



Developing a Sustainable Business Model for Early-stage Sustainability and Green Communications Consultancies: A Case Study of Beecomms Indonesia

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ABSTRACT: This study explores the development of a sustainable and environmentally conscious business model for newly established sustainability and green communications consulting firms, with a particular emphasis on Beecomms Indonesia as a case study. The research aims to examine the enhancement of credibility and long-term viability through sustainable practices, as well as the identification of critical factors for initial operations and efficient approaches. In-depth interviews with internal stakeholders, clients, external experts, competitors, and regulators are employed in the study, which employs qualitative methodologies. The findings underscore the critical importance of a steadfast commitment to sustainability, the utilization of digital technology, the implementation of effective communication strategies, and the necessity of customized services to meet the needs of clients. Furthermore, the research underscores the significance of cultivating ongoing professional development, prioritizing transparency, overcoming budgetary constraints, and establishing robust networks and partnerships. The results provide sensible guidance and actionable recommendations for Beecomms Indonesia and comparable consulting firms to achieve economic success while maintaining sustainability principles, thereby having a beneficial effect on society and the environment.

KEYWORDS: Sustainability communication, sustainable business model, sustainability communications consultant, early-stage consultant, early-stage consulting firm, ESG, POJK

I. INTRODUCTION

Sustainability is a multifaceted concept that includes economic, social, and environmental aspects [1]. The triple bottom line approach, which evaluates the financial, social, and environmental performance of organizations, is frequently employed to operationalize sustainability in the business sector [2]. For the purpose of long-term value creation and resilience in the presence of environmental and social challenges, it is imperative to incorporate sustainability principles into business models [3]. The global business landscape has undergone a substantial transformation in recent years, with a focus on environmental consciousness and sustainability [4]. The significance of incorporating sustainability into their fundamental operations is being acknowledged by organizations across industries as environmental concerns, climate change, and social responsibility have gained prominence [5]. Despite the establishment of the sustainable development concept in the 1980s through the Brundtland Report, organizations have struggled to implement it in practice because of its broad definition [6]. In Indonesia, the implementation of sustainable finance practices for financial services institutions, issuers, and public corporations has been mandated by regulatory measures such as the Peraturan Otoritas Jasa Keuangan (POJK) No. 51/POJK.03/2017, which has further reinforced this shift. This regulation serves as an illustration of the government's numerous initiatives to advance environmental stewardship and sustainability in the nation. Investors are increasingly prioritizing sustainability initiatives when making investment decisions, in addition to government initiatives [7]. This increasing emphasis on environmental, social, and governance (ESG) criteria is indicative of a more general trend, in which businesses are anticipated to implement sustainable practices in order to attract capital [8]. Investors are not only seeking financial returns, but also companies that exhibit a dedication to promoting social responsibility and reducing their environmental impact [9]. This change has established a new trend in the business sector, where sustainability initiatives are essential for long-term success [10].



II. THEORETICAL FOUNDATION

The development of sustainable business models for early-stage sustainability and green communications consultancies requires an understanding of both entrepreneurial support mechanisms and sustainable practices. This section reviews relevant literature and integrates insights from various studies to establish a robust theoretical foundation for this study.

A. Sustainability

Jabłoński [11] presents a comprehensive examination of the attributes that shape sustainable models for startups. He emphasizes that business models should be designed to accommodate dynamic and iterative changes, particularly in response to market feedback and environmental conditions. The research highlights the importance of integrating economic, environmental, and social aspects early in the business model to ensure long-term sustainability. Integrating sustainability into business models can create value not just for shareholders but for a broader range of stakeholders, including customers and society at large [12]. This study supports the idea that sustainability should be at the core of business strategy and operations, influencing everything from product development to stakeholder engagement.

Pereira et al. [13] analyzes how consulting firms achieve sustainable competitive advantage through their business models. The study identifies key mechanisms and approaches that enable consulting firms to maintain superior performance. Pereira et al. [13] emphasize the importance of innovation, client relationships, and organizational efficiency as critical components of a sustainable business model.

