



The role of Asset Management, Cost Control, and receivables management policies in improving the Financial Resilience of PT Unilever

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Abstract. *This article discusses the role of asset management, cost control, and receivables management policies in improving financial resilience amid the Covid-19 outbreak, PT Unilever. The COVID-19 epidemic put tremendous financial pressure on many businesses, including Unilever. The research of this article was conducted using ku research methodologyantitaiif.The result of thi re earchmviewAsset Management, Cost Control, and receivables policies have significant potential for Unilever'S long-term financial stability. Effective management of an organization's assets helps improve the efficiency and effectiveness of the use of those assets, enabling the organization to maximize the potential financial benefits of those assets. Effective monetary management can reduce the company's operating costs and increase profitability. A good receivables policy can also help reduce credit risk and improve business license requirements. In conclusion, this article highlights how important it is to use asset management, cost control, and receivables policies to improve a company's financial performance, especially in difficult situations such as the COVID-19 pandemic.*

Keywords: *Asset Management, Cost Control, receivables management, Financial resilience*

INTRODUCTION

PT Unilever first set up shop in Indonesia in 1933, but it was not until 1980 that they decided to change the name of Unilever's local business to PT. Unilever Indonesia. A global company with headquarters in London, England, is PT Unilever Indonesia Tbk. Currently, there are more than 400 trademarks owned by PT. Unilever Indonesia in the field of production of food, beverages, cleaners, and personal care products, and this trademark is located in more than 190 countries. Starting in 1981, PT Unilever began trading on the Indonesia Stock Exchange and acquired 4 subsidiaries, including:

1. PT Anugrah Lever, established in 2000.
2. PT Technopia Lever, a successful business established in 2002 as a joint venture with Technopia Singapore Pte.
3. On January 21, 2004, PT Knorr Indonesia was purchased.

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The effect of the Covid-19 pandemic on the financial performance of business actors listed on the IDX is the main topic of this article. Based on the findings of the study, the Current Ratio in the transportation business in the period 2019 and 2020 was affected by Covid-19, although the difference between the two was not too large. The ability to pay off debt in the future is demonstrated by the company's strong assets and will be able to sustain it.

Based on the findings of the study, PT Unilever Indonesia experienced a negative impact due to the Covid-19 outbreak. Most measures of financial performance are severely affected; for example, liquidity ratios and current ratios before and after the epidemic differ significantly. The rapid ratio also varied dramatically between before and during the outbreak. Both had very different solvency ratios before and during the pandemic.

During the Covid-19 pandemic, PT Unilever faced major challenges in maintaining the company's financial resilience. However, through the implementation of asset management, cost control, and receivables management policies, PT Unilever can improve the company's financial resilience. The implementation of asset management policies is very important in increasing PT Unilever's financial resilience during the Covid-19 pandemic. PT Unilever must ensure that its assets are used optimally to generate profits for the company. In this case, PT Unilever can utilize digital technology to optimize the use of company assets.

In addition, cost control is also the main focus of PT Unilever in increasing financial resilience during the Covid-19 pandemic. PT Unilever must ensure that the company's expenses are well controlled and do not exceed the company's income. In this case, PT Unilever can perform cost efficiency and reduce unnecessary operational costs.

Receivables management is also an important factor in increasing PT Unilever's financial resilience during the Covid-19 pandemic. The ability to collect properly and avoid delays in the company's receivables is what PT Unilever must ensure. In this case, PT Unilever can improve the process of managing receivables with digital technology and conduct a review of the company's credit policy. PT Unilever was able to improve the company's financial resilience during the Covid-19 outbreak by implementing solid

asset management, cost control and receivables management practices. This will enable PT Unilever to thrive in the midst of challenging situations.

