

Blueprint for Balance: A Step-by-Step Framework for Aligning SME Operations with Global Goals

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The importance of SMEs as the cornerstone of global economics cannot be overstated, with SMEs making up more than 90 percent of total firms and nearly 70 percent of total global employment [6]. However, despite their economic importance, SMEs have not yet been integrated into structured sustainability systems. Where multinational organizations have been developing their own ESG architecture over the last two decades, most SMEs have yet to be systematically oriented towards the UN SDGs, due to a lack of resources, information asymmetries, or simply because there is no available framework on how to integrate them within their operations.

Purpose of Journal Article

There are two primary purposes of the journal article. The first purpose of this research article is to introduce a framework that will help the SMEs integrate the process of SDG alignment within their business operations, regardless of the type of economy they operate in. The second purpose of the journal article is to provide empirical data from a number of countries, such as Germany, Japan, South Korea, Malaysia, Brazil, India,

Kenya, and Nigeria, thus proving the effectiveness of the framework in question.

The extant literature highlights the essential difference between the ideal of sustainability and its actual implementation in small and medium-sized enterprises (SMEs). Schaltegger et al., (2012) showed that innovation in business models is the key way for sustainability transition to add tangible value [1]. Their conclusion that sustainability and profitability are not mutually exclusive principles is still underutilized in the SME domain. More recent research by Sánchez-Hernández et al., (2020) identified the barriers that prevent SMEs from aligning with the SDG agenda, including limited human resources, insufficient financial reserves, poor policy advice, and the lack of industry-oriented toolkits [2]. The United Nations Development Programme (2022) contributed to the policy discussion by releasing a guidebook for emerging economies, recognizing that the path towards SDGs for SMEs in developing nations such as Kenya or Nigeria is entirely different from that of their peers in Germany and Japan [3]. This was supported by cross-national data from Asia, where Sanjaya Lall, & Morris Teubal., (2021)

showed that governance effectiveness, institutional strength, and availability of green financing were the strongest determinants of SME sustainability performance [5].

Framework Architecture: The Four-Layer Model

Blueprint for Balance Framework is organized as a four-tiered architecture starting with macro-level environmental

scanning and ending at micro-level operational action. All tiers depend upon each other, and the entire framework is purposely made to operate in an iterative fashion. Figure 1 below provides a representation of the complete architecture.