Gontareva et al. [14] emphasize that network consulting platforms (NCP) enhance entrepreneurial capabilities by facilitating interactions with experts, evaluators, and mentors who play critical roles in transforming initial business concepts into structured, actionable business models. This approach helps reduce transaction costs associated with information verification and supports the acceleration of the entrepreneurial process.

B. Sustainability Communication

Green communication is the strategic utilization of communication tools and channels to advocate for environmentally sympathetic products and practices [15]. Effective sustainability communication is essential for transforming existing data and information into valuable knowledge that can inform decision-making [16]. Keung [17] outlines the importance of robust sustainability communication strategies. Keung emphasizes the need for a theoretical model that addresses the complexities of sustainability communication and provides a framework for organizations to develop and implement effective strategies.

Communication is essential to human civilization because it significantly influences individuals' perspectives [18]. Organizations are involved in nearly every aspect of a company, particularly in the field of corporate communications. According to Bharadwaj et al., [19], firms that use effective sustainability communication strategies can enhance their brand perceptions among stakeholders and foster a favorable public image by clearly articulating their sustainability initiatives. According to Adomßent and Godemann [20], sustainability communication ought to be viewed as an integrative strategy that incorporates fundamental ideas from several communication vantage points. Nevertheless, sustainability communications are typically only awarded a supportive role, and they are rarely granted a strategic one, as per Bittner and Weicht [18]. The literature analysis on the subject indicates that effective communication is a critical factor in the achievement of sustainability objectives within organizations and society as a whole. Excellent communication is necessary to accomplish sustainability objectives, as per Maignan and Ferrell [21].

Sustainable communication is an interactive social process that addresses and resolves ecological disconnection between an organization and its stakeholder [22]. Effective communication of the benefits and uses of these initiatives can positively shape public attitudes and behaviors towards their adoption, thus achieving broader acceptance and support [23]. Acquiring knowledge about sustainability initiatives significantly influences public perception and acceptance [24].

C. Sustainability and Green Communications Consultancies

Sustainability and green communication consultancies are essential in assisting businesses and organizations in navigating the intricacies of sustainable practices and effectively communicating their environmental and social commitments to a variety of stakeholders [25]. These consultancies provide specialized knowledge in the development of communication strategies that are consistent with sustainability objectives, improve brand reputation, and promote positive change [26]. Firms can achieve a competitive advantage through effective sustainability communication, as it enhances their reputation and attracts investors who are focused on sustainability-related concerns [27]. To succeed, businesses need to creatively incorporate sustainable and resource-efficient



innovations into their core business [28]. Subsequently, there has been an increase in the demand for sustainability and green communication consultancy services, as organizations seek expert advice on how to effectively communicate their sustainability initiatives and meet investor expectations [29].

Early-stage consultancy firms may face obstacles in the following areas: confronting the complexity of entrepreneurship, supporting necessity entrepreneurs, staying informed about academic research, and tailoring their services to regional differences. The efficacy of their consulting services can be improved by surmounting these obstacles [30].

The use of more expensive sustainability messaging has a negative impact on the perceived trustworthiness of the message and the intents of staff involvement [26]. Consulting firms that are in the early-stages of development face significant challenges [32]. It is imperative that they remain informed about the latest communication trends and prioritize environmental sustainability. Early-stage consultancy firms must determine how to operate their enterprises in this evolving industry, as the sector is relatively new. Confusion in consulting is a common occurrence during the initial phases of entrepreneurship, as individuals exchange intricate information that is contingent upon its application. This results in a multi-step and evolving communication process that involves numerous individuals. Consultants should possess a variety of backgrounds and abilities when the activity is intricate [32].

A fundamental concern for sustainability and green communications consultancies is the development of a sustainable business model. It entails the development of strategies that allow these consultancies to prosper economically while simultaneously adhering to their dedication to sustainability principles [33]. The aim of this study is to investigate the strategies and factors that support the establishment of a sustainable business model for consultancies that operate in the sustainability and green communication sector. This study implements a case study methodology to accomplish this objective. Thus, the objective of this research is to offer practical recommendations and valuable insights for consultancies in the early-stages and those seeking to enhance their sustainability-focused operations by analyzing successful business models and identifying key practices and challenges.

