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## **Sustainable Marketing Using Balance Scorecard Tool for the Cebu Minimarket in the Municipality in Colombia**

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**Abstract:** The Balanced Scorecard (BSC) is a reasonable tool postulated to be an attractive means of acquiring new organizational trends. Good practices must be implemented to achieve sustainable marketing. The objective of this study is to achieve a clear vision in the short, medium, and long term, illustrating the strategic planning and key performance indicators of the company in a straightforward manner, and demonstrating that the management is achieving the desired results. Once the issue was identified, a descriptive and qualitative methodology was developed to analyze the impact of the BSC on the sustainability of the *Cebu Minimarket* market, situated in a municipality in Colombia. Primary sources were used in this process. A mixed-methods approach was employed to assess its effectiveness. This entailed conducting interviews with customers to gauge their perceptions of the business and with employees to obtain detailed insights into the marketing of the distributed products. This allowed for the development of a robust research foundation and the ability to effectively deploy the tool. The results are contingent on the implementation of effective financial and administrative management strategies, which



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are instrumental in fostering a stable economic environment, developing customer loyalty, promoting sustainable consumption, and optimizing internal processes. As a scientific novelty, this tool seeks to transform organizations into new administrative approaches where timely methods are fundamental for the generation of income and decision-making, thus energizing an economy where new technologies have become fundamental catalysts through the improvement of productivity and competitiveness. The results of this research enabled the measurement of the added values perceived by customers and employees. There was an innovative approach based mainly on commercial indicators, which was inadequate for comprehensive and effective strategic management.

**Keywords:** balanced scorecard, strategic management, key performance indicators, marketing, sustainability

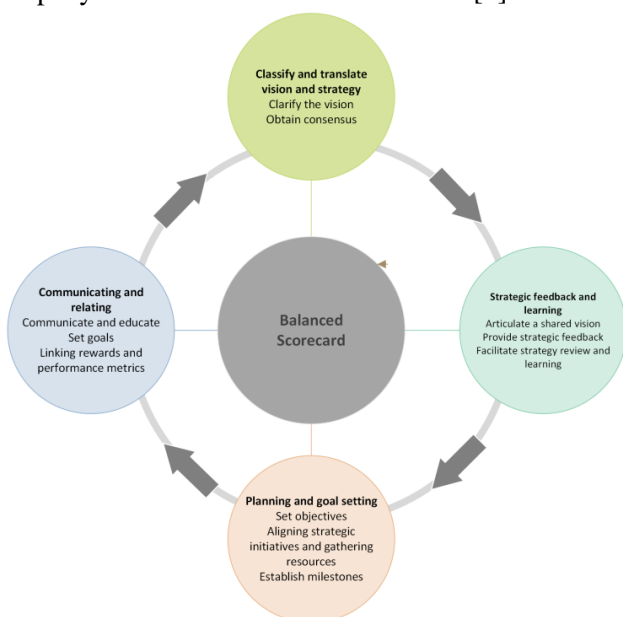
## 使用平衡记分卡工具为哥伦比亚市宿务迷你市场进行可持续营销

**摘要:** 平衡记分卡(BSC)是一种合理的工具,被认为是获取新组织趋势的有效手段。必须实施良好的实践才能实现可持续营销本研究的目标是实现短期、中期和长期的清晰愿景,以直截了当的方式说明公司的战略规划和关键绩效指标,并证明管理层正在实现预期结果。确定问题后,开发了一种描述性和定性方法来分析BSC对位于哥伦比亚某市的宿务迷你市场可持续性的影响。在此过程中使用了主要来源。采用混合方法来评估其有效性。这需要对客户进行访谈以了解他们对业务的看法,并与员工进行访谈以获得对分销产品营销的详细见解。这使得我们能够建立强大的研究基础并有效部署该工具。结果取决于实施有效的财务和行政管理战略,这些战略有助于营造稳定的经济环境、培养客户忠诚度、促进可持续消费和优化内部流程。作为一项科学创新,该工具旨在将组织转变为新的管理方法,其中及时的方法对于创收和决策至关重要,从而通过提高生产力和竞争力为新技术成为基本催化剂的经济注入活力。这项研究的结果使我们能够衡量客户和员工所感知到的附加值。有一种创新方法主要基于商业指标,但不足以进行全面有效的战略管理。

**关键词:** 平衡记分卡、战略管理、关键绩效指标、营销、可持续性

### 1. Introduction

The Balanced Scorecard (BSC) is a tool through which various elements involved in a given subject are carried out. In terms of company strategy, the Balanced Scorecard facilitates a process of continuous improvement on a global scale, thereby enabling a company to achieve a state of excellence [1].



**Figure 1. Management of an administration system through the balanced scorecard [3]**

Therefore, this tool serves as a model for all sectors regardless of the industry in which the company operates (Figure 1). It can be applied within the organizational strategic management context, where it is essential to have a clear understanding of internal and external policies as well as the mission, vision, and objectives of the company [2] and [3].