Formulation of the problem

1. How is the impact of the covid-19 pandemic against financial performance of PT Unilever and what efforts should be made by the company to improve financial
2. What are the asset management policies of cost control and receivables management implemented by PT Unilever on the covid 19 pandemic period and how does it affect the company's financial resilience ?
3. Is there a difference in the effect of asset management, cost control and receivables management policies on PT Unilever's financial resilience during the Covid 19 pandemic compared to normal conditions before the pandemic.
4. Are there any factors that affect the financial resilience of PT Unilever other than Asset Management, Cost Control and receivables management policies ?
5. Bagaimana strategi, tantangansertaupaya yang dilakukan PT Unilever dalam menjaga financial resilience selama masa pandemic covid 19

Research Objectives

1. Knowing how the impact of the covid-19 pandemic on PT Unilever's financial performance and what efforts must be made by the company to improve financial
2. Know the asset management policy of cost control and receivables management applied by PT Unilever during the covid 19 pandemic and how does it affect the company's financial resilience ?
3. Knowing the difference in the influence of asset management policies, cost control and receivables management on PT Unilever's financial resilience during the Covid 19 pandemic when compared to normal conditions before the pandemic.
4. Explain the factors that affect the financial resilience of PT Unilever aside from asset management policies, cost control and receivables management ?
5. Explain the strategies, challenges and efforts made by PT Unilever in maintaining financial resilience during the covid 19 pandemic

Research Benefits

1. Helping businesses better understand the impact of the Covid-19 outbreak so they can take the necessary steps to improve financial performance.
2. Know the policies of asset management, cost control, and receivables management and their impact on the company's financial resilience, so as to provide guidance for other companies facing similar situations.
3. Knowing the differences in the influence of asset management policies, cost control, and management when compared to normal conditions before the pandemic, so that it can provide important information for companies in facing similar crises in the future.

Research Scope

Financial performance of PT Unilever: this article can focus on analyzing the financial performance of PT Unilever over three years, taking into account aspects such as revenue growth, profitability and financial health of the company.

1. The capital structure of PT Unilever
2. Risk management PT Unilever:
3. Disclosure of information PT Unilever.
4. Comparison of PT Unilever's financial performance with other industries.

LITERATURE REVIEW

Understanding Asset Management

Asset Management arises as a result of an abundance of resources, including infrastructure that is still not well managed and both natural resources (SDA) and Human Resources (HR). Natural resource management is done through asset management. To assist in the implementation of good corporate governance, which involves the implementation of accountability, participation and openness, it is important to act fairly and optimally. However, his field of knowledge is not yet fully developed and is loved in the neighborhood.

(Hariyono, 2007), The South Australian government defines asset management as "a process for controlling demand and directing the acquisition, use and disposal of an asset in order to maximise its capacity to provide services and manage risks and costs over its lifetime." In order to effectively exploit the potential of assets for service delivery

and to control risks and costs when they are used, this concept refers to the process for managing demand and directing the acquisition, use and disposal of assets.

Asset Management, in the words of Danylo and Lemer (cited in Hariyono, 2007), is also a “methodology of allocating resources efficiently and evenly among valid and competitive goals and objectives” (efficient methodology and equitable allocation of resources to achieve goals).

The Importance Of Asset Management In Improving Company Performance:

1. Improve operational efficiency.
2. Increase investment value.
3. Improve asset reliability and performance.
4. Extend the life of assets.
5. Optimize capital expenditures.
6. Improve the safety and security of operations.

The Effect Of The Covid Pandemic On Corporate Finances

According to the idea of supply and demand, a pandemic can have an impact on the supply and demand of a company's goods or services. Due to travel restrictions and reduced social activity, the pandemic may result in a decrease in demand for company goods and services. Meanwhile, a company's product or service offerings can be affected by supply chain disruptions, which will raise production costs and decrease liquidity.

In production cost theory adjusting its business model to keep it functioning during a pandemic, this can have an impact on the company's production costs. The company's production costs may rise, which will reduce liquidity. Examples of additional expenses include the price of medical supplies and the cost of hiring medical staff.

Financial theory management: due to declining sales and rising costs, the pandemic may have an impact on the company's liquidity. Therefore, businesses can be challenged to meet their financial commitments, such as paying staff salaries and debts.

Cost Control

(Siegel & Shim, 1999), "Cost Control is steps taken by management to ensure that cost targets determined at the planning stage are met, and to ensure that all segments of the organization function consistently. in their behavior with an effective cost control strategy.