In conclusion, this study explores the critical intersection of sustainability, communication, and business strategy, providing a comprehensive analysis of the methods by which sustainability and green communication consultancies can navigate the path to a sustainable business model in a world that is constantly changing and environmentally conscious.

III. CONTEXT AND SCOPE OF THE STUDY

This study is on Beecomms Indonesia, a fledgling firm that specializes in sustainability and green communications. It is located in Jakarta, Indonesia. This firm was established to meet the demand for comprehensive strategic communication services. It provides answers to the difficulties encountered by policymakers, corporate executives, investors, and other stakeholders, including the community. Beecomms is committed to assisting clients in improving their company image and reputation by implementing complete communication plans. Beecomms sets themselves out as more than a conventional communication collaborator. The team is dedicated to enhancing the company image and commercial reputation, while also developing solutions that have a positive impact on the environment. Beecomms firmly believes that sustainability is crucial, not only for the well-being of the Earth and its inhabitants, but also as a fundamental requirement for professional and commercial success.

Fundamental Principle

The fundamental principle of Beecomms is its dedication to integrating ecological practices with efficient communication. The company's mission is to enable organisations to communicate their sustainability initiatives, motivate beneficial transformations, and cultivate a more environmentally friendly future by translating clients' sustainability endeavours into meaningful actions. The objective of Beecomms is to enable organizations to effectively convey their sustainability activities, thereby motivating constructive transformation and nurturing a more environmentally friendly future for future generations.

Business Concerns

As an early-stage sustainability and green communication consultant, Beecomms is facing various distinctive hurdles in the earliest phases of operating in this specialized area. They can have challenges in establishing a unique market position in the competitive sustainability consulting sector, distinguishing themselves from rivals providing comparable services. Beecomms faces a big challenge due to competition from other organizations offering similar sustainability and green communication services. To differentiate themselves, Beecomms must consistently innovate and deliver superior value. Consistently acquiring and retaining clients is crucial for sustaining business operations, and Beecomms may have challenges in creating a devoted client base,



particularly as a newcomer in the market. Acquiring and retaining individuals that possess the requisite competence in sustainability and communication is crucial, although difficult due to the specialized knowledge and skills involved. Furthermore, as a fledgling consultancy, Beecomms is likely to face constraints in terms of financial resources, which can hinder its capacity to expand operations, allocate funds for marketing efforts, and recruit highly skilled professionals. Ensuring adherence to ever-changing sustainability and environmental standards is crucial, but it can be intricate and demanding, necessitating continuous surveillance and adjustment to novel legal mandates. To position itself as a leader in the sustainability and green communication consultant market, Beecomms must address these issues.

A. Research Questions

According to the study objectives, we have identified three research questions that will help us identify a solution for transforming the organizational design of the research object.

1. What approaches should sustainability and green communication consultancies utilize to develop an efficient and enduring business model?
2. What factors should consultants consider when setting up and developing their initial operations in the sustainability and green communication industry?
3. How can sustainable business practices enhance the credibility and longevity of sustainability and green communication consultancies?

B. Research Objectives and Constraints

The main goal is to determine the optimal and most suitable business model for Beecomms in order to guarantee its relevance and expansion. While the research is focused on Beecomms, the results and insights from this study can be extrapolated to other similar early-stage communications consultancy firms.

There are various constraints to the investigation. The sample size was constrained to a set number of informants, potentially limiting its ability to comprehensively reflect the wider sector. The emphasis on Indonesia's geography may restrict the applicability of the results to other areas. Moreover, the research was carried out under a restricted timeframe, thus impacting the thoroughness of the analysis.

