

## Implementation of Green Entrepreneurship at PT Greenfields Indonesia

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### ABSTRACT

This research discusses the implementation of green entrepreneurship at PT Greenfields Indonesia, a manufacturing company that has started to apply green concepts in the implementation of its operations. As the largest livestock integrated manufacturing company in Southeast Asia, PT Greenfields Indonesia is a company committed to implementing an environmentally friendly concept. Starting from the process on the farm, the production process in the factory, product packaging, waste treatment, to preparing CSR for the environment around the factory and farm. This research uses a qualitative method, this research aims to display the implementation of green entrepreneurship that has been applied at PT Greenfields Indonesia. The results of this study show that the implementation of green entrepreneurship not only supports survival, but also improves the company's image and consumer loyalty. In the future, it is hoped that this research will be able to become additional literature for future researches.

## **INTRODUCTION**

The current condition of the earth is increasingly worrying. Climate change and increasingly uncertain seasonal shifts, environmental changes, deforestation for resort, industrial, and residential projects, and many other factors are making conditions worse. Of course, we can feel that the earth is currently getting warmer. Today, we are not only experiencing global warming, but the current condition of the earth seems to be boiling.

Global Boiling is a condition in which the earth has experienced extreme warming caused by human activities and the greenhouse effect. So that if it can be described the current condition of the earth is much more dramatic than the previous condition. The World Meteorology Organization (WMO) said July 2023 was the hottest month in Earth's history.

One of the main causes of Global Boiling is due to human activities, especially the burning of fossil materials such as coal, petroleum, and natural gas. This process releases large amounts of carbon dioxide (CO<sub>2</sub>), in addition, other greenhouse gases released into the atmosphere also create a greenhouse effect that increases the earth's temperature. Deforestation also contributes, as trees can no longer absorb CO<sub>2</sub> effectively, Fenia (2023).

Some of the things that can happen as a result of global boiling, include (Kamal, 2023):

- Spread of the disease. Lyme disease, West Nile virus, dengue fever and malaria have increased significantly due to rising temperatures and changes in rainfall patterns.
- Scarcity of water and food. Climate change has a devastating impact on the availability of water and food. Dirty water has the potential to spread disease. Global warming can reduce crop yields, trigger food shortages, and drive up prices.
- Air pollution. Global warming increases the formation of ozone at the ground level, exacerbating particulate pollution. WHO noted that as many as 99% of the world's population is exposed to poor and suboptimal air quality based on air quality guidelines.
- Population migration displacement. Extreme weather changes are causing population migration, especially from low-lying coastal areas and vulnerable areas. Migration will occur to higher areas to get a more comfortable temperature.
- Mental health and psychological well-being. The condition of the earth that is increasingly uncomfortable clearly has a negative effect on human mental health. Reduced basic needs such as water are a high stressor.

Because the condition of the earth is increasingly worrying, humans need to make changes through actions to make the earth better to live in. We need to reduce activities that can increase the greenhouse effect to slow down the increase in global temperature, such as switching to the use of renewable energy, reducing industrial emissions, switching to environmentally friendly transportation, and good waste management.

Rapid economic growth followed by an increase in the number of industries contributed to changes in the earth's conditions. And now industry

players are starting to implement more environmentally friendly strategies to maintain environmental balance and save the earth, but still be able to achieve their business goals. A business concept that is oriented towards environmentally friendly products or services, is referred to as green entrepreneurship.

Although the concept of green entrepreneurship has been widely discussed in the global literature, most research is still focused on multinational companies or technology-based start-ups in developed countries. In addition, the literature that discusses the implementation of green entrepreneurship in manufacturing companies is also still very limited. Manufacturing has a huge role to play in the domestic industry, and its existence must include the responsibility to maintain environmental sustainability and sustainability for the long term. This research aims to discuss the implementation of green entrepreneurship in domestic manufacturing companies, and the extent to which the company's components implement it.

