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# Managing Organizational Transformation To Create Synergy Between Plantation And Mining Sectors: A Case Study Of Pt Bumi Sawindo Permai

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Organizational Transformation, Cultural Synergy, Strategic Foresight, Plantation Sector, Mining Sector, Competency Gaps, PT Bumi Sawindo Permai.



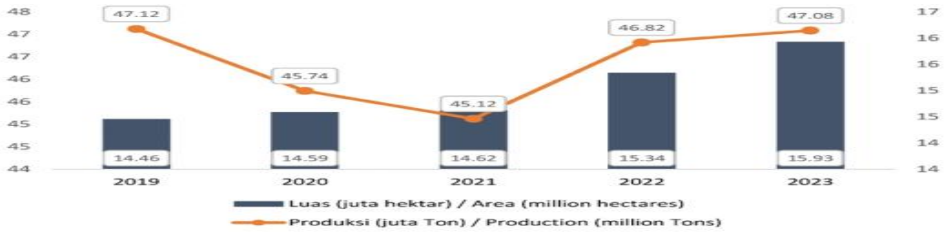
**ABSTRACT**

This study explores how strategic foresight can support organizational transformation at PT Bumi Sawindo Permai (PT BSP) to foster synergy between plantation and mining sectors. Findings show that applying foresight tools such as scenario planning, visioning, and backcasting has enabled PT BSP to anticipate future uncertainties and realign its organizational structure, workforce strategy, and long-term vision toward becoming a land integrator within the PTBA ecosystem. Key transformation initiatives include restructuring for operational efficiency, enhancing workforce capabilities through targeted training and rotation, cultivating cross-sector leadership, and building a cohesive organizational culture. To sustain this transformation, the study recommends robust performance governance and strategic diversification into land reclamation and biomass services. Furthermore, active engagement with government regulators and alignment with shareholders PTBA and Danantara is essential to strengthen PT BSP's mandate and ensure coherence with national energy transition goals and long-term ESG commitments.

## INTRODUCTION

Based on data from the Ministry of Agriculture, plantation commodities are a mainstay of the national economy and one of the largest contributors to Indonesia's foreign exchange amid the COVID-19 pandemic. It can be seen from the export value of plantation commodities in 2020 that the total export value of plantations reached US$ 28.24 billion, or equivalent to Rp410.76 trillion (assuming 1 US$ = Rp. 14,582). Meanwhile, based on Gross Domestic Product (GDP), the plantation sub-sector in 2020 grew by 1.33 percent (Y-on-Y). The national contribution of the plantation sub-sector to the national economy is increasing and is expected to strengthen overall plantation development.

**Figure I. Area and Production of Indonesia Oil Palm, 2019–2023**




Based on the Figure above (Publication of Indonesian Palm Oil Statistics 2023 from BPS-Statistics Indonesia), the area of oil palm plantations based on land use and CPO production in 2018 increased significantly compared to previous years. This increase was due to the increase in the scope of oil palm company administrators, so that the area of oil palm plantations became 14.33 million hectares. Furthermore, from 2019 to 2023, the area of oil palm plantations based on land use continued to experience an almost stagnant increase. In 2023, the area of oil palm plantations is estimated to be 15.93 million hectares. The data also indicates a positive correlation between the increase in oil palm plantation areas and the growth in CPO production. As the plantation area expanded from 14.46 million hectares in 2019 to an estimated 15.93 million hectares in 2023, CPO production also showed an upward trend from 47.12 million tons to 47.08 million tons during the same period. Although the growth in land area was relatively moderate, it contributed consistently to sustaining and slightly increasing production levels. This correlation suggests that the expansion of plantation areas remains a key factor in supporting national CPO production performance.

However, the decline in production performance also occurred at PT BSP; the data shows a downward trend in FFB production performance from 2022 to 2024. This decline in production performance is directly correlated with the continuous reduction of plantation area managed by PT BSP. As illustrated in the data, the plantation area shrank significantly from 1,400 hectares in 2022 to only 597 hectares in 2024. As a result, FFB production dropped sharply from 16,950 tons to 6,517 tons, and CPO production decreased from 15,980 tons to 13,879 tons during the same period. This trend clearly demonstrates that the reduction in plantation area has had a direct and adverse impact on the company's production capacity, highlighting the importance of maintaining sufficient land resources to sustain production performance.

**Table I.1. PT BSP Operating Performance 2022 - 2024**

| Period | Area | FFB Production* | CPO Production* |
|---|---|---|---|
| 2022 | 1.400 Ha | 16.950 | 15.980 |
| 2023 | 1.200 Ha | 12.548 | 15.505 |
| 2024 | 597 Ha | 6.517 | 13.879 |

**Figure 2. PT BSP Operating Performance 2022 - 2024**

The cause of this decline in performance arose from the overlapping land use between oil palm plantation activities and coal mining activities in the company's operational area. As explained earlier, since the acquisition by PT Bukit Multi Investama (PT BMI) in 2014, the company's objectives have changed strategically. PT BSP's oil palm plantation land has been gradually shifted to support coal mining activities, which is the parent company's priority. This resulted in a significant reduction in the productive area available for oil palm plantation activities.

**Law Issue**

The contemporary Indonesian legal landscape presents inherent complexities where the Mineral and Coal Mining Law (Undang-undang Nomor 4 Tahun 2009, as amended by Undang-undang Nomor 3 Tahun 2020) and plantation legislation exhibit areas of overlap, particularly concerning land tenure and utilization. This legislative intersection is acutely exemplified in the operational context of PT PT BSP. The company's oil palm plantation concessions are situated over, and thus contend with, coal natural resource permits held by its parent entity, PT Bukit Asam Tbk (PT BA). This intricate situation arose subsequent to the 2014 acquisition of PT BSP by PT Bukit Multi Investama (PT BMI), a subsidiary of PT BA. The strategic rationale behind this acquisition was primarily to secure land resources for PT BA's coal mining operations, rather than to sustain or expand PT BSP's antecedent core business of palm oil cultivation.

That based on Article 134 of Mineral and Coal Mining Law, states that the rights to Mining Business Permit Areas (WIUP), People's Mining Areas (WPR) or Special Mining Business Permit Areas (WIUPK) do not include rights to the surface of the earth. This can be interpreted that the MINERBA Law also adheres to the Horizontal Separation Principle (Horizontal Scheiding Beginsel), which is adopted in the agrarian/land sector, which means that there is a separation between land and all objects attached to the land. WIUP, WPR, or WIUPK that has been granted a permit in the form of IUP, IPR, or IUPK to a person/business entity means that the license is only limited to carrying out Mineral or Coal business, which includes stages of general investigation activities, exploration, feasibility studies, construction, mining, processing and refining or development and utilization, transportation and sales, and post-mining, for coal commodities contained in the soil, but does not include ownership of the land rights in question. Article 136 paragraph (1) of the MINERBA Law regulates that Holders of Mining Business Permits (IUP) or Special Mining Business Permits (IUPK) are required to settle land rights with the rights holder by the provisions of laws and regulations before carrying out production operations. Furthermore, Article 175 paragraphs (2), (3), and (4) of Government Regulation Number 96 of 2021 concerning the Implementation of Mineral and Coal Mining Business Activities states that the settlement of land rights can be carried out in stages according to the land needs of the IUP Holder and must provide compensation based on a mutual agreement with the land rights holder. The compensation, as referred to, is calculated based on the area of land and objects on the land that will be used for Mining Business activities by the IUP holder and does not take into account the potential value of Mineral or Coal commodities. Based on the description above, it can be understood that the provisions in the MINERBA mining sector recognize the existence of land rights through laws and regulations. Thus, it is regulated that IUP Holders are required to settle land rights with rights holders and provide compensation based on mutual agreement before carrying out production operations. In this case, PT BA must settle land rights with land rights holders who are legally registered as Cultivation Rights in the name of rights holder PT BSP.