Table 1. Identified Problem, Research Questions and Objectives

| Identified Problem | Research Questions | Research Objectives |
|---|--|--|
| The difficulties encountered by sustainability and green communication firms in establishing sustainable business strategies. | <i>1. What approaches should sustainability and green communication consultancies utilize to develop an efficient and enduring business model?</i> | <p>Examine and evaluate effective business models.</p> <ul style="list-style-type: none"> • To examine and evaluate effective business models utilized by consultancies in this particular industry. • To offer suggestions for creating a viable and enduring business model specifically designed for sustainability and green communication consultants. <p>Analyze and assess the requirements and anticipated outcomes of the client.</p> <ul style="list-style-type: none"> • To evaluate and investigate the requirements, anticipations, and driving forces of clients in relation to sustainability and environmentally friendly communication services. |



| | | |
|---|---|---|
| <p>Early-stage sustainability and green communication firms frequently encounter substantial obstacles and uncertainties while establishing and cultivating their operations. These problems may encompass obstacles in establishing a market position, acquiring clients, and efficiently navigating the specialized terrain of sustainability services.</p> | <p>2. <i>What factors should consultants consider when setting up and developing their initial operations in the sustainability and green communication industry?</i></p> | <p>Analyze and assess marketing and financial strategies.</p> <ul style="list-style-type: none"> To assess the marketing and financial methods used by consultancies to acquire and retain clients. |
| <p>The difficulties in upholding credibility and ensuring long-term success for consultancies specializing in sustainability and green communication.</p> | <p>3. <i>How can sustainable business practices enhance the credibility and longevity of Sustainability and green communication consultancies?</i></p> | <p>Create recommendations for promoting long-term environmental, social, and economic sustainability.</p> <ul style="list-style-type: none"> To investigate sustainable practices and analyze their influence on the credibility and long-term viability of the consulting. To examine how ethical issues and corporate social responsibility contribute to the improvement of consultancy reputation. |

IV. CONCEPTUAL FRAMEWORK

The conceptual framework delineates a methodical approach to the creation of an effective business model for Beecomms. The framework commences by recognizing the current state of affairs and the organization of Beecomms as an early-stage consulting firm. The process then advances to the identification of critical issues that must be resolved in order to facilitate the development of a successful strategy.