## **THEORETICAL REVIEW**

### ***Definition of Green Entrepreneurship***

Gevrenova (2015) describes green entrepreneurship as a company's activity to produce environmentally friendly products, with the aim of reducing production costs and utilizing natural resources sustainably, through energy efficiency. Meanwhile, Guziana (2011) explained that green entrepreneurship is an activity for companies to produce green products and implement a green production process, which as a whole is the benefit and long-term sustainability.

Green entrepreneurship encompasses various aspects of "green" that focus on sustainability and environmental friendliness. Here are some of the main elements that are part of green entrepreneurship:

1. Green Product or environmentally friendly products, which are products made with environmental impact in mind, such as:

The product is organic, without harmful chemicals.

- Recycled or upcycle products, reusing used materials.
  - The product is biodegradable, biodegradable and does not pollute the environment.
  - Energy-efficient products, such as the use of LED lights or electronic equipment with low energy consumption.
2. Green Process or environmentally friendly production process, which is the process of producing products by trying to reduce negative impacts on the environment, such as:
    - Energy efficiency, through the use of renewable energy resources such as solar or wind power.
    - Waste management, which is reducing, recycling, or processing industrial waste so as not to pollute the environment.
    - The use of sustainable raw materials, such as bamboo as an alternative to wood.
  3. Green Marketing , which is a marketing strategy that emphasizes sustainability, for example:
    - Educate consumers about the benefits of green products.

- Eco-friendly packaging, for example using recycled paper or biodegradable plastic.
  - Labeling eco-friendly.
4. Green Management (sustainable business management), which integrates sustainability principles in company management, includes:
    - CSR (Corporate Social Responsibility) policy means a company's commitment to operate ethically and responsibly to the community.
    - Efficient use of materials and resources.
    - Encourage eco-friendly practices in the supply chain.
  5. Green Technology (environmentally friendly technology), which is the use of technology as an effort to reduce negative impacts on the environment, such as:
    - Renewable energy, such as solar panels, wind turbines, biofuels.
    - Water efficiency technology, through wastewater treatment, water-saving irrigation.
    - Green transportation technologies (electric vehicles, hydrogen fuel).
  6. Green Finance (sustainable finance). Sustainability-oriented funding or investments, for example:
    - Green bonds to support environmentally friendly projects.
    - ESG (environmental, social, and governance) investments that consider environmental impacts.
    - Green crowdfunding to support startups or environmentally-based businesses.

By adopting these aspects, green entrepreneurship helps to create a business model that not only focuses on the company's profits but also contributes to maintaining environmental balance and long-term sustainability.

### ***Aspects of Green Entrepreneurship According to Experts***

Several experts have discussed the aspects of *green entrepreneurship* in various studies. Here are some of them:

1. Schaper (2002) in *The Essence of Ecopreneurship*. Schaper emphasizes that green entrepreneurship includes aspects of:
  - Environmental Innovation, through environmentally friendly products or services.
  - Resource Efficiency, through the use of more economical and sustainable raw materials.
  - Social Responsibility, which is concern for the community and the environment.
2. Dean & McMullen (2007) identified that green entrepreneurship has three main aspects, namely:
  - Environmental Degradation Reduction, which is reducing environmental degradation through innovation such as pollution, deforestation, or global warming.
  - Sustainability-Driven Opportunity Recognition, which is looking at long-term sustainability-based business opportunities.

- Market-Based Solutions for Environmental Issues, which uses market mechanisms to address environmental problems.

Dean & Mc. Mullen (2007) also emphasized that sustainable entrepreneurship is an effort that not only aims to seek economic benefits, but also seeks to preserve the environment and improve the quality of life of the community for the better.