Despite the Mineral and Coal Mining Law's articulation of a "Horizontal Separation Principle" (Horizontal Scheiding Beginsel), which posits that rights to Mining Business Permit Areas (WIUP) do not inherently confer surface rights, the legislation mandates that WIUP holders are obligated to resolve land rights with legitimate surface rights holders. Consequently, PT BA is jurisprudentially bound to reconcile land tenure with PT BSP, which possesses registered Cultivation Rights (Hak Guna Usaha/HGU). This operational overlap has precipitated a

substantive reduction in PT BSP's cultivable land area, leading to a demonstrable decline in the company's agricultural production performance.In response to these multifaceted challenges and to ensure the enduring viability of its operations amidst significant strategic reorientations, PT BSP has initiated a comprehensive long-term planning framework, herein termed "Strategic Foresight." This analytical approach serves as a foundational mechanism for proactively anticipating future impediments and for the systematic formulation of sustainable, long-term corporate strategies. The Strategic Foresight framework facilitates the development of future-oriented scenarios and the identification of viable strategic alternatives pertinent to PT BSP's transformative trajectory. This can be conceptualized as PT BSP's Rencana Jangka Panjang Perusahaan (RJPP) – its corporate long-term plan – for navigating the complexities arising from the dual-sector operational mandate.

## LITERATURE REVIEW

### Organizational Change Theory

Organizational Change Theory provides foundational frameworks for managing transformation effectively in dynamic environments. Lewin's three-stage model unfreezing, changing, and refreezing emphasizes preparing for change, implementing new behaviors, and solidifying them within the culture. Building on this, Kotter's eight-step model offers a more detailed roadmap, including creating urgency, building coalitions, communicating vision, empowering employees, achieving short-term wins, and embedding change in the culture. For PT BSP, these theories are directly applicable in addressing the challenges of integrating plantation and mining operations by guiding leadership through structured, systematic change while managing resistance and aligning organizational culture.

### Organizational Ambidexterity

Organizational ambidexterity describes an organization's ability to balance exploitation of existing capabilities and exploration of new opportunities. O'Reilly and Tushman differentiate between structural ambidexterity, with separate units for each focus, and contextual ambidexterity, where individuals alternate between both tasks within the same structure. Key elements include strategic intent, adaptive systems, supportive leadership, and skilled personnel. At PT BSP, this concept is critical as the company simultaneously optimizes its plantation operations while innovatively integrating mining activities, enabling strategic agility and sustainable growth in line with the demands of both sectors.

### Strategic Foresight as Planning Framework

Strategic foresight is a proactive, long-term planning methodology that helps organizations anticipate and shape future changes rather than merely reacting to them. It involves structured activities like scanning, scenario development, visioning, and backcasting to explore possible futures and align current strategies accordingly. Unlike conventional forecasting, foresight promotes non-linear, creative thinking, which is especially relevant for PT BSP as it faces external uncertainties and internal integration challenges. By institutionalizing foresight practices, PT BSP can create shared future visions, improve resilience, and foster innovation, enabling it to navigate complexity and align its dual-sector strategy effectively.

### Organizational Culture and Structure and Alignment

Organizational culture and structure are fundamental to successful transformation, as they shape behavior, communication, and collaboration. Schein's three levels of culture and Hofstede's cultural dimensions help explain how differences between plantation and mining cultures can create resistance if not managed properly. Mintzberg's divisional structure offers PT BSP an effective way to balance operational autonomy and strategic alignment across sectors,

while Galbraith's and Nadler & Tushman's models emphasize the need for congruence among strategy, culture, structure, and people. For PT BSP, fostering a flexible, collaborative culture alongside a well-designed structure is essential to achieving integration and sustaining performance.

**Human Resource Development and Competency Gaps**

Human Resource Development (HRD) is crucial for equipping employees with the skills and mindset needed for transformation. McLagan's three dimensions—training, organizational development, and career development—combined with competency-based approaches help identify and address skill gaps. At PT BSP, HRD must bridge disparities between plantation and mining staff through cross-sector training, leadership development, and fostering employee engagement. Using tools like FIRO-B and DISC can enhance team dynamics, while transformational leadership practices can build trust and readiness for change. By developing both technical and behavioral competencies, PT BSP can align its workforce with its strategic goals and future challenges.

**Leadership and Change Management**

Leadership is central to driving integration and managing change, particularly through transformational leadership that inspires vision, fosters trust, and motivates employees beyond self-interest. Kotter's and Bass & Avolio's frameworks emphasize clear communication, coalition building, empathy, and intellectual stimulation as key leadership behaviors. In PT BSP's context, leaders must also be politically astute, as internal power dynamics can influence transformation success. Buchanan and Badham highlight the importance of leveraging formal and informal power ethically to build support and reduce resistance. Combining vision, emotional intelligence, political savvy, and foresight enables leaders to align stakeholders, mitigate conflicts, and sustain long-term organizational change.

## METHODS

The research design of this study integrates a qualitative exploratory approach within a Strategic Foresight framework to address PT BSP's organizational transformation challenges arising from overlapping land use between its oil palm plantations and coal mining operations. The study began with identifying the business issue through internal data review, industry trends, and SWOT analysis, which led to the formulation of research questions aimed at recommending future-oriented strategic and transformational initiatives. The methodology involves two main phases: Strategic Foresight analysis—which includes framing, scanning, scenario planning, visioning, backcasting, and roadmap implementation—and the development of organizational transformation initiatives covering structural, human resource, cultural, and leadership changes. Data were gathered through in-depth interviews with key stakeholders, document analysis of internal policies and communications, and desk studies of external industry and regulatory contexts, ensuring a robust, triangulated understanding of the company's internal and external environments.