Strategy Development

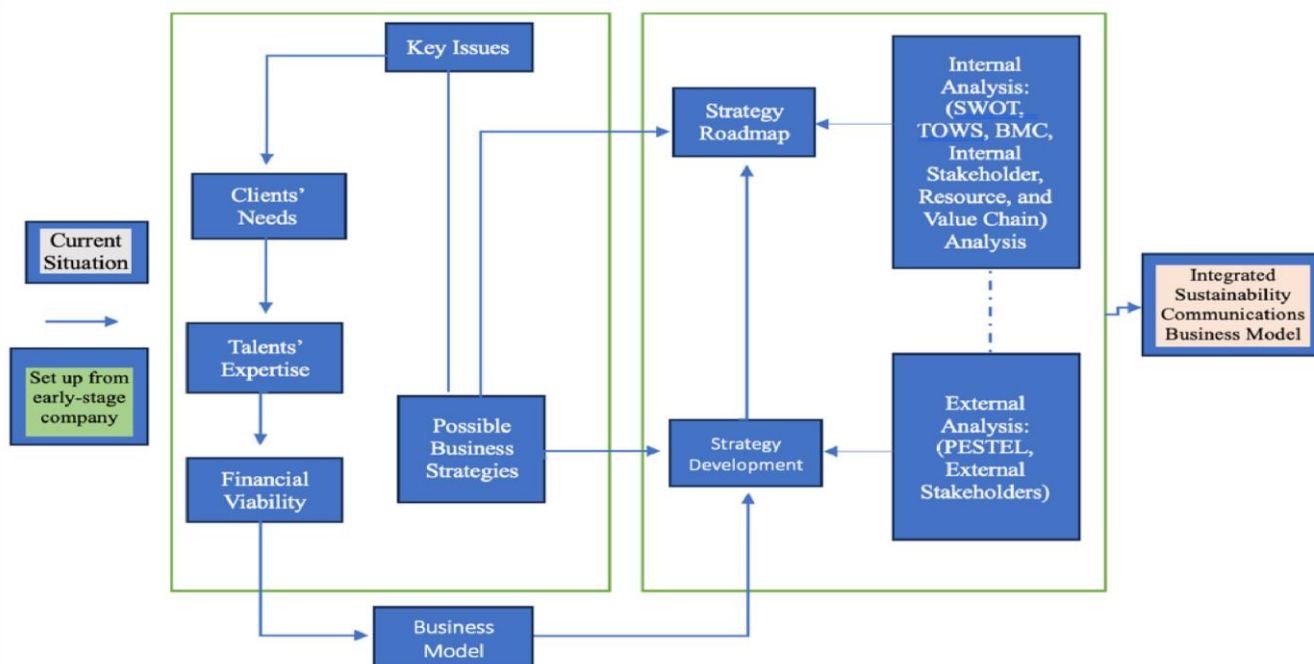


Figure 1. Conceptual Framework



V. METHODOLOGY

A. Design and Data Collection

This study combines a theoretical framework of communication consulting with a collection of primary data from 14 informants who are stakeholders of Beecomms, using in-depth interviews. The interviewees involved in the study encompassed internal stakeholders, current clients, external experts, specialized consultants, competitors (both communications agency and PR agency), and regulatory authorities. The data collected from these interviews were methodically categorized to discover significant patterns and understandings.

To gather secondary data, we performed thorough research using online resources and relied on the expertise of the authors and internal discussions inside Beecomms. We utilized the valuable insights gained from being a co-founder of the firm. The utilization of both primary and secondary data sources has established a strong and reliable basis for the research analysis.

B. Data Analysis Method

This study's data analysis concentrated on qualitative methods to extract valuable insights from the collected data. The primary data was systematically coded after being obtained through in-depth interviews with 14 informants, including internal stakeholders, existing clients, external experts, special hire consultants, competitors, and regulatory authorities. The data was categorized and organized into themes and patterns during the coding process, which allowed for the identification of significant trends and insights regarding Beecomms' operations and industry positioning. In addition, the analysis included secondary data that was obtained from desktop research, the authors' personal experience, and internal management discussions at Beecomms. The primary data findings were contextualized and supported by the examination of this qualitative data.

In order to guarantee a thorough examination, numerous analytical frameworks were implemented. In order to assess the external macro-environmental factors that influence Beecomms, we implemented the PESTEL analysis. PESTEL analysis is vital for organizations to understand these external influences and make informed decisions [34]. The internal capabilities and assets of the company were identified and evaluated through the use of Resources Analysis. The SWOT analysis was undertaken to ascertain the strengths, vulnerabilities, opportunities, and threats that Beecomms faced, while the TOWS analysis was employed to strategize based on these factors [35]. Finally, the Business Model Canvas by alexander Osterwalder & Yves Pigneur [36] was employed to identify and evaluate the primary components of Beecomms' business model.

VI. FINDINGS

The coding procedure led to the identification of numerous key themes and sub-themes, which are detailed below:

Table II. Summary Table for Themes and Sub-Themes

| Theme | Sub-Themes | Description |
|------------------------------|--|---|
| Commitment to Sustainability | Company's focus on sustainability, Differentiating factor | Importance of sustainability in differentiating the company. |
| Challenges and Opportunities | Simplifying complex concepts, Market gap for effective communication | Simplifying complex sustainability concepts for the market. |
| Services and Business Model | Comprehensive services, Tailoring services to client needs | Providing comprehensive and tailored services to meet client needs. |
| Networking and Collaboration | Engaging with communities and experts | Engaging with communities and experts to enhance services. |
| Value Proposition | Authentic communication, Avoiding greenwashing | Ensuring authentic communication and avoiding greenwashing. |
| Digital Technology Strategy | Adoption and importance of digital technology, Use of digital tools | Integrating digital tools to enhance communication strategies. |
| Social Media Engagement | Platform choice, Target audience, Content strategy | Effective use of social media platforms to engage target audiences. |