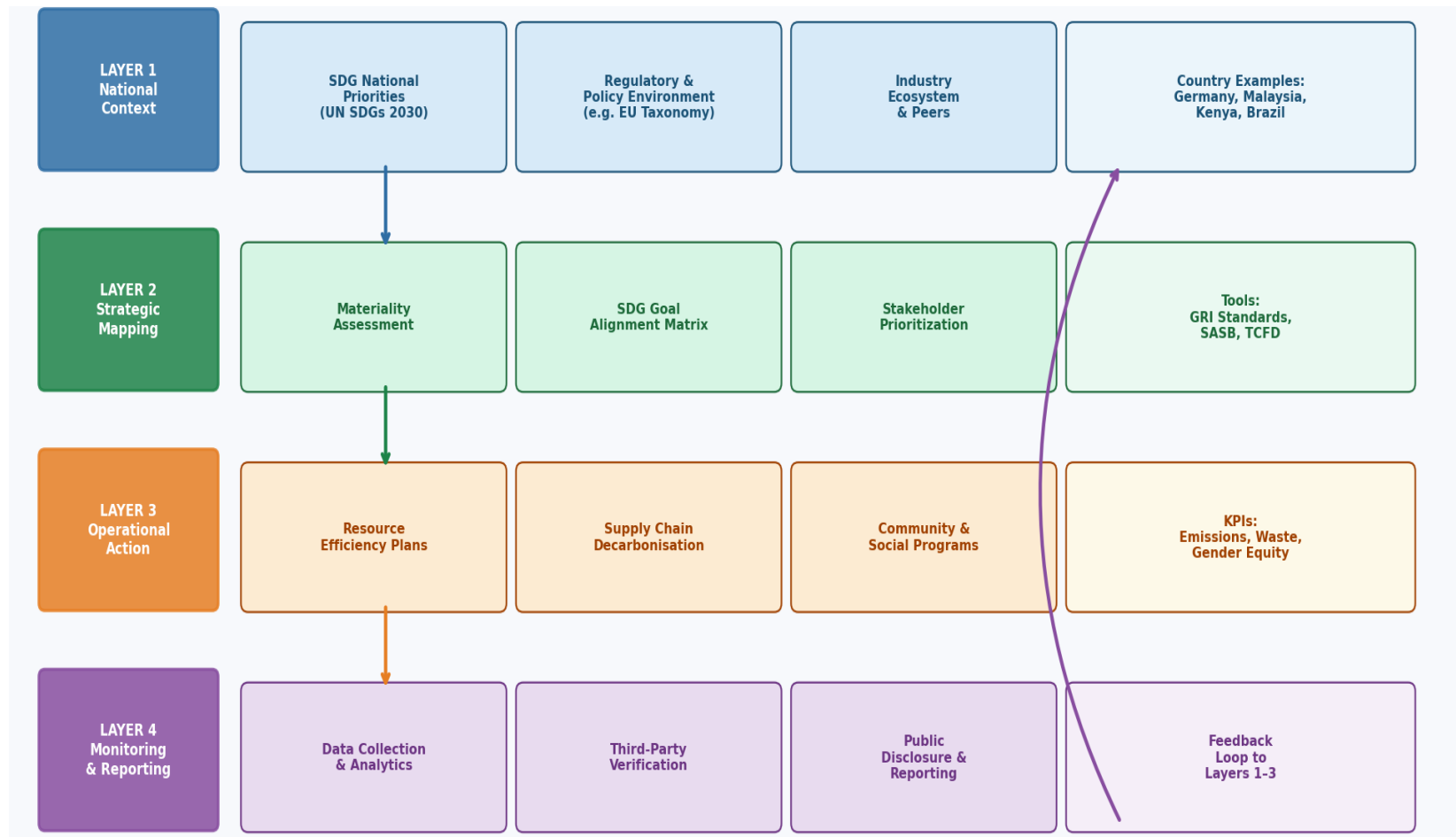


Figure 1: Blueprint for Balance — Four-Layer SME–SDG Alignment Architecture

Figure 1 illustrates that the Layer 1 (Country Context) contextualises the entire model based on the particular SDG priorities for the country involved, current regulation — such as the EU Taxonomy in Germany or the Bursa ESG Disclosure Framework in Malaysia — as well as the competitive conditions within the business ecosystem. The first layer guards against the mistake of trying to fit a global mould in environments that vary dramatically in their institutional development.

Layer 2 (Strategic Alignment) converts country context into strategic decisions for companies through a combination of materiality analysis, SDG goals alignment matrix, and priority of stakeholders through the use of tools such as the GRI Standards, SASB, and TCFD. Layer 3 (Operational Implementation) takes the strategy from theory to action via resource-efficiency initiatives, supply chain decarbonisation programs, and social initiatives in the communities served, with clear key performance indicators (KPIs) related to emissions, waste reduction, and gender equality.

Country-Level Evidence: SDG Engagement Across Income Groups

The applicability of the framework in various economic environments will be measured by referencing an index

measuring SME engagement in the SDGs using four sub-indexes, namely policy framework maturity, readiness for financing (green finance availability), data reporting capabilities, and number of sustainability impacts reported by the SMEs. The selected eight countries reflect different stages of development from advanced countries (Germany, Japan, South Korea) to upper-middle-income (Malaysia, Brazil), lower-middle-income (India), and low-income (Kenya, Nigeria) developing countries. The above categorization is based on the World Bank classification of income groups [6].

Table 1 offers a cross-country summary of readiness indicators together with the SDG Engagement Index score for 2023. As can be seen from the data, there is a clear gradient in which countries with high levels of economic development with a well-developed institutional infrastructure and mandatory ESG reporting such as the EU Taxonomy (Germany) and the TCFD framework (Japan) obtain scores higher than 70 while emerging countries with an early-stage framework and lower SME finance penetration obtain scores below 50. However, what is important to note here is that all countries have been improving from 2020 to 2023.