For data analysis, the study applied thematic qualitative analysis aligned with the Strategic Foresight stages, supported by complementary tools like PESTLE analysis, workload analysis, and competency mapping. Thematic analysis allowed for coding and identifying patterns in interview transcripts and documents until data saturation was achieved, ensuring the validity of insights. PESTLE provided a macro-level view of external influences, while workload and competency mapping offered granular diagnostics of internal resources and skill gaps. An integrated analysis approach synthesized these data sources, revealing areas of convergence and divergence to support evidence-based strategic recommendations. This comprehensive methodology ensured

that proposed transformation initiatives for PT BSP are actionable, future-oriented, and aligned with both organizational goals and external dynamics.

## RESULTS

### Framing

PT BSP is a palm oil plantation company located in Muara Enim, South Sumatra. In 2014, PT BSP's ownership was acquired by PT BMI, a subsidiary of PT BA, so PT BSP became a controlled company of PT BA. The acquisition carried out by PT BMI aims to control land to support coal mining activities to be carried out by PT BA, which differs from PT BSP's core business as a palm oil plantation company. As a result of the acquisition, there has been a significant change in PT BSP's business processes, which now include the provision of land to support mining activities conducted by its parent company. With the significant changes in business process, in developing the future strategies, PT BSP must consider the cause of the arising challenges and opportunities, which allow the company to make better short-term planning and develop flexible and effective long-term plans. In facing the future, the framing of PT BSP set out in the Long-Term Business Plan (RJPP) for 2024–2029, with the vision of "Becoming an independent, profitable, and environmentally conscious agribusiness company". The business strategies in the RJPP 2024-2029 are divided into three main categories:

**Table 2. PT BSP's Business Strategies for 2024-2029**

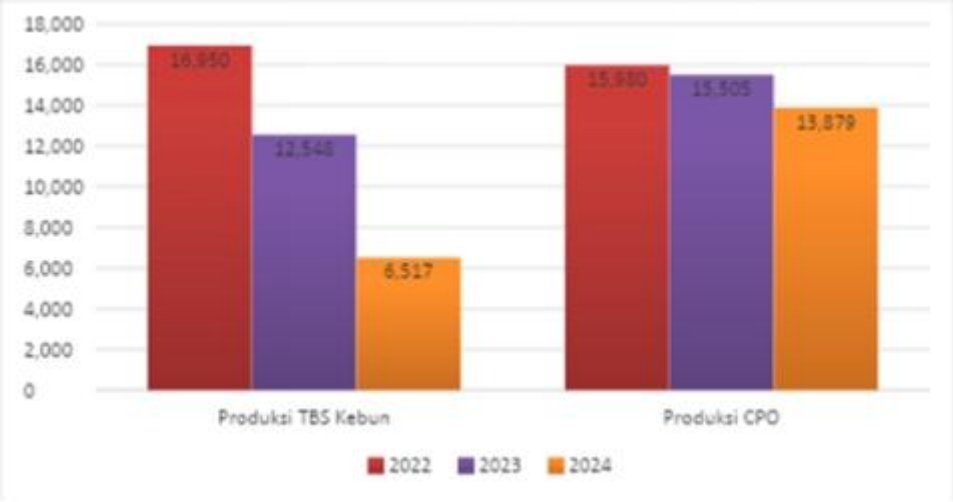
| Categories | Business Strategies |
|---|---|
| Operational | - Managing oil palm plantations in accordance with the Good Agricultural Practices (GAP) for Oil Palm (Elaeis Guineensis).<br>- Operating the palm oil processing plant.<br>- Developing the oil palm seedling business. |
| Non-Operational | Establishing land utilization partnerships with mining permit (IUP) holders and oil and gas working area (WK Migas) owners. |
| Business Development | Developing post-mining land reclamation businesses. |

In framing the future, PT BSP must build on the progress achieved to date. By 2024, the company's plantation area had been reduced to only 597 hectares, a significant decline from 1,400 hectares in 2022. As a result, FFB production dropped sharply from 16,950 tons to 6,517 tons, and CPO production decreased from 15,980 tons to 13,879 tons during the same period (PT BSP RJPP 2024-2025).

**Table 3. PT BSP's Plantation Area, FFB Production, and CPO Production (2022–2024)**

| Period | Area | FFB Production* | CPO Production* |
|---|---|---|---|
| 2022 | 1.400 Ha | 16.950 | 15.980 |
| 2023 | 1.200 Ha | 12.548 | 15.505 |
| 2024 | 597 Ha | 6.517 | 13.879 |

**Figure 3. PT BSP Operating Performance 2022-2024**




The cause of this decline in performance arose from the overlapping land use between oil palm plantation activities and coal mining activities in the company's operational area. As explained earlier, since the acquisition by PT Bukit Multi Investama (PT BMI) in 2014, the company's objectives have changed strategically. PT BSP's oil palm plantation land has been gradually shifted to support coal mining activities, which is the parent company's priority. This resulted in a significant reduction in the productive area available for oil palm plantation activities. This indicates that the organization has yet to fully adapt to the structural and operational implications of the business transformation.

However, the existing organizational structure remains rooted in a traditional plantation-focused model, divided into two major groups: operational and non-operational. The recent transformations in land utilization have significantly reduced the workload of key plantation units such as Field Divisions (Afdelling), Development, and Processing. Nevertheless, these units have remained structurally unchanged. This condition indicates a misalignment between the organizational structure and the company’s evolving business operations.

**Qualitative Analysis on Organizational Transformation at PT BSP**

To support the overall analysis and deepen our understanding of PT BSP’s organizational transformation, a series of qualitative interviews were conducted with thirteen employees across multiple levels and functions within the company. The participants included senior leaders responsible for strategic direction, middle managers tasked with operational execution, field supervisors overseeing daily activities, and support function staff from legal, HR, and reclamation units. These interviews aimed to uncover the underlying dynamics driving PT BSP’s shift from a traditional plantation entity to a multifunctional land-use integrator, focusing on how structural changes, cultural shifts, workforce development, and leadership practices are unfolding in practice. By capturing diverse viewpoints across departments and hierarchy levels, the qualitative data provides rich, narrative-driven context to complement broader transformation assessments. These insights are crucial in revealing practical challenges, adaptive strategies, and behavioral responses as the company moves toward integrated operations.

The following tables present consolidated insights across four thematic areas: Organizational Structure, Organizational Culture, Human Resource Development & Competency Gaps, and Leadership & Change Management drawing from common patterns identified in the interview data.

