that have gone bankrupt. One of them that implements is PT. Pertamina (Persero). The aim is to explore and find what innovative strategies support sustainable organizational growth, namely PT. Pertamina (Persero). The method used is qualitative descriptive analysis supported by literature studies and internet searching. The result is that there are four main innovative strategies that support the sustainable growth of PT. Pertamina (Persero), namely product innovative strategies, process innovative strategies, business model innovative strategies, and disruptive innovative strategies. It is hoped that the application of these four innovative strategies will create products with better performance, minimize negative environmental impacts, reduce operational costs, create new sustainable sources of income, enable the development of new solutions, and create new competitive advantages that can adapt to changing market trends.

Keywords: Innovative Strategy, Sustainable Organizational Growth, PT. Pertamina (Persero)



INTRODUCTION

In an era of rapid technological and information advancement and increasingly tight organizational competition, sustainable organizational growth is one of the most important things that is highly desired by an organization. According to Elkington (1999) in his book entitled "Cannibals with Forks", sustainable organizational growth is defined as growth that produces economic value, social value and environmental value in the long term without sacrificing the needs of future generations. Sustainable organizational growth is the key to the survival and long-term success of an organization (Basuki, 2023). This kind of organizational growth must be based on the principle of not damaging the resources or environment that supports it and demonstrating a commitment to long-term stakeholder satisfaction, including customers, employees and the general public. To realize this, an organization needs to explore or find innovative strategies that can influence sustainable organizational growth in a positive direction.

According to Digitalleadership.com (2024), an innovative strategy is a planned and organized way of using new technology and creative ideas to bring about significant change in an organization. An innovative strategy involves creating detailed plans that are in line with the organization's main objectives and encourage a culture of continuous improvement. Innovative strategy also refers to a commitment to shared innovation goals. Each innovative strategy is unique in that it is more than just a guide to success and a compass in directing the organization through new approaches to address existing challenges. To balance the complexity of a growing organization, usually each innovative strategy will be collected and arranged according to the sequence of steps that must be taken or applied first for the benefit of the organization known as management. Management has a crucial role because it is able to mobilize and motivate existing resources, especially human resources to participate in the innovation process. One organization that has management by exploring innovative strategies for sustainable organizational growth is PT. Pertamina (Persero). PT. Pertamina (Persero) is a national energy organization in Indonesia that is committed to providing energy and encouraging all parties to be responsible for the production process or its utilization so that it can be sustainable while still paying attention to and carrying out natural resource efficiency, managing food waste and production waste, providing targeted subsidies, encouraging the supply chain in the organization and consumers and recycling (Pertamina.com, 2020). Based on this, PT. Pertamina (Persero) was chosen as an example of a case study to study management, especially exploring what kind of innovative strategies can trigger the growth of the PT organization. Pertamina (Persero) to be sustainable. In this article, a

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comprehensive analysis is conducted on PT. Pertamina (Persero) to obtain what innovative strategies can make this organization maintain its existence until now amidst many other organizations that have gone bankrupt.

THEORETICAL STUDY

According to Griffin (2013), management is a set of activities (including planning and decision making, organizing, leading, and controlling) directed at organizational resources (human, financial, physical and information) to achieve organizational goals efficiently and effectively. Furthermore, Gulati et. al. (2017) explains that management is the act of working with and through a group of people to achieve desired goals or objectives in an efficient and effective manner.

According to Tjiptono (2000), strategy is an overall approach related to ideas, planning, and execution of an activity within a certain period of time. In a good strategy, there is coordination of the work team, has a theme to identify supporting factors in accordance with the principles of implementing ideas rationally, efficiently and has tactics to achieve effective goals. Meanwhile, Buzzel and Gale (1996) say that strategy is a key policy and decision used for management that has a major impact on performance. These policies and decisions usually involve important resources and cannot be easily replaced.

According to De Jong and Hartog (2008), innovative is a behavior that aims to achieve the stage of introduction or trying to introduce new and useful ideas, processes, products or procedures in work, groups or organizations. Another opinion was put forward by Klesen and Street (2001) who defined innovative as all actions that lead to the emergence or introduction of something new and beneficial to the entire organization including the development of new ideas or new technologies, changes in administrative procedures aimed at improving work relations, and new technologies for work processes that significantly increase efficiency and effectiveness.