Table 1: Cross-Country SME SDG Alignment Readiness Indicators (2023)

Country	Dev. Stage	Policy Framework	Fin. Readiness	Data Capacity	SDG Index (2023)
Germany	Advanced	EU Taxonomy	High	High	81 / 100
Japan	Advanced	TCFD / GRI	High	Medium	74 / 100
South Korea	Advanced	K-ESG Guidelines	Medium	Medium	69 / 100
Malaysia	Developing	Bursa ESG	Medium	Medium	63 / 100
Brazil	Developing	B3 ESG Index	Medium	Low	57 / 100
India	Developing	SEBI BRSR	Low	Medium	52 / 100
Kenya	Emerging	NSE ESG Disc.	Low	Low	48 / 100
Nigeria	Emerging	NGX Sustain.	Low	Low	37 / 100

Source: Compiled by authors from World Bank Group (2023), UNDP (2022), and national stock exchange ESG disclosure guidelines.

The comparison between Germany and Nigeria serves as a good example. Germany features a developed dual-vocational education system that fosters sustainability literacy, strong networks of industrial associations capable of transforming EU regulations into sustainable checklists within each industry, and the existence of green financing programmes of KfW for businesses employing less than 250 workers. In Nigeria, the sustainability reporting guidelines of NGX Sustainability are voluntary, green credit lines are rare, and SMEs often do not possess an accounting framework needed to calculate carbon emissions correctly. Therefore, the Blueprint for Balance can take into account these differences since the entry point is determined by the layer. For example, a German SME can start at Layer 3 since the first two are completed by compliance with

regulations, while a Nigerian SME would have to start from Layers 1 and 2 first.

SME SDG Engagement: Comparative Trends

Figure 2 shows the SME SDG Engagement Index for all eight countries in 2020 and 2023, allowing for a visual comparison of both the absolute values and the rate of improvement. It highlights a crucial point of this article: while the absolute difference between SMEs in high-income and low-income countries is significant, the improvement rate is clearly higher among SMEs in developing and emerging economies. For instance, Malaysia saw an improvement of 15 points over three years (48 to 63), which is greater than Germany's improvement rate of nine points (72 to 81). Kenya had the most remarkable improvement in the set, with 17 points (31 to 48) due to the

adoption of green microfinance schemes and the accelerated digitization of SME supply chains reporting platforms funded by development finance institutions (UNDP, 2022).