**Table 4. Interview Highlight on Organizational Structure**

| Topic | Interview Highlight | Quotations |
|---|---|---|
| **Shift from agronomic to strategic roles** | PT BSP evolved from a plantation operator to a multifunctional land manager. | "We've initiated major structural adjustments. While our legacy structure was focused primarily on production and agronomy, we're now shifting toward a more strategic, multifunctional design." (W1) |
| **Necessity to Establish New Functional Units** | Legal Land, Reclamation, and Community Affairs are in the planning stage to support land integration and post-mining. | "We're in the process of planning new divisions that better reflect our dual role. These include a dedicated Legal Land Management unit to handle legality issues and overlaps, a Reclamation Services function to prepare for post-mining transitions, and a Community Affairs unit to strengthen our social license to operate. While these functions currently exist informally or are embedded in other roles, we plan to institutionalize them in the near future."(W1) |
| **Legacy structure still dominant** | Operational overlaps persist due to plantation-centric legacy structures. | "The current organization was built around a plantation model, which no longer fits." (W4) |
| **Cross-functional expectations** | Employees are expected to operate beyond production handling legal, community, and asset coordination. | "Our teams now think beyond production they're also asset managers in a sense." (W3) |

Based on the interview highlights, PT BSP is undergoing a significant structural evolution, shifting from a traditionally agronomic, production-centered entity toward a more strategic, multifunctional land management organization. This transition reflects the company's growing role in managing post-mining landscapes and complex stakeholder environments. As part of this shift, there is a recognized necessity to establish new functional units specifically, Legal Land Management, Reclamation Services, and Community Affairs which are currently in the planning phase. Although elements of these functions exist informally within the current structure, institutionalizing them has become a strategic priority to enable effective land integration, legal coordination, and community engagement.

Despite these forward-looking initiatives, legacy plantation structures remain dominant, leading to persistent operational overlaps and unclear boundaries. The organizational model, originally designed for mono-sector plantation management, no longer aligns with the diversified responsibilities expected today. As a result, staff are increasingly required to operate beyond traditional production roles, taking on responsibilities that intersect with legal, social, and asset governance domains. However, the full structural transformation remains in progress. While the intent to build cross-functional agility is evident, the company continues to grapple with entrenched operational norms that limit the clarity of roles and the effectiveness of cross-sector collaboration.

**Table 5. Interview Highlight on Organizational Culture**

| Topic | Interview Highlight | Quotations |
|---|---|---|
| **Cultural divide between sectors** | Plantation operations are hierarchical and slow-paced mining is faster and task-oriented. | "Plantation culture is slow and hierarchical while mining culture is fast, project-driven." (W4) |
| **Integration through exposure** | Staff are rotated and assigned joint tasks to bridge mindset gaps. | "We've also begun rotating staff into cross-sector projects to help them adapt and understand different expectations and behaviors."(W4) |
| **Resistance among legacy staff** | Field workers and foremen express reluctance to shift values and behaviors. | "Some staff are open to moving into new roles, but most are hesitant, especially foremen and mandors. The plantation mindset is very specific: "This is my block, this is my job." Because many of them are from the same village or family network, there's a lot of resistance to changing what they know. That's why we need more than just instructions, we need strong behavioral modeling from senior staff who are willing to go first." (W6) |
| **Storytelling & leadership modeling** | BSP uses informal leadership narratives and visible modeling to socialize transformation goals. | "We also use a culture embedding approach, for example through leadership figures who act as role models and through shared narratives about BSP's future. It's a long-term process, but we're starting to see results on the ground." (W2) |

Based on the interview highlights, the cultural landscape within PT BSP reflects a pronounced divergence between plantation and mining divisions. Interviews revealed that plantation culture is perceived as hierarchical and slow-paced, while mining embodies a more dynamic, project-oriented ethos. This cultural gap has led to communication barriers and misaligned work habits. In response, the organization has initiated staff rotation and cross-sector collaboration projects to foster mutual understanding and bridge cultural divides. Nevertheless, resistance from legacy personnel, especially field staff remains a significant hurdle. Informal mechanisms such as storytelling and visible leadership modeling are being employed to embed desired cultural values, yet deep-rooted beliefs and habits continue to slow progress. Overall, cultural integration efforts are underway but remain fragile, requiring sustained, deliberate strategies to harmonize norms and behaviors across sectors.

**Table 6. Interview Highlight Human Resource Development & Competency Gaps**

| Topic | Interview Highlight | Quotations |
|---|---|---|
| **Plantation-centric skill sets** | Many workers lack skills in GIS, legality, and cross-sector coordination. | "Almost 70% of them are indigenous workers. Their knowledge and skills are rooted in the local plantation |

| Topic | Interview Highlight | Quotations |
|---|---|---|
| | | context. Most of them only know how things are done here at BSP and don't have external comparisons. That creates a kind of mental block when we try to introduce new scientific approaches or plantation innovations." (W6) |
| **Role mapping initiatives** | Roles were classified into transferable, transformable, and non-transferable categories. | "We grouped employees into transferable, transformable, and non-transferable categories. Based on that, we've designed programs such as cross-sector training, digital skills workshops, and a leadership development initiative to prepare them for our evolving business model."(W1) |
| **Early-stage reskilling programs** | Training in land surveying, asset legality, stakeholder engagement, and GIS have begun. | "We're facing two key workforce issues. First, the number of employees no longer matches our current workload, especially in shrinking plantation areas. Second, some critical positions like legal remain vacant, which adds operational risk. To address both, we've initiated workforce rotation and reskilling programs. Instead of letting go of people, we retrain them in land surveying, asset legalization, GIS mapping, and stakeholder engagement, so they can transition into roles aligned with our land integration goals." (W1) |
| **Socio-cultural constraints** | Local hiring practices and familial links hinder objectivity and mobility. | "Around 90% of our workforce comes from the surrounding communities, and many share familial relationships. While this creates loyalty, it also introduces challenges in enforcing impartial HR governance. It becomes difficult to separate personal ties from performance expectations. We've observed hesitancy in applying corrective action or making role adjustments." (W4) |

Based on the interview highlights, PT BSP's workforce continues to reflect a strong plantation orientation, with many employees lacking the technical and cross-sector competencies now required in the integrated operational model. Key skill gaps exist in areas such as GIS, legality, and stakeholder engagement. The company has responded with a classification system that groups employees into transferable, transformable, and non-

transferable roles paving the way for more targeted training programs. Initial reskilling efforts in surveying, legality, and mapping are ongoing, though still in early stages. Beyond technical competencies, socio-cultural dynamics such as familial ties and local hiring patterns undermine professional objectivity and hinder mobility. These insights underscore the need for a dual approach: one that simultaneously builds capability while reshaping behavioral mindsets and organizational norms to foster a more professionalized and flexible workforce.