According to Yudiantara (2006), an innovative strategy is a way to overcome competition between organizations where the strategy must be innovative in order to improve one of the organizations because competitors will always increase. Then, Wahyuningsih and Prasetyo (2008) explained that an innovative strategy is a way to make changes or renewals in order to achieve organizational goals. The innovative strategy created must be able to be adjusted to the internal and external environment of the organization so that it can adjust between the capabilities and resources of the organization to achieve the desired goals. According to Imd.org (2024), there are four main strategies for sustainable organizational growth, namely:

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1. Product innovative strategy

Product innovative strategy is a strategy used in the process of building new products or improving existing products to meet customer needs in new ways and this can help organizations offer better products and remain competitive in an ever-growing market.

2. Process innovative strategy

Process innovative strategy is a strategy used to change the way things are done within an organization where there is the application of new initiatives and technologies to optimize efficiency and competitiveness in the market.

3. Innovative business model strategy

Innovative business model strategy is a strategy used to make major changes in business processes or new products to capture value in the market.

4. Disruptive innovative strategy

Disruptive innovative strategy is a strategy used to shake things up by creating game-changing innovation initiatives by disrupting existing business models.

According to Jones (1995), organizational growth is an organization that develops its expertise and competencies in many ways, such as imitating the strategies, structures, and cultures of previously successful organizations. Then, Robbins (1990) stated that organizational growth is a cycle of organizational life cycle that moves through four stages, namely birth, growth, maturity, and decline. Theoretically, each organization will experience differences in these stages. In organizational growth, there are four main reasons that cause organizations to experience growth, namely the bigger the organization, the better, increasing growth, the higher the chance of survival, growth is the same as effectiveness and efficiency, and growth is power.

According to Yusuf and Prayogi (2020), sustainability is being able to meet current developments without sacrificing future rights. Sustainability has three pillars, namely economic, social and environmental. If there is one pillar that is not equal, such as the social aspect is lower than the others, then problems will definitely occur. Then, Gischa (2020) explains that sustainability is a development process that optimizes the benefits of natural resources and human resources with development so that it can later improve people's welfare in meeting their interests without sacrificing the abilities of future generations.



RESEARCH METHODS

This study uses a phenomenon approach, trying to understand the importance of understanding and exploring innovative strategies for sustainable organizational growth. This approach to phenomena requires the existence of an assumption that is different from the way used to approach people's behavior with the aim of determining facts or causes. Data were collected and recorded in detail on matters relating to the problem under study. Each finding is analyzed with the wisdom of knowledge and experience to interpret it objectively. In this study, the theory is used as a measure of knowledge that is adapted to the facts in the field and the social phenomena to be studied. The theoretical basis is used as a strategy in processing data, by providing a variety of conceptualizations in describing and providing explanations.

The application of the phenomenological approach is an important research problem to understand the personal experience of a group of individuals towards a phenomenon they experience. Understanding the experience is expected to help the development process to gain a deeper understanding of the phenomenon being studied.

RESULT AND DISCUSSION

Sustainable organizational growth is a key factor in achieving long-term success, increasing stakeholder value, and making a positive contribution to the economy, society, and the environment as a whole. Therefore, organizations need to explore various strategies to find innovative strategies that can trigger more efficient sustainable organizational growth. One organization that implements sustainable organizational growth is PT. Pertamina (Perseo). PT. Pertamina always echoes the spirit of sustainable transformation as part of its commitment to realizing the vision of becoming a world-class global energy company and supporting the realization of national energy independence. Based on its history, PT. Pertamina (Perseo) is a state-owned enterprise / Badan Usaha Milik Negara (BUMN) engaged in the oil and gas sector and was known as PERMINA on December 10, 1957. Then, it changed to Pertamina on August 20, 1968. According to applicable laws, the Indonesian government regulates Pertamina's role to produce and process oil and gas from oil fields and provide fuel and gas needs in Indonesia. Pertamina perfected its vision of "Becoming a World Class National Energy Company" and expanded its business activities by becoming a Holding Company in the energy sector that oversees 6 Subholdings, namely PT. Pertamina Hulu Energi, PT. Perusahaan Gas Negara, PT. Kilang Pertamina Internasional, PT. Pertamina Power Indonesia, PT. Patra Niaga, and PT. Pertamina International Shipping. When viewed from the expansion of

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Pertamina's business, this is a manifestation of sustainable organizational growth that has been implemented by Pertamina.