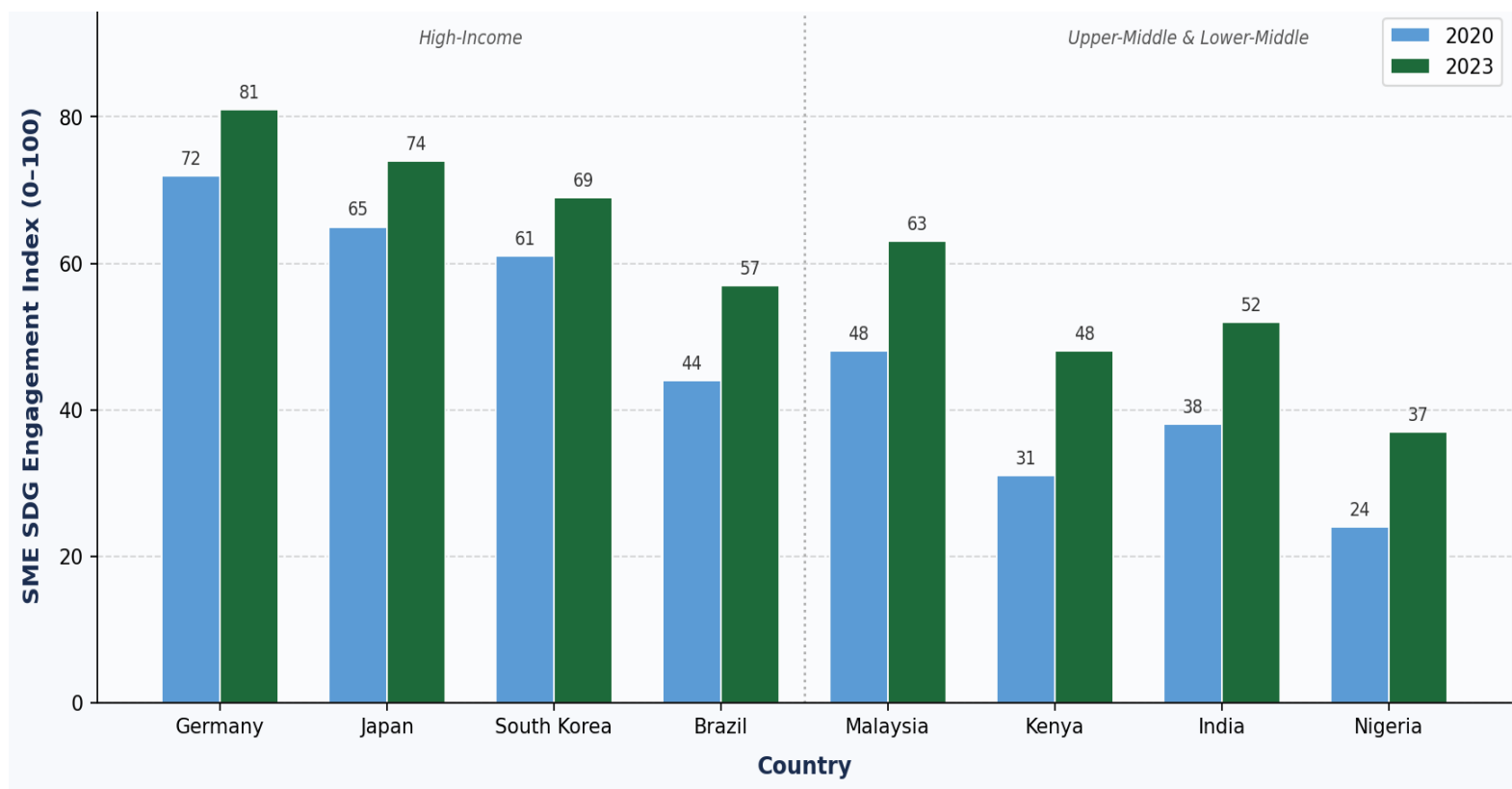


Figure 2: SME SDG Engagement Index Across Selected Countries (2020 vs. 2023)

These trends hold significance for the Blueprint for Balance approach as well. First, they indicate that the approach’s “layer entry” model, whereby SMEs may start from the first layer corresponding to their existing institutional environment, is more than just a theoretical compromise—it is empirically necessary. Second, countries with lower institutional starting

points are catching up the fastest, and the approach must allow for sufficient flexibility to accommodate the speeding up of this process without mandating systemic institutional change as a prerequisite for access.

The situation in South Korea serves as an especially insightful example of a mid-level ranking. The 69 ranking in

2023 is informed by the K-ESG Guidelines introduced by the government in 2021. This initiative created a common voluntary structure for large companies, alongside a streamlined structure for SMEs containing 26 criteria. The Korean structure – a tiered national approach with specific instruments for SMEs represents a governance strategy very similar to the Blueprint for Balance in terms of implementation. The Brazilian ranking (57) is indicative of a more complicated situation where the creation of the B3 ESG Index increased awareness of sustainability in larger public companies, but had limited impacts on the wider SME community due to macroeconomic instability reducing the investment horizon for SMEs [4].

From Cost to Value: The SDG Return on Investment

One of the common misunderstandings among practitioners when considering SDG alignment is its status as a solely costly process, which was historically the most powerful barrier preventing SME engagement. As illustrated in figure 3, this perception is challenged by the analysis of two metrics over the time span between 2018 and 2024 for three different countries (Germany, Malaysia, and Kenya): cost of compliance with SDG requirements (as a percentage of total SME income) and

additional income as a consequence of adopting sustainability (using such indicators as sustainability premium for procurement, exports, and loans)..

It is noteworthy that the data provide evidence of a crossover effect, which is essential for decision-making in SMEs. Compliance costs among German SMEs have reached a peak of 2.5 percent of sales in 2020 during the first transposition of the EU Green Deal policy into procurement policies in the country, only to drop gradually through efficiency gains. In contrast, revenues have shown compound growth, surpassing compliance costs around 2021 and growing to 6.1 percent of revenues by 2024. The crossover phenomenon is consistent with the theory of Schaltegger et al., (2012) [1], who argue that if sustainability is integrated into the business strategy rather than imposed as an addition for reporting purposes, it will start generating efficiency and premium access.