**Table 7. Interview Highlight Leadership & Change Management**

| Topic | Interview Highlight | Quotations |
|---|---|---|
| **Leadership visibility** | Senior leaders engage directly in the field to build trust. | "Trust is built through consistency. We made a commitment not to lay people off arbitrarily. Even when land areas shrank, we communicated clearly that opportunities would shift not vanish. We offered open dialogue, assigned mentors, and made leadership visible on the ground. When employees see that management doesn't disappear during hard times, trust grows even if the news isn't always good." (W1) |
| **Middle management repositioning** | Mid-level managers are now seen as key facilitators of organizational change. | "Middle managers are key they translate strategy into execution. But we overlooked them early on. We're now involving them more in planning and communication. Some have been appointed as facilitators for change initiatives. Leadership visibility and direct engagement have helped reduce anxiety and build trust." (W4) |
| **Feedback and listening channels** | BSP uses pulse surveys and regular check-ins to adjust its transformation approach. | "We've started using pulse surveys and feedback sessions after every major internal forum. We ask employees to rate clarity of direction, emotional response to changes, and perceived leadership support. While not perfect, the feedback helps us iterate. For example, we learned that middle managers were often left out of communication loops, so now we include them as facilitators, not just recipients of messaging." (W1) |

| Topic | Interview Highlight | Quotations |
|---|---|---|
| **Early stakeholder engagement** | Labor unions and key stakeholders were involved early to reduce conflict. | "Yes, transformation always has industrial implications. But early involvement of union representatives was key. We brought them into discussions from the start not only to inform them, but also to listen. Several proposals from the union helped shape our employee rotation policies. We believe that transparency and mutual respect are the reasons why, until now, our labor relations have remained stable despite major organizational change." (W4) |

Based on the interview highlights, leadership emerged as a critical enabler of PT BSP's transformation journey. Senior management's presence and engagement on the ground has been pivotal in building trust, particularly during times of uncertainty. Moreover, middle managers once overlooked are now recognized as vital agents of change and are being repositioned to facilitate transformation at the operational level. Mechanisms for employee feedback, such as pulse surveys and structured check-ins, are in place to monitor emotional responses and recalibrate strategies in real time. Notably, the company also involved key stakeholders, including labor unions, early in the transformation process to minimize friction and co-create solutions. These findings reveal that PT BSP is gradually moving toward a more participatory and adaptive leadership style. However, continued investment in transparent communication, distributed leadership, and symbolic actions will be essential to sustain momentum and embed change deeply within the organization.

The qualitative findings across the four transformation dimensions structure, culture, HR, and leadership paint a picture of a company in active transition. While positive steps have been taken to initiate integration between plantation and mining functions, significant challenges remain, particularly around legacy practices, cultural misalignment, and capacity gaps. PT BSP's progress depends on its ability to maintain leadership focus, enhance structural flexibility, and build a capable, agile workforce. The success of this transformation will hinge not only on formal systems and training but also on the company's capacity to cultivate new mindsets and bridge operational divides.

**Pestle Analysis**

The PESTLE (Political, Economic, Social, Technological, Legal, and Environmental) analysis provides a structured framework to identify macro-level forces that may shape, constrain, or enable the integration of plantation and mining operations. Each dimension reflects an interconnected aspect of PT BSP's strategic context that influences decision-making, operational risk, and long-term viability.

A. Political Factors

In Indonesia, the central government has introduced policies to balance national energy security with environmental sustainability. This dual agenda directly impacts PT BSP, whose mining activities are aligned with coal extraction. Moreover, local governments under Indonesia's decentralized governance system now wield considerable power over land use and environmental permits, resulting in varied enforcement and negotiation dynamics across regions. In the case of PT BSP, this complex regulatory environment means that

obtaining or renewing permits is not solely a technical or legal matter, but a political process shaped by relationships, local development agendas, and community influence.

The Ministry of Agriculture, Ministry of Energy and Mineral Resources, and local Bupati offices all play critical roles in shaping PT BSP's legal standing and social license to operate. As a result, political agility becomes a key strategic asset, requiring the company to maintain strong stakeholder engagement, anticipate policy shifts, and align its operations with broader development goals.

Furthermore, political sentiment at both national and international levels has become increasingly critical of fossil fuel dependency. As coal mining faces a potential policy sunset driven by climate change commitments, there is growing pressure on state-owned enterprises to divest or transition. For PT BSP, which sits at the intersection of renewable biomass potential (from palm oil) and traditional mining, this may represent both a threat and an opportunity.

Political risk is also embedded in land conflicts and local activism. Overlapping land claims between plantation rights and mining concessions often lead to disputes with communities or activist groups. These conflicts are often escalated in politically sensitive periods such as elections, increasing the risk of project delays or reputational damage. Thus, PT BSP must not only comply with political regulations but also engage in political risk management as part of its transformation agenda.

B. Economic Factors

The economic dimension presents both enabling and constraining influences on PT BSP's transformation. At the macro level, Indonesia's role as a major exporter of crude palm oil (CPO) and thermal coals, places PT BSP in a strategically important but highly volatile market environment.

Commodity prices, shaped by global supply-demand dynamics, directly affect the company's cash flow, profitability, and investment capacity. In particular, the cyclical nature of coal and CPO markets exposes PT BSP to sharp revenue fluctuations that complicate long-term planning and capital budgeting.

Regulatory costs also represent a substantial economic burden, where compliance with land compensation obligations under the Minerba Law, environmental monitoring, and corporate social responsibility (CSR) commitments require significant financial outlays. These are necessary expenditures to maintain operational legitimacy, but they can strain budgets and reduce agility if not well integrated into strategic planning. Consequently, cost-efficiency and fiscal prudence must accompany transformation efforts.

Moreover, global economic trends such as ESG investing, carbon pricing, and green financing are redefining how capital flows to resource-based sectors. Investors are increasingly scrutinizing environmental, social, and governance (ESG) performance as a precondition for funding. Thus for PT BSP to attract investment and maintain creditworthiness, it must align its economic model with these emerging expectations, transforming not just its operations but its financial narrative as well.

C. Social Factors

As a company that is directly involved in both the plantation and mining sectors, PT BSP engages directly with rural and semi rural communities that often rely on land as a primary source of livelihood, cultural identity, and socio-political power. Therefore, any organizational transformation that alters land use patterns, employment structures, or ecological surroundings will inevitably face scrutiny and response from local populations.

The overlap between plantation and mining operations introduces a distinct change in how local communities experience the company's presence. Plantation activities, though not without their challenges, are generally perceived as more aligned with long-term local employment and smallholder engagement. In contrast, mining operations are often associated with displacement, environmental degradation, and short-term extraction logic.

This business operation can generate social tension and reduce PT BSP's social license to operate unless mitigated by deliberate community engagement strategies and inclusive development initiatives.

One of the critical social risks stems from the perception of unequal benefit distribution. Community members often question whether the economic value generated by coal mining is equitably reinvested in local infrastructure, education, healthcare, and livelihoods. If these expectations are unmet, they may result in protests, legal complaints, or even sabotage, particularly in regions with a history of land conflict. PT BSP must therefore align its corporate social responsibility (CSR) programs with local needs and ensure that affected populations are not only consulted but genuinely involved in planning and benefit-sharing processes.

Additionally, the plantation workforce is typically composed of long term employees with deep familial and cultural ties to the region, whereas mining operations tend to rely on specialized, often rotational labor that is not rooted in the community. Bridging these contrasting workforce cultures requires strong internal communication, inclusive human resource practices, and efforts to foster a shared organizational identity. Failure to integrate these cultures may lead to internal division, reduced morale, and productivity losses.

Finally, the company's future reputation and market access will depend in part on its ability to demonstrate social responsibility not just as a compliance measure but as a core strategic pillar. Proactively addressing these social dynamics can position PT BSP as a leader in inclusive development and responsible business, reinforcing the success of its transformational agenda.