3. Hall, Daneke, & Lenox (2010) in the article "*Sustainable Innovation and Entrepreneurship*", Hall, Daneke, and Lenox identified that green entrepreneurship involves:

- Sustainable innovation and product development, which is a development effort that focuses on producing environmentally friendly products and services, reducing waste and the use of natural resources.
- Adaptation to environmental change, i.e. the ability to adapt to evolving environmental policies and changes in regulations related to sustainability.
- Green business models, which are the use of business models that promote sustainability, include products that are more efficient in energy use and that reduce negative impacts on the environment.

Hall et al. (2010) suggest that green entrepreneurship involves an innovative approach that seeks to strike a balance between environmental sustainability and economic benefits.

4. Schaltegger & Wagner (2017) identified several key aspects of green entrepreneurship, including:

- Sustainable innovation, namely the development of environmentally friendly products and services, as well as the implementation of more efficient production processes in terms of resource use and waste reduction.
- Creating environmental and economic value, green entrepreneurs create value by integrating environmental and economic goals, such as reducing carbon footprints or reducing energy use.
- Resource management, focusing on the use of renewable natural resources that are sustainable and environmentally friendly.

Schaltegger and Wagner emphasize the importance of green entrepreneurship in creating value that is not only economically beneficial but also beneficial for social and environmental sustainability.

5. Rahdari, Sepasi, & Moradi (2016) in *Achieving Sustainability Through Schumpeterian Social Entrepreneurship*. This research reveals that green entrepreneurship has three key aspects:

- Green Innovation (creation of environmentally friendly products and technologies).
- Green Leadership (leadership in a business that puts sustainability first).
- Green Strategy (development of business strategies based on long-term sustainability).

6. Gast, Gundolf, & Cesinger (2017) in *Doing Business in a Green Way: A Systematic Review of the Ecopreneurship Literature*. They identified key aspects of *green entrepreneurship* based on a systematic literature review:
- Economy, profitability of an environment-based business.
  - Social, awareness and community involvement in green business.
  - Environment, resource conservation, energy efficiency, and waste reduction.

**Related Research List:**

Table 1. Previous research

| <b>Author</b>                        | <b>Research Results</b>  |
|--------------------------------------|--|
| (Irwanto & Alhazami, 2023)           | PT. Batik Danar Hadi has implemented energy efficiency, using environmentally friendly materials, waste management in its production process.                    |
| (Abanan & Susilowati, 2023)          | Processing of tempeh waste, the use of animal manure to produce biogas, and the waste water from tempeh processing is processed for re-consumption of livestock. |
| (Ulwiyah & Mahirun, 2024)            | Companies have managed to increase their value by implementing green innovations and managing leverage well.   |
| (Meilani & Sukmawati, 2023)          | Green innovation and environmental responsibility remain the main points to maintain the sustainability of the company's business and reputation.                |
| (Kartiko, 2025)                      | The Green Ngawi policy has an effect on green entrepreneurial behavior among MSME actors in the wood industry in Ngawi Regency.                                  |
| (Yulianto, 2016)                     | PT. Cabot Indonesia implements an environmentally friendly strategy in its production, promotion, pricing, distribution and information.                         |
| (Prabowo & Suryanto, 2019)           | Lean and Green Manufacturing can improve production efficiency while reducing environmental impact.  |
| (Auliya, Marlyana & Fatmawati, 2021) | Green Manufacturing is very relevant to overcome the problem of production waste and improve the health of the work environment.                                 |

|                                      |   |
|--------------------------------------|---|
| (Febriana, Palit & Ardiansyah, 2022) | The implementation of GSCM has proven to be successful in terms of community satisfaction, and this implementation also contributes to maintaining the environmental ecosystem. |
| (Utomo & Pratiwi, 2021)              | Green Business has great potential to improve the performance of SMEs in Tarakan City, both in terms of economy, social and environmental.                                      |

Previous studies can be seen in table 1, showing the results that several domestic industry players have applied the concept of *green entrepreneurship* in their operational practices. However, most are still new to applying the green concept only in a few parts, generally in the treatment of industrial waste or leftover production products. That is why this study conducted observations on several manufacturing companies, to find out to what extent they implement the concept of *green entrepreneurship*. Then it was found that PT Greenfields applied *the best and most serious* green entrepreneurship concept in running it.