| Theme | Sub-Themes | Description |
|--|---|--|
| Website Optimization | Importance, Challenges, SEO strategies | Importance of website optimization and strategies for SEO. |
| Digital Campaigns and Impact | Campaign strategies, Engagement tactics, Measuring impact | Strategies for digital campaigns and measuring their impact. |
| Data Analytics and Performance Measurement | Role of data analytics, Performance improvement | Using data analytics to measure and improve performance. |
| Understanding Sustainability Communication | Importance of clear sustainability narratives | Emphasizing the need for clear and effective sustainability communication. |
| Client Expectations and Needs | Tailoring communication to client needs | Understanding and meeting client expectations through tailored communication strategies. |
| Transparency in Reporting | Importance of transparency in sustainability reporting | Ensuring transparency in sustainability reporting to build trust and credibility. |
| Collaboration for Sustainability | Collaborating with partners to enhance sustainability initiatives | Working with partners to enhance and support sustainability initiatives. |

Through thematic analysis, we were able to provide a comprehensive understanding of the challenges and opportunities encountered by Beecomms by uncovering key perspectives and experiences of various stakeholders, which incorporated these frameworks. This approach guaranteed a nuanced perspective on Beecomms' current state and potential business models, thereby improving the reliability and validity of the research findings and offering actionable insights for the company and other comparable early-stage communications consultancy firms.

VII. ANALYSIS

The analysis interpreted the significance of the findings, compared them with existing literature, and discussed their implications for Beecomms using various analytical frameworks, including PESTEL, Resources Analysis, SWOT, TOWS, and Business Model Canvas.

A. Interpretation of Findings

1) Commitment to Sustainability

By utilizing the PESTEL framework, we have discovered the external macro-environmental factors that have an impact on Beecomms' dedication to sustainability. The presence of government laws and market competition in the political and economic landscape makes it imperative to prioritize sustainability as a distinguishing characteristic. The SWOT analysis highlighted Beecomms' internal strengths and external prospects in this specific field.

2) Challenges and Opportunities

The topic analysis revealed that it is crucial to simplify intricate sustainability concepts and address market deficiencies in order to enhance successful communication. The TOWS study offered ways to capitalize on Beecomms' strengths and possibilities in order to tackle these difficulties. The Business Model Canvas emphasized the need of having a distinct value proposition and efficient communication tactics.

3) Services and Business Model

The study of resources highlighted the necessity for all-encompassing and customized services to fulfil the requirements of clients. This discovery is consistent with the resource-based view, indicating that Beecomms should take advantage of its own capabilities. The Business Model Canvas offered valuable insights into crucial elements such as client segments and value offerings.



4) *Networking and Collaboration*

The significance of actively involving communities and experts was emphasized. The PESTEL approach discovered social and technological elements that enable the formation of networks and the act of collaborating. The SWOT and TOWS analysis provided methods to improve these collaborations, which are vital for Becomms' expansion.

5) *Value Proposition*

The importance of genuine communication and the avoidance of greenwashing were highlighted as crucial for upholding credibility. The Business Model Canvas emphasized the need of having well-defined value propositions. The data is consistent with the relationship marketing theory, which emphasizes the establishment of long-term client connections built on trust.

6) *Digital Technology Strategy*

The adoption of digital tools and technologies was identified as essential. The PESTEL and SWOT analysis highlighted technological factors and internal strengths in digital adoption. The Business Model Canvas mapped out key activities and resources necessary for a robust digital strategy. The incorporation of digital tools and technologies was recognized as crucial. The PESTEL and SWOT studies identified technological factors and internal strengths related to the adoption of digital technology. The Business Model Canvas delineated the actions and resources required for a strong digital strategy.

7) *Social Media Engagement*

Effective social media engagement requires careful platform choice, understanding the target audience, and developing a content strategy. The SWOT and TOWS analyses offered recommendations to improve the visibility and impact of social media. The Business Model Canvas identifies channels and customer connections as crucial elements.