In Malaysia, the crossover for SMEs is estimated to take place during the period from 2024 to 2025, and for Kenya, it is estimated to be in the year range from 2026 to 2027. The differences in these estimates are due not only to institutional maturity but also to the rate at which green procurement demands are imposed by export market buyers.

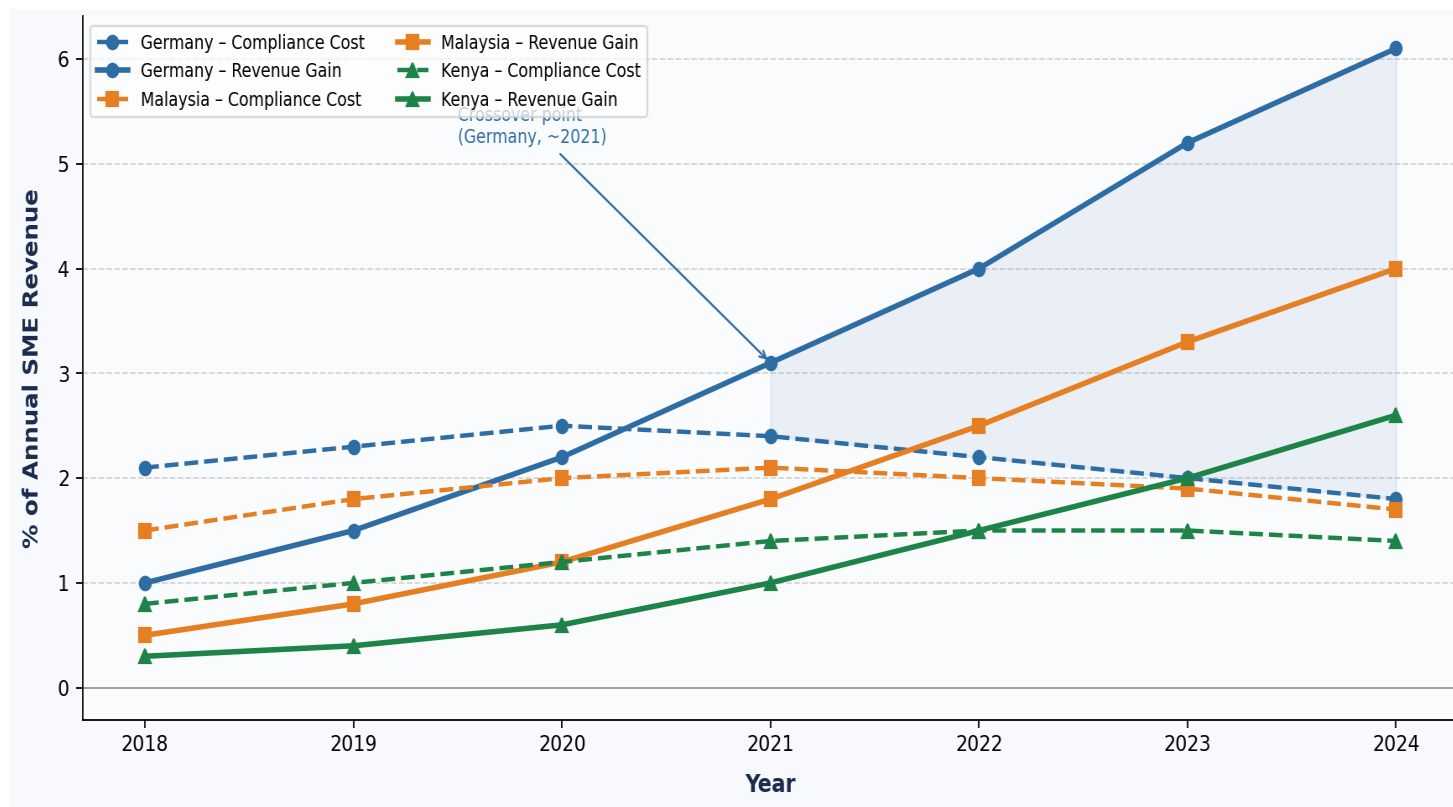


Figure 3: SDG Compliance Cost vs. Revenue Gain for SMEs (2018–2024)

The Kenyan horticulture and textile SMEs are increasingly faced with the demand of the EU Deforestation Regulation and carbon-border adjustment demands by the European buyers, making the practical benefits of alignment to SDGs more compelling than purely domestic policy would make possible [5]. The demand signal coming from outside is a crucial catalyst that cannot be replicated by any policy framework alone.