According To Henry (Simamora, 1999), "Cost control is equality analyze emerging differences to identify controllable causes and take action to improve or adjust planning and control in the future."

There are many cost control strategies that can be applied in business, such as:

1. Budgeting (making a budget)
2. Cost-benefit analysis, second
3. ABC, or activity-based costing
4. Lean administration

Cost control factors.

Cost control can be influenced by a number of factors, such as:

1. Effective budget planning: when creating a budget plan
2. Risk analysis:.
3. Managing changes:
4. Effective surveillance and monitoring:
5. Use of technology:

The following justifies the importance of cost control in increasing business profits:

1. Improve operational effectiveness :
2. Prevent Loss
3. Fixed Label:
4. Offering Capital Investasi

Receivables Management

(Surono, Rahayu, & Z.A, 2015)The process of managing and controlling invoices or debts that customers or other parties have for a business or individual is known as receivables management. Receivables management seeks to improve a company's cash flow, lower the risk of losses from bad debts, and ensure that payments on receivables are paid on time.

There are several common forms of receivables, including:

- a. Accounts receivable: Debt arising from companies that sell goods or services.
- b. Money order receivable: debt resulting from a check or money order written by a client.
- c. Rental receivables are debts that arise due to renting out products or other property.
- d. Tax receivables: debts incurred due to tax payment obligations.
- e. Other receivables: trade receivables that do not constitute the aforementioned categories of receivables, such as loans or interest on deposits.

Financial Resilience

(Pandin, Sandari, Surahman, & GS, 2023) Household financial resilience is the ability to endure and manage events in life that have an effect on household wealth and income. Each individual has a different immune system depending on his background and life experience and can be used if necessary. Endurance capacity is the ability to endure life's challenges. Positive, focused, adaptable, organized, and proactive behaviors are five traits that define resilience.

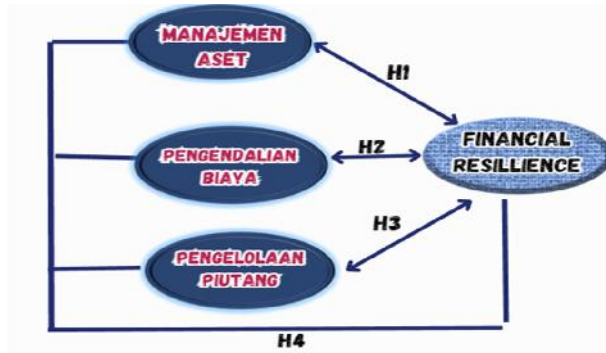
Durability Finance is the capacity of an entity (such as a company, organization, or individual) to survive and recover from a financially unfavorable event or condition, such as an economic crisis, natural disaster, or pandemic.

There are several factors that affect the financial resilience of an entity, such as a company. Here are some factors that can affect financial resilience:

1. Financial structure: a strong financial foundation, such as a low debt-to-equity ratio, can lower a company's risk of bankruptcy and increase its capacity to manage financial pressures in difficult times.
2. Corporate diversification: effective corporate diversification can help companies lower risk and diversify their revenue streams
3. Risk management: building financial resilience requires the ability to recognize, calculate, and manage the financial risks a business faces.
4. Financial strategy: companies can control risks and develop long-term financial strength by implementing sustainable and long-term-oriented financial strategies.
5. Reserve for emergency funds: having an emergency fund or sufficient capital reserves can help a business get through difficult Financial Times and reduce liquidity problems.

6. Regularly monitoring financial performance and taking appropriate action can help businesses find and fix financial problems before they get worse.

Conceptual Framework



H1: Asset Management affects financial resilience

H2: cost control effect on financial resilience

H3: receivables management effect on financial resilience

H4: Asset Management, Cost Control and receivables management affect financial resilience

RESEARCH METHODOLOGY

Research Object

PT Unilever Indonesia Tbk, a company that produces, markets, and distributes consumer goods is the subject of this study. An organization listed on the Indonesia Stock Exchange (IDX) is PT Unilever Indonesia Tbk.