In general terms, and in accordance with the various theories of BSC pertaining to companies in the retail sector, the goal is to elucidate the interrelationships between the nascent territorial structures of the novel organizational paradigms in production systems and the logistical articulation mechanisms employed by companies or networks of companies linked by *value chains* and *supply chains* within the context of a globalized economy.

In light of the aforementioned context and the concomitant urban growth and substantial consumption of staple products, the incorporation of the Balanced Scorecard would serve as a valuable instrument for promoting business sustainability. This integration should be based on a thorough understanding of the underlying causes in alignment with the proposed objectives, thereby reinforcing robust business performance.

In the contemporary business environment, there is growing recognition that social and environmental

responsibility are crucial elements in the success of sustainable marketing. However, the extent to which businesses can leverage these factors to achieve continuous improvement is contingent on the challenges they are willing to confront. This approach can serve as a vital driver of regional development, fostering economic growth, employment opportunities, and income generation [4]. Consequently, supermarkets and supply chains stimulate an increase in the demand for products and services, thereby acting as catalysts for regional development. Sustainable marketing is a comprehensive strategy. The Balanced Scorecard is an invaluable tool for businesses seeking to align their initiatives and integrate them into the 17 Sustainable Development Goals (SDGs), thereby fostering more inclusive territories. Consequently, the project's impact is to achieve the organizational objectives of the company, prioritize its strengths, and moderate the weaknesses it currently has so that new ideas and commitments can be made.

The incorporation of a Balanced Scorecard focused on the business under study will serve as a strategic vision for establishment. This orientation facilitates the identification of alternative solutions that enhance communication of corporate aspects across all management areas of the company [5].

Furthermore, it is essential to consider the value of implementing effective practices that foster mutually beneficial outcomes [6], where demand plays a pivotal role in fostering a healthy competitive landscape. This approach entails establishing both quantitative and qualitative indicators that align with the four perspectives of the BSC: financial, customer, internal, innovation, and learning. In this manner, conventional financial foundations can be established, yet crucial plans can be formulated [7]. It is of paramount importance that the managerial staff of the organization consider its particular objectives, which include financial objectives that provide profitability, competitiveness, and market share [8].

## 2. Sustainable Marketing

Organizations in general want and must achieve to be more competitive every day and attract more customers; therefore, sustainable marketing seeks to promote products and services with a social responsibility that is innovative and operates with transparency. Therefore, all plans that are within the sustainable market generate the benefits that every company wants to obtain, such as cost reduction. Therefore, having a tool that contributes to the proper functioning of a business is important for its growth. This is because it allows the company to guarantee sustainable production with suitable distribution channels and a variety of available products.

This refers to the fact that sustainable marketing not

only influences the behavior of good practices, but also makes it possible to satisfy consumer needs [9]. Therefore, processes and procedures should be planned to achieve the satisfaction and needs of the consumer, and the fact that the products distributed are compatible with ecosystems and involve good business control is the perfect duo for the proper functioning of the establishment, promotion, and distribution of consumer products suitable for the family basket to make actions that contribute to optimizing the results of the organization in line with the Balanced Scorecard.

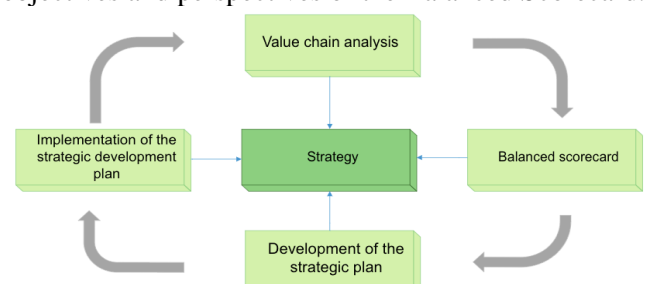
**Table 1. Strategies to achieve good consumer marketing through BSC (Developed by the authors)**

Strategic Topics	Components
Continuous growth, optimization of resources, recruitment of suitable employees	-Increase competitiveness - Analyze improvements in product quality - Continuous training in various areas for employees
Staff motivation	-To develop new proposals for personal motivation -Determine the degree of employee satisfaction with the functions they perform.
Attract new customers	- Position new markets -Research new markets to determine customer needs.
Increase productivity	-Systematic cost reductions

## 3. Methodology

### 3.1. Strategic Map

The impact of the Balanced Scorecard and sustainable marketing in the Cebu Minimarket was analyzed using descriptive and qualitative approaches. This entailed the development of a technical study that considered the findings of a literature review and previous studies as well as the results of customer surveys. The objective is to ascertain the perceptions of customers who frequented the minimarket. To this end, a strategic map is constructed to provide a visual representation of the company (Figure 2). The aim was to identify cause-and-effect relationships between the objectives and perspectives of the Balanced Scorecard.



**Figure 2. Elements for constructing the strategic map for the Minimarket [10]**

These elements are essential for effective planning, which enables the delineation of a business’s future trajectory. To this end, the mission, vision, and values that serve as guiding principles throughout the planning process must be defined explicitly.