## METHODOLOGY

The purpose of this study is to find out the implementation of *green entrepreneurship* at PT Greenfield Indonesia, by displaying several previous studies related to the implementation of *green entrepreneurship*. This study uses a qualitative method with a case study approach. Data was obtained through in-depth interviews, observations, and documentation at PT Greenfields Indonesia. The analysis techniques used follow the interactive analysis model of Miles and Huberman.

Miles and Huberman's interactive analysis model is the most commonly used analytical technique in qualitative research based on interviews, observations, and documentation. According to Miles and Huberman (2014), qualitative data analysis involves three components that take place interactively: data reduction, data presentation, and conclusion drawing and verification.

## RESULTS AND DISCUSSION

### *Implementation of Green Entrepreneurship at PT Greenfields Indonesia*



**Figure 1. Greenfields Products**

PT Greenfields Indonesia is a dairy and dairy products company with factory-integrated dairy farms, the largest in Southeast Asia. It was founded in 1997 in Malang, East Java by a group of Australian and Indonesian businessmen, and was then a subsidiary of AustAsia Dairy Group. Greenfields has around 19,000 cows from Malang and Blitar farms, which are imported directly from Australia with Holstein and Jersey breeds. The farm area owned is 50 hectares in Mount Kawi, Malang and 172 hectares in Wlingi, Blitar with a total capacity to produce 100 million liters of milk per year.

Headquartered at South Tower 3rd Floor, Grand Boulevard BSD Green Office Park, BSD City Tangerang Banten, Greenfields is officially present in 2000 as a milk brand in Indonesia, and currently the variety of products sold includes fresh milk, UHT milk, drinking yogurt, yogurt pouch and cups, cheese, and whipping cream with the best quality owned by Greenfields. Greenfield's export range covers Singapore, Malaysia, Hong Kong, Brunei, and the Philippines. As for domestic sales B to B Starbucks, Kopi Kenangan, Indomaret Point, MAKO (ex breadtalk) and for retail at Hypermart, Carrefour, Superindo, Alfamart, and Indomaret.

As a dairy producer with the largest factory and farm in Southeast Asia, Greenfields has careful management related to *sustainability*. Engaged in green industries, utilizing green resources, Greenfields also takes into account waste treatment, environmental preservation around factories and livestock, as well as the use of renewable energy as a form of environmental responsibility and for long-term business stability.

Although he has not claimed to be a *green entrepreneur*, the results of the interview with Mr. Robby (Head of Finance PT GI) said that Greenfields has done several aspects of *green* as a form of commitment and sustainability goals, including:

- Carrying out *green process* practices of livestock and environmentally friendly processing using *tunnel ventilation barn* technology . It is a type of enclosed enclosure where air enters from one side (inlet) and is pulled out through the exhaust fan on the other, creating a tunnel-like airflow. Considering that Holstain and Jersey cattle are types of cattle that need cool air, this type of cage is very suitable and energy-efficient. Placing the farm on a mountain with cool air so that the cows are healthy and not stressed so that they can produce milk of the best quality and get the expected amount.



Source: [www.greenfielddairy.com](http://www.greenfielddairy.com)

**Figure 2. Cow Barn Tunnel Ventilation Barn**

- Implementing green technology and efficient waste treatment to reduce carbon footprint, as well as maintain biodiversity. *Waste water treatment* is applied in factories, and biogas reactors in farms. *Waste water treatment* is the process of converting waste water into water that can be reused or to be drained out (disposed of) without polluting the environment.
- A biogas reactor with a capacity of 12,000 m<sup>3</sup> was built to produce about 7,200 m<sup>3</sup> of biogas per day. The biogas is then processed to produce electricity as much as 15,800 kilo watts/hour. The use of these reactors also contributes greatly to more environmentally friendly wastewater treatment, by reducing the need for chemical oxygen (KOK) and biochemical oxygen (KOB) by up to 70%, as well as reducing the total suspended solids in the waste by up to 50%.