Based on the four main innovative strategies of Imd.org (2024), Pertamina has implemented several innovative strategies to increase the growth of its sustainable organization which can be seen from four main points, namely product innovation strategy, process innovation strategy, business model innovation strategy, and disruptive innovation strategy.

In the product innovation strategy

In realizing better product innovation, Pertamina's chosen product innovation strategy is:

1. Decarbonization

Pertamina is trying to carry out operational decarbonization in order to support the energy transition in Indonesia considering that Indonesia still uses fossil energy. Decarbonization is the process of reducing or eliminating greenhouse gas (GHG) and carbon dioxide (CO₂) emissions from the atmosphere with the aim of reducing carbon emissions, especially CO₂, into the atmosphere. This decarbonization is focused on the development of Carbon Capture Utilization and Storage (CCUS/CCS) and Biofuel technologies. The application of this technology can increase oil and gas production through CO₂-EOR. In the economic sector, decarbonization can encourage the use of renewable and sustainable energy sources so that it will reduce dependence on fossil fuels, and will reduce extreme climate change and air pollution from the combustion process of fossil fuels.

2. Bio Refinery or Green Refinery

In addition, Pertamina is committed to developing a Bio Refinery or Green Refinery to produce more environmentally friendly fuels by processing renewable raw materials such as palm oil (RBDPO) to used cooking oil (UCO) (Pertamina Press Release, 2023). Green Refinery is one of the innovative environmentally friendly fuel oil processing that is a milestone as well as real evidence of Pertamina's Refinery in supporting the achievement of the 2060 Non Zero Emission (NZE) target. Another environmentally friendly product that can be produced through the Green Refinery is Sustainable Aviation Fuel (SAF) for aircraft fuel (Bioavtur) which has successfully conducted flight tests in 2022 using the CN235 aircraft and will be continued with commercial flight tests in the near future. Bio Refinery or Green Refinery Pertamina that has been operating is Bio Refinery Cilacap and Bio

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Refinery Dumai which produce HVO (Hydrotreated Vegetable Oil), Green Gasoline and Bio Refinery Plaju, and Green AvturJ2 at Bio Refinery Cilacap.

3. Mixing Bioethanol with BBM

Pertamina is also developing the application of bioethanol with various raw materials including from palm oil waste (empty oil palm bunches). Currently, Pertamina has commercialized a mixture of BBM with 5% bioethanol which produces the Pertamax Green 95 product. In 2026, Pertamina revealed that it will develop a mixture of bioethanol products to 10%, especially those from molasses with Fuel Oil (BBM) (Muliawati, 2023). Pertamina is also developing innovative bioethanol products for gasoline based on cassava, corn and sogum. The use of bioethanol is used in the mixture with the aim of reducing the level of exhaust emissions that are harmful to the environment and increasing the octane number of gasoline.

4. Provision of Solar Power Plants (PLTS)

Pertamina is fully committed to carrying out responsible business and operational activities through the implementation of Environment, Social and Governance (ESG) aspects where there is a conversion of the use of fossil-based electrical energy sources to PLTS in the Hulu Rokan working area of 28.2 hectares (Ha) in the workers' housing complex area. The Hulu Rokan location provides the potential for high photovoltaic power output for PLTS installations. PLTS is built with a ground mounted and rooftop type whose energy is captured and then converted through an inverter so that the electrical energy can be utilized. The production capacity produced by this PLTS is 25 MWp with a potential efficiency of USD 4.3 million per year and this PLTS produces 32.42 GWh of energy per year.