In accordance with the aforementioned principles, it is necessary to employ methodologies and define strategies such as

- Differentiation strategy
- Cost leadership strategy
- Focus or niche strategy

In any of these cases, it is necessary to conduct a thorough examination of the competitive landscape of the business in each of the distinct scenarios that are addressed, including the factors that influence the company’s profitability. Within this context, and to conclude, once the process of implementing the BSC in Cebu Minimarket is complete, all previously indicated strategies must be defined, and a clear vision of the sustainable market must be established.

With these provisions and the objectives defined with respect to the four perspectives of the Balanced Scorecard, the following must be considered:

- The objective of the financial perspective is to align with the needs of the organization.
- The objective of the customer perspective is to identify and satisfy consumer demand, while also addressing competitive pressures within the market. This can be achieved by aligning the mission and vision with the fulfilment of consumer needs.
- The objective of the initiative perspective depends on the preferences and initiatives of the processes identified as key to achieving financial and customer objectives. To assess the efficiency and effectiveness, it is necessary to consider the position of the process in the value chain.
- The objective of the learning perspective is to facilitate the improvement and development of employees’ skills, productive resources, innovation and development, and even social components, all of which are oriented towards the SDG objectives.

Similarly, the construction of methods for incorporating the BSC into the business will demonstrate the approach to actions that the company can undertake from disparate perspectives, including financial, customer-oriented, internal process-related, and those pertaining to learning and growth (Figure 3).

Measuring a company’s activities in accordance with its vision will provide its owners with the necessary tools to articulate their goals and initiatives effectively.



**Figure 3. Methodology for the inclusion of the BCS in the Cebu minimarket [11]**

**3.2. Diagnosis**

The elaboration of SWOT analysis will facilitate the formulation of a situational diagnosis, which will in turn inform the development of an efficacious strategy to achieve significant adjustments regarding the competitive environment. Furthermore, this will enable an understanding of the needs and perceptions of customers and employees.

**Table 2. SOWT Matrix (Developed by the authors)**

Threats and Opportunities	Weaknesses and Strengths
<ul style="list-style-type: none"> <li>• Frequent customers are local; there are no consumers coming from places other than where the business is located, which means that the company is not making any progress.</li> <li>• The distribution space of the business is limited, which results in the disorganization of the gondolas where the products are displayed.</li> <li>• Access to new market niches</li> <li>• Social or demographic changes in demand</li> <li>• In terms of the work environment, employees do not feel motivated, as turnover in the work areas is not very high, in addition to the lack of motivation to the part of the employer.</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of financial resources - Possibility of obtaining economies of scale -Market position.</li> <li>• Market position</li> <li>• Brand image Strategic lines.</li> <li>• Cost advantages differentiation with respect to the competition.</li> <li>• Advertising campaigns Possibility of innovation.</li> <li>• Ability to develop new products - Product life cycle stage.</li> <li>• Management talent and skills.</li> </ul>

## 4. Results

The responses of customers who patronize Minimarket Cebu Supermarket indicate that the following findings are pertinent: the establishment is perceived as a suitable venue for purchasing quality merchandise. However, several areas require improvement, including product conservation, payment methods, customer service hours, promotional activities, home delivery, and the provision of sufficient space.

A dearth of training for staff in the areas of work performance and safety is evident. The importance of factors such as active breaks, ventilation, and other factors should be considered. Streamline processes and systems are vital for enhancing the agility of reporting. Furthermore, there is a pressing need to reinforce customer service and service process training as well as to optimize working hours.

## 5. Conclusion

Given that this is a retail business operating within the supply chain sector, it is imperative to devise a commercial strategy that will facilitate an increase in the number of customers and, subsequently, an increase in revenue. The strategic map was developed in accordance with customer preferences; thus, it is recommended that the company devote greater attention to the management of the proposed BSC tool. This is because the BSC represents the framework for translating an organizational strategy, which can sometimes be vague and confusing to understand, resulting in the formulation of objectives, actions, and specific and concrete indicators for each employee. Therefore, the research perspective is to provide the organization with an understanding of how this instrument of strategic alignment functions and prepares it for its implementation. This is an opportunity to access an instrument that allows for control of activities in accordance with the company's stated goals. The implementation of this instrument ensures consistency between the internal and external business objectives.

## Declarations

### Author Contributions

Conceptualization, M.E.A.C.; methodology, M.E.A.C. and S.R.A.; software, C.A.A.; validation, M.E.A.C.; formal analysis, M.E.A.C. and S.R.A.; investigation, M.E.A.C.; data curation, M.E.A.C.; writing—original draft preparation, all authors contributed equally; writing—review and editing, M.E.A.C.; visualization, C.A.A.; supervision, M.E.A.C.; project administration, S.R.A. All authors have read and agreed to the published version of the manuscript.

### Data Availability Statement

The data presented in this study are available in this article.

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Funding information is not available.

### Conflicts of Interest

The authors declare that there is no conflict of interests regarding the publication of this manuscript. In addition, the ethical issues, including plagiarism, informed consent, misconduct, data fabrication and/or falsification, double publication and/or submission, and redundancies have been completely observed by the authors.

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