D. Technological Factors

In the plantation sector, emerging agri-tech solutions such as drone-based aerial imaging, satellite monitoring, and precision agriculture tools have redefined productivity benchmarks. These technologies can assist PT BSP in mapping land use, identifying overlaps with mining permits, and enhancing yields through data-driven decision-making. However, the adoption of these tools requires significant investments in digital infrastructure and workforce training, as well as alignment with compliance protocols such as ISPO and international traceability standards.

Moreover, cross-sector integration hinges on the ability to establish interoperable systems that can synthesize data from plantation and mining units. Enterprise Resource Planning (ERP) platforms, Geographic Information Systems (GIS), and cloud-based dashboards can bridge the informational silos that currently hinder coordination. These technologies not only support real-time decision-making but also create a foundation for long-term strategic foresight by enabling simulations, scenario planning, and predictive analytics.

However, technology implementation must be accompanied by organizational readiness. This includes digital literacy among employees, IT governance, cybersecurity protocols, and vendor management strategies. A technologically advanced system without adequate user adoption and risk mitigation can result in inefficiencies and vulnerabilities.

PT BSP must therefore pair technological investments with capacity-building programs and change management initiatives that encourage adoption, trust, and innovation at all organizational levels.

E. Legal Factors

The legal environment in which PT BSP operates is particularly complex due to the dual-sector nature of its business and the overlapping jurisdictional frameworks governing land, environmental regulation, and sectoral activities.

One of the most critical legal challenges facing PT BSP is the horizontal separation principle embedded in Indonesian law. According to the revised Minerba Law (Law No. 3 of 2020), mining permits (WIUP) do not automatically confer rights to the surface land, which may be held under separate cultivation rights (HGU). This legal dualism creates a structural tension

that requires careful navigation, particularly in areas where PT BSP's plantation lands are also targeted for coal mining development.

PT BSP must address these overlapping land claims through formal mechanisms, including land compensation agreements with itself as the legal rights holder. While such intra-group negotiations might appear procedural, they are subject to external regulatory scrutiny and must follow transparent legal protocols.

Government Regulation No. 96/2021 provides specific guidelines for settling land rights prior to mining production, requiring not just compensation but also mutual consent and proper valuation of land and structures. In this context, PT BSP must act as both a rights holder and a permit implementer, necessitating rigorous legal and governance safeguards to avoid compliance failures or conflicts of interest.

In addition, PT BSP also faces a substantial risk to its long-term land tenure security from the impending expiration of its HGU in 2028. According to Government Regulation No. 26/2021, the HGU extension will be followed by a plasma 20% obligation. This obligation, combined with the 1,200-hectare replanting target, implies that PT BSP must eventually manage a land base of at least 2,800 hectares, or potentially more if projected recoveries materialize.

Finally, legal risks also arise from external litigation and disputes with third parties. These may include local community lawsuits over land disputes, contract disagreements with suppliers, or enforcement actions by regulatory agencies.

PT BSP must therefore adopt a proactive legal risk management strategy that includes continuous regulatory monitoring, regular legal audits, and the establishment of an internal compliance unit. This unit should be empowered to provide cross-sector legal counsel and serve as a bridge between operational planning and regulatory obligations.

**Table 8. PESTLE Analysis of PT BSP's External Environment**

| Category | Key Factors | Implications for PT BSP |
|---|---|---|
| **Political** | Stability and regulatory environment; Decentralized governance; Fossil fuel sentiment; Land conflicts | Need for political agility, strong stakeholder engagement, and political risk management. Navigating complex permit processes influenced by local agendas. |
| **Economic** | Global market volatility for CPO and coal; Regulatory compliance costs; ESG investing trends | Requires conservative financial planning, cost efficiency, and alignment with ESG criteria to attract investment. Amplified market risk due to dual-sector exposure. |
| **Social** | Community reliance on land; Perceptions of mining vs. plantations; Benefit distribution; Workforce culture clash | Critical for maintaining social license to operate through genuine community engagement, equitable benefit-sharing, and bridging disparate workforce cultures. Social license is a strategic asset. |
| **Technological** | Agri-tech and mining tech advancements; Need for interoperable systems; Organizational readiness for | Opportunities for enhanced productivity and data-driven decisions. Technology as a catalyst for integration, bridging |

| Category | Key Factors | Implications for PT BSP |
|---|---|---|
| | digital tools | informational silos, but requires significant investment in infrastructure and training. |
| **Legal** | Horizontal Separation Principle (Minerba Law); Government Regulation No. 96/2021; Dual role as rights holder/permit implementer; HGU Expiration; External litigation risks | Demands rigorous legal and governance safeguards, transparent internal protocols, and proactive legal risk management to avoid compliance failures and conflicts of interest. |
| **Environmental** | Land use transformation (deforestation, carbon emissions); Air and soil quality impacts; Global environmental trade policies (e.g., EUDR) | Necessitates integrated land management, adherence to international environmental standards (ISO 14001), and proactive mitigation strategies. Amplified environmental footprint requires holistic stewardship. |

## DISCUSSION

### Workload Analysis

The workload analysis was systematically conducted using the Full Time Equivalent (FTE) method. The FTE calculation is based on a precise ratio: the total time required to complete all defined work tasks within a year, divided by the total available working time per individual in a year. Data for the "Total Work per year" component was gathered through structured internal interviews with key stakeholders across each division. These interviews utilized a comprehensive questionnaire that covered a range of elements, including specific tasks and responsibilities, detailed work activities, the frequency of these activities, the quantity of output generated per frequency, and an estimated time required for each output or activity. PT BSP currently employs a total of 264 individuals, covering various divisions and roles.

An observation within the current structure is the significant variation in the ratio of Assistant Managers (Asmen) to land area across different divisions. For instance, one Asmen manages 221.59 hectares in Division I & VI, while another manages only 82.37 hectares in Division II. In contrast, an Asmen in Division III & IV oversees 475.86 hectares, and in Division VII & VIII, 366.96 hectares. These ratios do not meet the industry benchmarks, where typically one Asmen can effectively manage 500-600 hectares of hilly terrain or 1,000-1,500 hectares of flat land. The imbalance between the quantity of people and the existing workload indicates a potential overstaffing at the supervisory and management levels, which could lead to inefficiency in operational activities.

Beyond the financial burden, such a structure can lead to duplication of tasks, a dilution of individual responsibilities, and a reduction in accountability. Meanwhile at operational levels, PT BSP uses the Contract Workers (Pekerja Borongan) and Daily Casual Workers (BHL). This includes the activities of harvesting and replanting, as well as non-core activities like maintenance. The overstaffing at the management level and the interdependence on non-permanent workers on operational levels indicates an imbalance in the company structure and workforce distribution, preventing the fixed workforce from being fully utilized or adequately reskilled.