Research Time

Time the study was conducted on February-May 2023 .

Data types and sources

a. Data Type

Because the data that researchers collect in the form of numbers, the type of research used is quantitative research. The quantity of numbers used in quantitative research procedures, from data collection procedures to data interpretation, is known as quantitative research methods. Quantitative research methods are described as a series of methodical examinations of phenomena through data collection that will later be quantified using mathematical or computational statistical tools.

b. Data Sources

In this study, secondary data was used. Information collected indirectly or information contained in official company documents are examples of secondary data. The Website of PT Unilever Indonesia Tbk serves as a storage place for research data.

Data Collection Techniques

Documentation is a data collection technique used in this study. Collecting data from the financial records of companies that have been registered or published as appropriate, in the form of Annual Reports published on the website of PT Unilever Indonesia Tbk.

Data Collection Methods

Using the documentation methodology, data is collected from the company's financial statements that are recorded or published officially, in the form of annual reports published on the PT Unilever Indonesia Tbk website for the financial year 2019-2021.

Data Analysis Methods

The organization of data in a coherent framework that makes sense is the goal of data analysis. The time series data analysis method, which shows the results several years later, is used to examine the financial statements of the report. After that, the report number is changed to an index number with a base year, allowing researchers to monitor the company's progress over time.

ANALYSIS AND DISCUSSION

Asset Management Policy

Calculation Current Ratio

$$\text{Current ratio} = \frac{\text{Aktiva Lancar}}{\text{Hutang Lancar}} \times 100\%$$

No	Year	Current assets (Current Ratio)	Current Debt (Current Ration)	Current Ratio
1	2019	8.530.334	4.414.523	1,932334252
2	2020	8.828.360	4.269.313	2,067864314
3	2021	7.642.208	4.553.936	1,678154458
	average	8.333.634	4.412.591	1,892784342

From the data provided, it can be observed that PT Unilever has a fairly healthy current ratio in the three-year period. This financial ratio indicates that the corporation can pay its short-term liabilities with the help of its current assets.

The company's current ratio for 2019 is 1.93. This suggests that at that time, the company's current assets were twice as much as its short-term liabilities. The current ratio grew to 2.07 in 2020, demonstrating the company's increased capacity to meet its short-term commitments. The current ratio will drop to 1.68 in 2021, which could signal a decline in the company's ability to meet its short-term obligations.

The average company current ratio over the past three years is 1.89. PT Unilever has the capacity to cover its short-term liabilities using current assets, although the company may need to adjust its resource and financial management due to the great volatility in the current ratio over the past three years.

Calculation Of Solvency Ratio

$$\text{Solvency Ratio} = \text{Current ratio} = \frac{\text{Total Hutang}}{\text{Total Modal}} \times 100\%$$

No	Year	Total Debt	Total Modal	Debt To Equity Ratio (%)
1	2019	4.516.954	5.281.862	0,855182131
2	2020	4.227.616	4.937.368	0,856248916
3	2021	4.751.352	4.321.269	1,099527014
	average	4.498.641	4.846.833	0,93698602

To analyze the solvency ratio of the data provided, we will focus on the Debt to Equity Ratio, which measures how large the proportion of the total debt of a company is to the total equity or capital of its owners.

From the data provided, we can see that the company experienced a decrease in total debt from 2019 to 2020, but it rose again in 2021. On the other hand, the company's total capital fluctuated between 2019 and 2021.

If we look at the Debt to Equity Ratio, we can see that the company has maintained this ratio above 0.85 for three consecutive years, which indicates that the company has more debt compared to the capital of its owners. Although this ratio increased in 2021, it is still within a reasonable range.

Therefore, in terms of the solvency ratio, the company still seems to be able to meet its financial obligations, despite the relatively high level of debt. However, it is very important to also consider other factors such as cash flow, liquidity and profitability of the company in carrying out a more comprehensive financial analysis

Calculation Of Total Asset Turnover

$$\text{Total aset turnover} = \text{Current ratio} = \frac{\text{penjualan}}{\text{Total Aktiva}} \times 100\%$$

No	Year	Sales	Total Assets	Total Asset Turnover
1	2019	42.922.563	20.649.371	2,078637795
2	2020	49.972.474	20.534.632	2,433570468
3	2021	39.546.959	19.068.532	2,073938308
	average	44.147.332	20.084.178	2,19538219

The effectiveness of utilizing a company's total assets to generate sales is measured by a ratio called the total asset turnover ratio. The corporation is more effective in generating income from its assets when this ratio is higher.