5. Processing Crude Oil into Petrochemical Products

So far, crude oil has been better known as the world's main energy source used as fuel. In fact, it contains hydrocarbon chemical compounds that can be processed to produce non-energy chemical products (petrochemicals). In 2023, crude oil for chemicals is still imported more than 80% reaching US\$ 20 billion or equivalent to 30% of total national imports. Raw materials for plastic and organic chemicals dominate Indonesia's petrochemical imports. Therefore, Pertamina wants to realize national energy independence with the economic potential of petrochemical products through the Tuban Grass Root Refinery where the crude oil processing capacity reaches 300 thousand barrels per day. This refinery is



capable of producing 10,921 kilo tons per year (Pertamina Rosneft Pengolahan & Petrokimia, 2022).

6. Waste Management with Reduction of Source

Pertamina has a Subholding, namely PGN, which has succeeded in managing waste by reducing waste from its source through planning to minimize the impacts caused by waste disposal. This is proven by Pertamina's success in reducing B3 waste by 3%, which is 13,404 tons. B3 waste is waste that requires special handling in accordance with applicable regulations so as not to endanger humans and the environment. The B3 waste produced is spent catalyst, spent absorber, spent lube oil, contaminated soil, contaminated material, ex-cleaning mud, used chemicals, laboratory waste, activated carbon, and others.

7. Gas Station Digitalization and Cashless Payment

Pertamina continues to improve services for the community with innovative Gas Station Digitalization programs and the MyPertamina application. Gas station digitalization makes it easier for Pertamina to monitor fuel stock conditions, fuel sales, and payment transactions at gas stations. Meanwhile, MyPertamina makes it easier for consumers to buy Pertamina products with non-cash payments through facilities that collaborate with banks such as Link Aja. Consumers also get benefits such as knowing the nearest gas station access, earning reward points and benefits for purchasing fuel and LPG (Pertamina.com, 2020).

8. Development of Hydrogen-Based Vehicle Ecosystem

Pertamina collaborates with Toyota to develop a hydrogen-based vehicle ecosystem where hydrogen is one of the clean energy alternatives. Pertamina is trying to build hydrogen refueling infrastructure (hydrogen refueling stations) spread throughout Indonesia and can be used by hydrogen-based cars. Hydrogen which is present as a vehicle fuel will strengthen energy security so that people do not only have the choice of fuel and electricity (Purwanti, 2024).

Innovative process strategy

In realizing more effective process innovation, the innovative process strategy chosen by Pertamina is:

1. Use of New Technology

Pertamina continues to adopt the latest technology in oil and gas exploration, production, and processing including the use of 2D Cubed seismic data technology that facilitates the search for oil and gas reserves in Indonesia, the use of

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Unconventional Drilling technology to significantly increase production in achieving the production target of 1 million barrels of oil per year, the use of Fluid Catalytic Cracking Catalyst technology to accelerate the rate of chemical reactions in the oil and gas product processing process under certain operating conditions, and the use of Artificial Intelligence (AI) for automatic well workover scheduling, more optimal rig movement planning, identification of suboptimal pump performance, analysis of oil flow measurements for optimal production, and remote monitoring (Yunianto, 2022; Anam, 2022;).

2. Supply Chain Optimization

To ensure the security of supply and stock of crude oil, fuel oil and national LPG while still prioritizing economic principles, Pertamina has created an Integrated Supply Chain which has three capabilities, namely integrated planning, procurement/sales, supply operations and exports.

3. Development of Environmentally Friendly Processes

Pertamina continues to innovate in the development of environmentally friendly processes to reduce emissions and other environmental impacts from its operational activities. This includes Green Refinery, more effective waste management and renewable energy investment.

4. Digitalization of Operational Processes

Pertamina uses digital innovation to optimize its operational processes ranging from data management and predictive analysis to remote monitoring and condition-based maintenance. This will help improve visibility, reduce costs and increase operational reliability.

5. Improvement of Processing Processes

Pertamina innovates in the oil and gas processing process to increase yields, reduce waste and improve the quality of end products including by developing new catalysis technologies.