Various internal stakeholders have consistently identified a series of interconnected challenges that collectively impede overall productivity and cost efficiency. A significant concern revolves around workforce competency and professionalism, with observations indicating that a substantial majority of employees, approximately 90%, originate from the immediate surrounding areas and often share familial ties. This suggests that strong familial ties or a culture

of nepotism might inadvertently undermine meritocracy, accountability, and professional standards. Effectively addressing these issues necessitates more than just technical training; it requires a fundamental shift in organizational culture, potentially through the implementation of stricter, merit-based hiring policies, transparent performance metrics, and leadership development programs that emphasize objectivity and professionalism.

**Nursery Division**

The FTE analysis for the Nursery division revealed several critical staffing imbalances across key roles. For the Assistant Manager (Asmen) Nursery position, the calculated FTE requirement of approximately 0.998 contrasts with the current headcount of 2. Similarly, for Supervisor Nursery roles, the calculated FTE requirement of approximately 1.66 is met by a current staffing of 3 Supervisors. In the case of Nursery Foreman, the calculated FTE requirement is 1.701, yet the assumed headcount suggests a shortage or a high workload if only one foreman is fully responsible for the nursery operations.

For the Nursery Clerk position, the calculated FTE requirement is a mere 0.459, with the current headcount at 1. This indicates that the workload for the Nursery Clerk does not necessitate a full-time employee, suggesting an opportunity for task consolidation or reallocation. Finally, for BHL Seedling (Daily Casual Workers), the analysis determined a significant need of 13.367 FTE. While existing headcount data for BHL Seedling in permanent positions is recorded as 0, interviews confirm their active presence in nursery operations. This substantial FTE requirement highlights their critical role in effectively running nursery operations.

Overall, the Nursery division exhibits a clear imbalance characterized by overstaffing at the supervisory levels and a potential shortage or high workload at the operational level, particularly if the current number of BHL falls short of the identified 13-14 individuals. This imbalance suggests a top-heavy structure where supervisory roles may be redundant or underutilized, while essential, labor-intensive work is performed by a flexible, non-permanent workforce. This structural disconnect can lead to inefficient oversight of critical nursery operations, potentially impacting seedling quality and the success of the strategic replanting initiative.

**Harvesting & Maintenance and Replanting Divisions**

The Harvesting & Maintenance division faces significant challenges in achieving optimal productivity. The FTE data for the division indicates that the required number of Harvest Workers ranges from 65 to 134 individuals, but the actual number recorded is 61. For Harvest Foremen, the optimal ratio is calculated at 5.16 individuals per 1,176.21 hectares, while currently there are only three. This suggests that the current harvester workforce and foremen may be insufficient to meet optimal operational needs, especially if harvest targets are increased. Harvesting is the direct value-creation activity for a palm oil company, and this bottleneck directly limits the internal FFB supply, driving reliance on more expensive external FFB.

Replanting activities represent a strategic investment for PT BSP, crucial for its long-term sustainability. The daily target for planting is approximately 300–428.96 trees, with the total area designated for replanting at 1,260 hectares. The FTE data for the Replanting division indicates a need for 15–22 Daily Casual Workers (BHL), yet the headcount recorded in permanent positions is 0. The reliance on contract workers introduces risks of inconsistent quality, potential delays, and lack of long-term commitment. Even if this method offers flexibility, it can hinder the company's future operational effectiveness.

Both divisions highlight the critical dependence on non-permanent workers for essential operations. The insufficient number of permanent employees and heavy reliance on contract workers in these core functions introduces significant risks. This condition necessitates stringent supervision to ensure quality and timely completion of work, but the overstaffing at the managerial levels does not appear to translate into effective oversight at the operational level.

**Mill Maintenance and Other Divisions**

The Mill Maintenance division plays a pivotal role in ensuring the seamless operation of the palm oil mill. The mill has an ideal capacity of 45 tons per hour, but actual capacity is limited by insufficient Fresh Fruit Bunch (FFB) supply. Currently, there are 20 maintenance personnel employed in the Mill. However, a recurring complaint is that these personnel are overly specialized, and there is a perceived lack of individuals available to perform daily, routine maintenance tasks. This over-specialization can lead to inefficiencies and delays in addressing operational issues as they arise.

The Sarpras & Bengkel (Infrastructure & Workshop) division is responsible for transportation, heavy equipment, civil works, and general workshop operations. Meanwhile, the Head Office functions encompass Legal & Licensing, and Safety, Health, Environment, and Quality Management. A critical concern within the HO is the current vacancy of the Assistant Manager (Asmen) Legal and Asmen Licensing positions. The immediate vacancy of these roles represents a significant strategic risk, especially considering the critical importance of HGU licensing and the potential for land conflicts.

The findings from the workload analysis reveal pervasive overstaffing at supervisory levels, high dependence on non-permanent workforce, and critical competency and performance management gaps. While supervisory and managerial roles are often redundant, essential operational positions are filled by contract workers, introducing risks of quality inconsistency, productivity variability, and lack of institutional knowledge. These imbalances also foster a culture of complacency and undermine professional standards within the organization.

**Competence Mapping**

Competency mapping in PT BSP serves as a strategic foundation for aligning human capital with corporate objectives over the long term. At its core, the competency mapping process identifies and classifies the essential skills, knowledge, and behaviors required for every role within the organization. This enables the company to assess current employee capabilities, benchmark them against required standards, and then define strategies for upskilling and workforce optimization.

The strategic rationale behind this process lies in BSP's unique business landscape, which demands a cross-functional workforce capable of managing agricultural productivity and supporting mining sector requirements. With a projected increase in land productivity and operational demands, a clear understanding of competency gaps becomes indispensable. The process culminates in a comprehensive gap analysis, where current competency levels are compared to required standards to identify shortfalls and surpluses, which are then mapped to developmental interventions.

The resulting organizational competency profile reveals key strengths in technical competencies within estate and mill operations, reflecting BSP's extensive experience in plantation management. However, weaknesses were noted in crucial supporting competencies, including digital literacy, performance monitoring, and cross-functional coordination. Significant gaps were also identified in managerial and behavioral competencies, particularly in roles requiring cross-departmental collaboration and change management.

These gaps contribute to operational silos, role ambiguity, and a lack of leadership continuity, particularly during organizational transformation. As leadership is central to driving and sustaining change, this directly impacts PT BSP's ability to adapt to future uncertainties and ensure long-term stability. Therefore, targeted remediation of these competency gaps is a strategic imperative for the company's long-term viability and competitiveness.