8) *Website Optimization*

Optimizing a website is essential for maximizing its reach and increasing user engagement. The PESTEL analysis discovered technological elements that have an impact on SEO strategy. The SWOT and TOWS assessments provided valuable insights for addressing obstacles in website optimization.

9) *Digital Campaigns and Impact*

The significance of efficient digital campaigns and quantifying their influence was emphasized. The resource study highlighted the internal competencies required for effective campaigns. The Business Model Canvas offered a structured framework for the creation and assessment of digital campaigns.

10) *Data Analytics and Performance Measurement*

Data analytics refers to the process of analyzing and interpreting large sets of data to gain insights and make informed decisions. Performance measurement, on the other hand, involves assessing and evaluating the effectiveness and efficiency of a system, process, or organization. Data analytics is crucial for assessing and enhancing performance. The SWOT analysis identified strong data analytics capabilities as a key strength. The Business Model Canvas identifies crucial tasks associated with performance measurement.

11) *Understanding Sustainability Communication*

Concise sustainability narratives are crucial. The PESTEL analysis found social elements that have an impact on sustainability communication. The SWOT and TOWS assessments provided solutions for efficient communication.

12) *Client Expectations and Needs*

The need of comprehending and fulfilling client expectations by employing customized communication tactics was highlighted. The resource analysis indicated the internal capabilities required for client management. The Business Model Canvas emphasized the identification and management of client categories and relationships.

13) *Transparency in Reporting*

It is essential to guarantee transparency in sustainability reporting. The PESTEL analysis found regulatory elements that have an impact on transparency. The SWOT and TOWS analysis provide solutions for efficient reporting.



14) *Collaboration for Sustainability*

The emphasis was on collaborating with partners to promote sustainability projects. The PESTEL investigation found societal and ecological elements that have an impact on collaboration. The SWOT and TOWS assessments provided ideas for establishing successful relationships.

B. Implications

The findings have multiple practical ramifications for Beecomms. For instance, the necessity for well-defined value propositions implies that Beecomms should allocate resources towards market research in order to have a deeper understanding of its distinct advantages. Beecomms should prioritize the development of robust client management systems due to the importance placed on client relationships. Beecomms' success is contingent upon the incorporation of digital tools and the implementation of effective collaboration approaches.

C. Study Constraints and Future Subsequent Studies

Study Constraints

This study faced various limitations that could impact the generalizability and profundity of the findings:

Sample Size: The study was constrained to a set number of informants, potentially lacking comprehensive representation of the wider sector. The limited sample size may lead to a restricted perspective on the difficulties and prospects encountered by sustainability and green communication consultants in their early-stages.

Geographic Scope: The concentration on Indonesia may restrict the applicability of the results to other areas. Varying legal frameworks, market dynamics, and cultural influences in foreign nations can result in divergent results.

Temporal limitations: The study was carried out within a restricted timeframe, thereby impacting the thoroughness of the analysis. An extended duration of study could yield more thorough and extensive understanding, as well as enable the examination of temporal variations.

Suggestions for Future Subsequent Studies

In order to overcome these constraints and expand upon the existing work, forthcoming research could take into account the following:

Expanded Sample: Subsequent studies could incorporate a more extensive and heterogeneous group of participants to augment the applicability of the results. Incorporating a larger sample size that encompasses a wider range of stakeholders across different sectors may yield a more comprehensive perspective of the industry.

Comparative studies conducted in other locations or countries can offer more insights into the worldwide applicability of the findings. Researchers can find universal issues and specific regional characteristics by conducting a comparative analysis of identical consultancy firms in different geographic regions.

Longitudinal studies involve examining the effects of sustainability initiatives over an extended period of time. Conducting longitudinal study would enable the observation of patterns, the efficacy of strategies and tactics, and the lasting results of sustainability and green communication initiatives.

Subsequent study can go deeper into these domains, offering supplementary perspectives and strategies to bolster the continuous growth and triumph of nascent consultancies in this realm.