India finds itself in a unique situation here. The requirement for large buyers to report under the Securities and Exchange

Board of India’s Business Responsibility and Sustainability Reporting (BRSR), applicable for the country’s 1,000 largest listed companies since 2022, has led to a substantial need for information about supply chain sustainability among large buyers, which subsequently gets transmitted down the chain to SMEs. As a result, Indian SMEs are embracing Layer 3 practices of the Blueprint faster than would be expected given that they have not completed their materiality assessments yet (UNDP, 2022). Thus, the India case shows how the connection between businesses and the SDGs can be established without following

all the steps proposed by previous studies, implying that the Blueprint's structure should be interpreted as a network rather than a linear sequence.

Implementation Pathway and Practitioner Guidance

Putting into practice the Blueprint for Balance will mean that SMEs need to follow a planned and yet flexible process. The very first practical phase will involve a Rapid Context Scan (Layer 1), which means that there will be a systematic analysis of all the national SDG voluntary reviews, relevant stock exchange sustainability reporting requirements, and sustainability reporting by the three to five largest customers/buyers. Such a Rapid Context Scan will take two to four weeks depending on how resourceful the SME is, and it may be done using publicly available information.

Step two entails performing a Materiality Assessment (Layer 2), based on the GRI double-materiality principle that requires firms to determine those sustainability topics that are most likely to affect their financial results (financial materiality) and, those sustainability topics in which their activities cause the greatest impact on society and the environment (impact materiality). For majority of SMEs, this exercise could be conducted in the form of a two-hour brainstorming exercise involving senior management with use of pre-designed prompts and stakeholder survey sent to their main stakeholders (customers, suppliers and

employees). The output will be the creation of an SDG Alignment Matrix.

Layer 3 is where most efforts will be made in terms of operations. In accordance with the Alignment Matrix, the SME formulates an action plan for two years based on the areas with the highest priority in the operational domain. Studies done by World Bank Group in Germany and Malaysia show that the actions with the highest returns on investments fall into three categories: energy efficiency measures (the average payback period being 2.3 years in the two countries mentioned), social code of conduct for suppliers, and gender equality among employees with respect to talent management [6].

Layer 4 – monitoring and reporting – has been found to be one of the least resourced layers in SMEs' sustainability programs. According to Yin, (2018), the lack of a robust data framework results in SMEs losing interest in the sustainability program after the adoption phase as the reporting requirements increase without the development of any relevant framework to handle such increased reporting activities [4]. To address this, the Blueprint suggests that for the first two years, SMEs should adopt the minimal reporting requirement, which involves reporting between 3-5 quantitative key performance indicators annually on a baseline through a standard framework developed using GRI's SME reporting pathway approach. At this stage,

third party validation may be desirable but is not necessary; industry associations will serve well as third-party reviewers.

The findings reported in this paper lead to a rather obvious conclusion: sustainability in the context of small businesses cannot be thought of as charity or a regulatory imposition it must be regarded as a business design problem with tangible financial gains. The nations who adopted the thinking framework described in the Blueprint for Balance in their national policy structures, such as Germany and South Korea, who used a sector-specific toolkit and multi-tiered disclosure system respectively, are already seeing the emergence of first-mover advantages in the green purchasing and sustainable investments in their SMEs sectors. The other countries, those which are still at a lower stage on the road of adopting the principles of the Blueprint, such as Kenya, Nigeria, and India, are taking advantage of increasing pull due to trade and development financing conditionalities on international levels. In any case, the framework established by the Blueprint, characterized by its context sensitivity, strategic alignment, operational specifics, and iteration mechanisms, can serve as a long-lasting structure for small firms aspiring to make sustainability an intrinsic part of their activities.

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