**Integrated Analysis**

The integrated analysis combines insights from environmental scanning (PESTLE), internal diagnostics (including workload and competency mapping), and qualitative interviews to present

a comprehensive diagnosis of PT BSP's transformation readiness. Across these triangulated sources, there is strong alignment in identifying critical problem areas namely workforce imbalance, structural misalignment, and governance and accountability deficits that significantly constrain the company's ability to integrate plantation and mining operations. In addition, the analysis surfaces a persistent competency gap across key roles, particularly in areas requiring cross-functional agility, strategic thinking, and regulatory awareness. These internal challenges are compounded by mounting external legal risks, including HGU extension uncertainty, unresolved land-use overlaps, and a lack of institutionalized legal functions. Externally, the pressure of evolving regulations, Environmental, Social, and Governance (ESG) requirements, and community expectations demands higher levels of organizational responsiveness, transparency, and legal preparedness. Internally, overstretched supervisory structures, reliance on non-permanent labor, and weak performance enforcement have led to operational inefficiencies and fragile accountability systems. Qualitative insights reinforce these diagnostics, illustrating how cultural rigidity, unclear role mandates, and absent middle leadership continue to slow transformation progress. Taken together, these findings indicate that PT BSP's challenge is not isolated in any single domain, but rather spans five interconnected problem areas. The table below synthesizes the extent of convergence between diagnostic and interview-based findings across these five themes, forming the empirical foundation for subsequent strategy formulation and implementation planning.

**Identifying Key Drivers and Uncertainties**

This implicitly derived from the comprehensive environmental scanning (PESTLE) and internal diagnostics (Workload Analysis, Competency Mapping, detailed in the source document), involves distilling the myriad factors into a manageable set of critical drivers and uncertainties that will shape PT BSP's future. The future trajectory of PT BSP is a complex function of how effectively it can manage the intersection of its internal capabilities and vulnerabilities with the dynamic external environment. Strategic responses must be designed to address these combined internal-external pressures, rather than treating them in isolation.

**Key Drivers (Relatively Predictable Trends)**

1. Regulatory Evolution: The ongoing refinement of the Minerba Law and environmental regulations, such as the European Union Deforestation Regulation (EUDR), will continue to shape operational parameters and compliance costs for PT BSP.
2. Global Commodity Demand: Persistent global demand for both palm oil and coal, despite inherent price volatility, will remain a fundamental driver of revenue for the company.
3. ESG Integration: The increasing imperative for Environmental, Social, and Governance performance will drive investment decisions and influence market access for resource-based companies like PT BSP.
4. Technological Advancement: Continued innovation in agri-tech and mining technology will offer opportunities for enhanced efficiency, improved data management, and greater integration between the two sectors.
5. Internal Structural Misalignment: The existing organizational structure, which remains rooted in a traditional plantation-focused model despite the strategic shift, continues to be a persistent internal driver of inefficiency and role ambiguity within PT BSP.

**Key Uncertainties (Highly Unpredictable Variables)**

1. Pace of Land Conversion: The speed and scale at which plantation land is converted to mining areas, along with the associated complexities of land compensation and legal settlements, introduce significant operational and financial uncertainty. This is driven by external legal frameworks but also by internal operational readiness and the company's ability to manage internal land rights settlements.

2. Effectiveness of Cultural Integration: The success of blending the distinct plantation and mining work cultures and overcoming inherent resistance to change remains a critical unknown. This internal challenge is amplified by external social perceptions of mining versus plantations.
3. Global Commodity Price Swings: Unforeseen sharp fluctuations in coal and CPO prices, influenced by geopolitical events or global economic shifts, pose a substantial financial risk to PT BSP's revenue stability.
4. Community Acceptance: The degree of social license maintained amidst ongoing land use changes and the perceived distribution of economic benefits from mining operations is a continuous source of uncertainty.
5. Internal Leadership Cohesion: The consistent commitment, political acumen, and unified direction from leadership in driving and sustaining the complex organizational transformation are crucial yet uncertain variables.

**Futuring**

PT BSP is currently facing significant challenges in adjusting its organizational system to respond to both internal and external changes in business conditions. To address these challenges effectively, a deep and comprehensive understanding of future developments is essential, enabling the organization to anticipate and adapt through a well-planned transformation process.

Externally, PT BSP faces substantial risks to its long-term operational security and stability. One of the most pressing concerns is the overlapping land use between its plantation areas and mining activities conducted by PT BA. The continuous expansion of mining activities has led to a shrinking land base available for palm cultivation. In addition to this land overlap issue, PT BSP is also confronted with the upcoming expiration of its HGU in 2028, including the 20% plasma obligation. Moreover, claims made by local communities over certain HGU areas pose potential legal disputes and operational disruptions. The close proximity between plantation areas and residential settlements and community activities has also raised concerns about environmental impacts and social tensions, which potentially affecting the company's social license to operate in the future.

Internally, PT BSP faces a structural misalignment between its current organizational structure and the demands arising from its evolving business processes. The overlapping of plantation and mining activities has resulted in decreased production capacity and reduced operational performance, leading to imbalanced workloads across various units. Furthermore, there is currently no dedicated unit to manage the transition from a mono-sectoral plantation business to a dual-sectoral business model. This situation underscores the urgent need for business transformation to integrate both sectors to ensure long-term business sustainability.

## CONCLUSION

This study was conducted to explore how strategic foresight can be applied to support organizational transformation at PT Bumi Sawindo Permai (PT BSP), particularly in enabling greater synergy between the plantation and mining sectors. The conclusions presented below summarize the key findings in relation to the research questions posed in Chapter I. The research shows that adopting a strategic foresight can develop PT BSP’s ability to formulate future-oriented recommendations by enabling a structured approach to anticipate and respond to long-term challenges. Through the stages of framing, scanning, futuring, visioning, backcasting, and implementing, the company was able to identify critical uncertainties such as land use pressure, regulatory shifts, and internal capability gaps. Strategic foresight provided PT BSP with forward-looking scenarios and helped articulate a new vision—as a land integrator within the PTBA ecosystem. This future-focused perspective allowed the company to connect its

current organizational state with long-term opportunities, resulting in more deliberate and adaptive decision-making. The transformation initiatives can be developed to optimize integration and performance at PT BSP include organizational restructuring (e.g., establishing a land management division), workforce adjustments (e.g., rotational programs, early retirement schemes), and targeted talent development (e.g., agro-mine training, leadership bootcamps, and mentorship). To ensure implementation success, these efforts should be supported by performance management systems and change governance mechanisms. Additionally, PT BSP can pursue business diversification through the creation of a land reclamation unit and services that connect plantation expertise with environmental restoration and biomass supply, aligned with the company's evolving strategic role.

## LIMITATION

This study has several limitations that need to be acknowledged openly. First, the findings of this study are based on data collected from internal diagnostics, qualitative interviews, and environmental scanning specific to PT Bumi Sawindo Permai. This context-specific approach means that the insights and recommendations derived may not be fully generalizable to other organizations operating in different sectors or environments. Second, the qualitative data from interviews may carry a degree of subjectivity, as responses were influenced by the personal perceptions and experiences of the participants, which could introduce bias. Third, the time constraints of the research limited the ability to observe the implementation of the proposed transformation initiatives, so the analysis remains focused on diagnostic and planning stages rather than outcomes. Furthermore, the reliance on internal company documents and stakeholder narratives may have led to an underrepresentation of external stakeholder perspectives, such as regulators or local communities, whose viewpoints could add depth to the analysis.

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