Based on the data provided, it can be seen that the total asset turnover ratio of PT Unilever has an average of 2.19538219. That is, every rupiah invested in assets, the company is able to generate sales of Rp2,19538219.

With a total asset turnover ratio of 2.078637795 for 2019, PT Unilever was able to generate sales of 2.08 times its total assets.

The total asset turnover ratio for PT Unilever grew to 2.433570468 in 2020. Circumstances this is meshow business can use its entire assets more effectively to generate sales for the year.

However, to in 2021, PT Unilever's total asset turnover ratio decreased to 2.073938308. Circumstances this is meshow companies are slightly less efficient in using total assets to generate sales in the year.

In conclusion, PT Unilever looks to have a fairly high total asset turnover ratio over the past three years. However, the decline in the ratio in 2021 suggests that the company needs to further evaluate the use of its total assets to generate sales.

Cost control in PT Unilever

Types Of Fees	Year		
	2019	2020	2021
Operating Costs	Rp32, 801, 657	Rp33, 521, 462	Rp31, 864, 195
Overhead Costs	RP3, 861, 481	RP4, 357, 209	IDR 408,012
Marketing Costs	RP8, 049, 388	Rp 8,628,647	Rp 7,864,452

Cost control there are 3 types of costs, among others: operational costs, overhead costs, and marketing costs. The increase and decrease in operating costs at PT Unilever can be seen from 2019-2021. In 2019 and 2020, there was an increase of Rp 719,805 or 2.19%. While in 2021 it decreased by Rp 1,657,267 or 4.95%.

In overhead costs in 2019 to 2020, there was an increase of Rp 495,728 or 12.83%. In 2021, it decreased by Rp 3,949,197 or 90.63%. Meanwhile, marketing costs in 2019 and 2020 also increased by Rp 579,259 or 7.19%. However, in 2021 it decreased by Rp 764,195 or 8.86%.

Financial resilience is critical for any organization during a crisis such as the COVID-19 pandemic, and Unilever is no exception. There are several cost control options that Unilever can implement during the pandemic, such as looking for cheaper alternatives to Labor, infrastructure or raw materials, reducing overhead costs, delaying or reducing marketing and promotional costs, as well as analyzing cost-benefits to make better use of them. Good. source. By implementing efficient cost controls, PT Unilever can reduce costs and increase profits, which can help maintain a healthy cash flow and improve the company's ability to deal with challenging situations during the COVID-19 pandemic

To maintain financial resilience during the pandemic, businesses have taken various steps, such as maximizing the use of digital technology to increase productivity and reduce costs, diversifying businesses, suppliers and supply chains to minimize supply

chain disruptions, implementing cost savings and control measures to increase adaptability and flexibility in responding to changing consumer needs, and explore additional financial options such as investments from strategic partners or debt or equity financing.

PT Unilever has taken several strategies to increase financial resilience during the COVID-19 pandemic, such as tight cost control and allocation of funds to more critical aspects of the business, focus on products that consumers need during the pandemic, increase online or e-commerce business, optimize existing resources, develop new products, and establish cooperation with other parties to strengthen and improve its business.

However, PT Unilever faced several challenges in maintaining financial resilience during the COVID-19 pandemic, such as decreased demand for products due to social restrictions and decreased consumer purchasing power, disrupted supply chains, increased operating costs due to social restrictions, strong business competition, and behavioral changes. consumers in buying and using products during the pandemic.

To overcome these challenges, PT Unilever has taken several actions, such as increasing efficiency in the supply chain and production, innovating and strengthening marketing strategies, and adapting to changing consumer needs. By facing these challenges, PT Unilever can innovate, optimize business strategies, and increase financial resilience to survive and thrive during the pandemic.