**Figure 3. Biogas PT Greenfields Indonesia**

- The Greenfields plant adopts the use of the latest solar and high-compression panels to improve energy efficiency. The electrical energy is then used for the entire factory area. The use of LED lights is also used to save energy.
- The use of eco-friendly packaging for all products.
- The use of palm shells and pecan shells as a source of energy biomass at PT Greenfields Indonesia.



Sumber: [www.greenfieldsdairy](http://www.greenfieldsdairy)

**Figure 4. Biomass Energy PT Greenfields Indonesia**

- The Greenfields Cattle Partnership Programme (KSG) is a form of Greenfields CSR for the residents around Greenfields. In this program, resident cows can get health services from Greenfields veterinarians, residents can buy animal feed from Greenfield so that their cows are of the same quality as Greenfields cows, residents can also sell milk from their cows to Greenfields if they meet quality standards, Greenfields provides *training*.



Figure 5. Greenfields Milk Partnership Program

Along with the demands of the increasingly unhealthy condition of the earth, everyone should have the same responsibility to maintain and restore the earth so that it remains comfortable as a place and a place to rest on life. Currently, not a few business actors are starting to implement management that focuses on the environment and long-term sustainability. The application of the "green" concept also has a positive impact on the company's image and also influences the decision to buy goods or services from them.

PT Batik Danar Hadi has successfully implemented energy efficiency, using environmentally friendly materials, and processing management (Irwanto & Alhazami, 2023). The concept of green innovation and green environmental responsibility is the main thing to maintain business sustainability and company reputation (Meilani & Sukmawati, 2023). PT Cabot Indonesia implements an environmentally friendly strategy in production, promotion, pricing, distribution, and other information (Yulianto, 2016). Green business has great potential to improve the performance of SMEs in the city of Tarakan, both in terms of economy, social, and environment (Utomo & Pratiwi, 2021). And based on the results of interviews and observations of researchers with sources, PT Greenfields Indonesia has applied the concept of green entrepreneurship comprehensively from the upstream to downstream production processes, as documented in this research.

Even though it is very good to implement, the concept of green entrepreneurship still has some obstacles and difficulties. High initial investment costs, technological limitations, lack of technical knowledge, and limited renewable and environmentally friendly natural resources are some of the most dominant obstacles.

Nevertheless, the profits that will be obtained in the future are also worth considering. Sustainability and a more decent life on earth, building a better corporate image, increasing consumer loyalty along with increasing trust in products, and ultimately increasing the company's profits. In the future, this concept needs to be echoed more widely, and needs to receive support from the government.

## CONCLUSIONS AND RECOMMENDATIONS

Although it has not specifically claimed to be a *green entrepreneur*, PT Greenfields Indonesia has implemented several *green concepts* in its management. *The tunnel ventilation barn model, waste water treatment processing, manufacturing, biogas manufacturing, solar panel utilization, environmentally friendly product packaging, and the establishment of the Greenfields milk partnership (KSG)* are a form of PT Greenfields Indonesia's real commitment to maintaining environmental balance and also for long-term sustainability.

### Recommendations

Based on the results of this research, the recommendations that can be given to companies are consistent in their commitment to implementing the concept of green entrepreneurship in a comprehensive and integrated manner, starting from upstream to downstream of the industry. Companies need to make *exposure* related to the implementation of *the green entrepreneurship* concept to the wider community. In addition to building a company's image, this can also increase consumer loyalty, as well as for the purpose of influencing other industry players, especially in the manufacturing sector.

### FURTHER STUDY

This research is also expected to be able to be an additional literacy for future research. Quantitative research related to the implementation of *green entrepreneurship* and its effect on financial performance is also interesting to be conducted. Future research can also examine it in other industrial sectors.

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