VIII. CONCLUSION AND RECOMMENDATION

A. Conclusion

This study aimed to identify the best and most compatible business model for Beecomms Indonesia, an early-stage sustainability and green communication consultancy based in Jakarta. We obtained insights from 14 informants, including internal stakeholders, existing clients, external experts, special hire consultants, competitors, and regulatory authorities, through qualitative data collection and analysis. The results emphasized a number of critical themes, such as the following: commitment to sustainability, challenges and opportunities, services and business model, networking and collaboration, value proposition, digital technology strategy, social media engagement, website optimization, digital campaigns and impact, data analytics and performance measurement, understanding sustainability communication, client expectations and needs, transparency in reporting, and collaboration for sustainability.



The analysis, which was substantiated by the PESTEL, Resources Analysis, SWOT, TOWS, and Business Model Canvas frameworks, demonstrated that Beecomms encounters the typical obstacles encountered by early-stage consultancies, while also offering distinctive opportunities for growth and differentiation. Beecomms can guarantee long-term sustainability and improve its market positioning by focusing on these critical areas. Therefore, the findings in this thesis are in conformity with the literature review and previous studies.

B. Recommendation

Based on the findings and analysis, Beecomms should consider implementing the following recommendations to effectively tackle the identified obstacles and take advantage of chances for expansion and distinction, ultimately establishing itself as a frontrunner in the sustainability and green communication consultant industry.

1. Improve market position

- ✦ Effectively express and convey Beecomms' distinct value propositions in order to establish differentiation from competitors.
- ✦ Allocate resources towards conducting comprehensive market research in order to have a deeper understanding of the competitive environment and to pinpoint potential areas for difference.

2. Enhance the process of attracting and maintaining clients

- ✦ Create and execute efficient marketing and outreach tactics to allure prospective clients.
- ✦ Concentrate on establishing and sustaining enduring relationships with clients by using customised communication tactics and providing great service.

3. Allocate resources towards the development and retention of skilled individuals

- ✦ Hire proficient individuals with specialised knowledge in sustainability and effective communication.
- ✦ Establish and execute regular training and development initiatives to retain skilled individuals and guarantee a consistent enhancement of performance.

4. Maximize efficiency management of financial resources

- ✦ Create and implement thorough budgeting and financial planning procedures to efficiently manage financial resources.
- ✦ Investigate possibilities for acquiring supplementary cash and investment to bolster growth and expansion.

5. Encourage openness and genuineness

- ✦ Establishing openness in sustainability reporting is crucial for fostering confidence and credibility among stakeholders.
- ✦ To prevent green washing, it is important to consistently and truthfully communicate about sustainability projects.

6. Promote cooperation and teamwork

- ✦ Collaborate with communities, specialists, and collaborators to improve the quality of service and promote sustainability efforts.

7. Harness the power of digital technology

- ✦ Incorporate digital tools and technologies to optimise communication tactics and promote operational efficiency.
- ✦ Establish a robust online presence by creating websites that are optimised for maximum performance, engaging with social media platforms in a strategic and effective manner, and executing compelling digital marketing campaigns.

8. Use data analytics

- ✦ Utilize data analytics tools to quantify performance and acquire valuable insights into the demands and preferences clients.
- ✦ Utilize data-driven decision-making to consistently enhance tactics and achieve better outcomes.
- ✦ Establish strategic alliances to capitalise on synergistic capabilities and assets.

9. Guarantee adherence to regulatory requirements

- ✦ Keep up to date with developing sustainability and environmental standards to guarantee adherence.
- ✦ Establish resilient procedures that effectively monitor and adjust to regulatory modifications.

AUTHORS' ACCORD

All authors have read and approved the version of the paper that has been published.



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INFORMED CONSENT STATEMENT

All participants involved in the study provided their consent subsequent to receiving comprehensive information.

DATA AVAILABILITY STATEMENT

The data mentioned in this study can be obtained from the author upon request.

CONFLICTS OF INTEREST

There are no conflicts of interest declared by the authors.

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LINK(S) AND BOOKMARK(S)

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