Hypothesis Testing

One-Sample Test						
	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
manajemen aset	16,176	2	,004	3,16537	2,3234	4,0073
pengelolaan piutang	18,206	2	,003	1,06618	,8142	1,3182
pengendalian biaya	-1,040	2	,408	-31,19652	-160,2713	97,8783

One sample t-test is a test method that compares the average of one variable with a predetermined constant value as its mechanism of action.

t = t-value based on the results of statistical tests on asset management is 16.176, receivables management is 18.206 and cost control -1.040. The degree of freedom of the sample used is 2. Sig. (2-tailed) = p-value of asset management test result is 0.004, receivables management is 0.003 and cost control is 0.408.

The 95 percent Confidence Interval of Difference is the upper limit and lower limit for the 95 percent confidence interval in asset management of 2.3234 and 4.0073, receivables management of 0.8142 and 1.3182, and cost control of -160.2713 and 97.8783.

	N	Mean	Std. Deviation	Std. Error Mean
manajemen aset	3	3,1654	,33894	,19569
pengelolaan piutang	3	1,0662	,10143	,05856
pengendalian biaya	3	-31,1965	51,95961	29,99889

The 95 percent Confidence Interval of Difference is the upper limit and lower limit for the 95 percent confidence interval in asset management of 2.3234 and 4.0073, receivables management of 0.8142 and 1.3182, and cost control of -160.2713 and 97.8783.

	Mean	Std. Deviation	N
manajemen aset	3,1654	,33894	3
pengelolaan piutang	1,0662	,10143	3
pengendalian biaya	-31,1965	51,95961	3

In descriptive statistics, the average sample of asset management is 3.1654, receivables management is 1.0662 and cost control is -31.1965 with standard deviation of 3 samples 0.33894, 0.10143 and 51.95961.

Correlations

		manajemen aset	pengelolaan piutang	pengendalian biaya
Pearson Correlation	manajemen aset	1,000	,727	-,588
	pengelolaan piutang	,727	1,000	,128
	pengendalian biaya	-,588	,128	1,000
Sig. (1-tailed)	manajemen aset	.	,241	,300
	pengelolaan piutang	,241	.	,459
	pengendalian biaya	,300	,459	.
N	manajemen aset	3	3	3
	pengelolaan piutang	3	3	3
	pengendalian biaya	3	3	3

It can be concluded that the value of p-value obtained in asset management $0.004 < 0.05$ then (H0) rejected or no significant effect on financial resilience, receivables management $0.003 < 0.05$ then (H0) rejected or no significant effect on financial resilience and cost control $0.408 > 0.05$ then (H0) accepted and significant effect on financial resilience.

CONCLUSIONS AND ADVICE

Based on research on the role of asset management, cost control, and receivables management policies in improving PT Unilever's financial resilience during the COVID-19 pandemic, it can be concluded that these three factors play an important role in maintaining the company's financial health during the crisis.

Good asset management allows a company to optimize the use of resources at its disposal, reduce the risk of unnecessary loss of assets, and increase operational efficiency. Strict cost control helps companies to avoid waste, prioritize important expenses, and proactively manage financial risks. While effective receivables management allows the company to reduce the risk of bad debts and increase cash flow.

Therefore, in the face of difficult times such as the COVID-19 pandemic, companies must pay attention to these three factors and implement appropriate policies to ensure their financial resilience. This can be done by strengthening asset management, implementing strict cost controls, and improving receivables management. In this way, the company will be able to survive and even grow in crisis situations such as the COVID-19 pandemic.

Advice

For companies, it is advisable to conduct periodic evaluations of asset management policies, cost control, and receivables management that have been implemented. This evaluation can help the company to determine the extent to which the policy is effective and efficient in maintaining the financial health of the company, as well as identify areas that need to be improved or improved. In addition, the company should also have a mature contingency plan to deal with crisis situations such as the COVID-19 pandemic, including in terms of asset management, cost control, and receivables management. By having a mature contingency plan, companies can be better prepared for difficult times and maintain their financial resilience.

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