In the innovative business model strategy

In realizing a more competitive business model innovation in the market, the innovative business model strategy chosen by Pertamina is:

1. Business Portfolio Diversification

Pertamina adopts business portfolio diversification by expanding its operational reach to related sectors by forming various Subholdings, namely PT. Pertamina Hulu Energi, PT. Perusahaan Gas Negara, PT. Kilang Pertamina Internasional,

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PT. Pertamina Power Indonesia, PT. Patra Niaga, and PT. Pertamina International Shipping. By diversifying, Pertamina can reduce potential losses in a particular area, create more stable sources of income, open up expansion opportunities, trigger innovation and be better prepared to face market changes or unexpected economic conditions.

2. Service-Based Business Model

Pertamina is moving from a traditional business model that focuses on selling products to an integrated energy service provider. This includes electricity services, transportation (such as MyPertamina for fuel purchases), and more holistic and sustainable energy management. Services are a form of replacing humans with machines/automation by using a card payment system, electronic money or cashless payment (Latief et.al., 2019).

3. Energy Platform Development

Pertamina builds a platform to support the energy transition through collaboration and support from BUMN for the younger generation, namely by conducting the Sobat Bumi competition and research collaboration with universities for research and technology, rolling out the Pertamuda program, women leaders and entrepreneurship and Pertamina New Venture: Start Up Incubation for entrepreneurship, rolling out the Sobat Bumi Sahabat Disabilitas Pertamina scholarship for education and training, the Pertamina Goes to Campus program for engagement and socialization.

4. Collaboration with Start Ups

Pertamina adopts a collaborative approach by partnering with start ups and the younger generation in the energy industry which allows Pertamina to access the latest innovations and accelerate the development of new solutions such as the Pertamina XScouts program. Xscouts as an Open Innovation collaboration platform between Pertamina and the founder of Start Up Energi which was officially opened through the One Day Virtual Talks event on September 29, 2021. Collaboration opportunities are open to start ups in the fields of clean energy, electrification, petrochemicals and supporting technologies.

5. Subscription-Based Business Model

Pertamina adopts a subscription-based business model where customers pay for access to certain energy services rather than buying products directly, such as customers who have a MyPertamina account with Dex Series get cashback connected to their account and Link Aja balance so they can save.

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Disruptive innovative strategy

In realizing disruptive innovation that is more competitive in the market, the disruptive innovative strategy chosen by Pertamina is.

1. Electric Cars and Motorcycles

The increasingly rapid development of electric cars and motorcycles can reduce the demand for conventional fuels. If the use of electric cars and motorcycles increases significantly, Pertamina may face a decline in demand for conventional fuels and disrupt the distribution business.

2. Innovation in Sharing Mobility

The development of platforms and technologies for sharing mobility such as gocar sharing can change the way people move and use transportation. This affects the demand for conventional fuels and Pertamina's business model in terms of transportation.

CONCLUSIONS

In the era of rapid technological and information advancement and increasingly tight organizational competition, sustainable organizational growth is one of the most important things that is highly desired by an organization. This kind of organizational growth must be based on the principle of not damaging the resources or environment that supports it and demonstrating a commitment to long-term stakeholder satisfaction, including customers, employees and the general public. Sustainable organizational growth is a key factor in achieving long-term success, increasing stakeholder value, and making a positive contribution to the economy, society and the environment as a whole. In the case study analysis, PT. Pertamina (Persero) was chosen as an example of an organization that experienced sustainable organizational growth. This can be seen from PT. Pertamina always echoing the spirit of sustainable transformation as part of its commitment to realizing the vision of becoming a world-class global energy company and supporting the realization of national energy independence. In order to realize this, the exploration of innovative strategies found several strategies in Pertamina's management that have enabled it to develop sustainably until now in the form of four main innovative strategies, namely product innovative strategy, process innovative strategy, business model innovative strategy, and disruptive innovative strategy. The application of these four innovative strategies makes PT. Pertamina (Persero) will create products with better performance, minimize negative environmental impacts, reduce operational costs, create

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new sustainable revenue sources, enable the development of new solutions, and help PT. Pertamina (Persero) create new competitive advantages that can adapt to changing market trends.

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