

## APPLICATION OF SUSTAINABLE BUSINESS MODELS: CASE OF DANONE-AQUA

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### ABSTRACT

Since 1999 the government has encouraged business actors to be able to consider what impact will occur in the decision-making taken when running a business in the surrounding environment. The Sustainable Business Model comes as a solution that encourages companies to always pay attention to the surrounding environment. Sustainable business models have become an increasingly important topic in today's global business. Climate change, natural resource depletion, and other environmental problems require strong and innovative actions from the business world.

In this case, we conduct research on sustainable business models to be able to understand the concepts, practices, benefits, and challenges involved in making Danone-AQUA the object of our research. The research method used in this study is a qualitative descriptive method, which describes phenomena related to the Sustainable Business Model at Danone-AQUA. Based on the results of research that has been conducted, it can be seen that there are several positive impacts from the implementation of the Sustainable Business Model including protection of water resources, reduction of carbon footprint, and successful development of a circular economy. However, the Company cannot avoid potential negative impacts, among others, namely waste from maintenance of work equipment, mobilization activities of tools and materials, and exploitation of spring resources that cause a decrease in the number of groundwater resources

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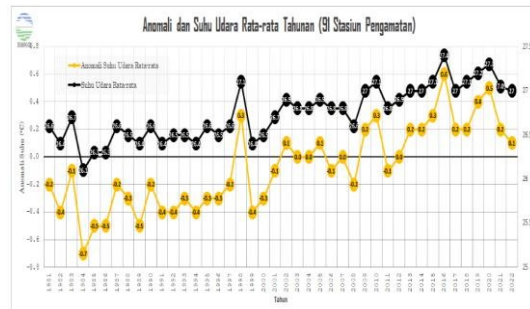
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### 1. Introduction

Since 1999 the government has issued Government Regulation (PP) Number 27 of 1999 regarding the large and important impacts for decision-making on a planned business or activity on the environment which is necessary for the decision-making process regarding the implementation of that business. On Thursday, January 20, 2022, President Joko Widodo explained the Indonesian

government's policy for implementing a green economy in a question-and-answer session at the virtual World Economic Forum meeting at the Bogor Presidential Palace, West Java. The government is issuing green sukuk, which is an innovative financing scheme to finance an environmentally friendly development agenda. The issuance of government bonds in the environmental, social, and governance (ESG) category aims to expand the investment base that is environmentally and socially responsible.

**Figure 1.** Annual air temperature anomalies



The government is also developing a carbon economic value mechanism as an incentive for the private sector to achieve emission reductions. Apart from that, it also implements budget tagging for the climate budget in the APBN and implements a carbon tax to deal with climate change. Figure 1: explains the increase in temperature in Indonesia based on BMKG (Meteorology, Climatology and Geophysics Agency)

The comparison of air temperature in a particular year, relative to the average of the normal period (in this case the period 1991-2020). Based on data from 91 BMKG observation stations, the normal air temperature for the 1991-2020 period in Indonesia is 26.8°C and the average air temperature in 2022 will be 27.0°C.

2016 was the hottest year with an anomaly value of 0.6°C throughout the observation period from 1981 to 2022. 2022 itself was ranked 13th as the hottest year with an anomaly value of 0.2°C, while 2020 and 2019 were ranked second and third with anomaly values of 0.5°C and 0.4°C. For comparison, information on global average temperatures released by the World Meteorological Organization (WMO) in its latest report at the beginning of December 2020 also placed 2016 as the hottest year (ranked first) ([www.bmkg.go.id](http://www.bmkg.go.id)).

This is supported by the large number of business actors who implement green innovation in their companies to reduce environmental damage. There are several examples of large foreign companies in Indonesia and local companies that have implemented green innovation in their companies.

**Table 1.** Explains companies that implement Go Green based on ginee.

COMPANIES	
1.	Unilever
2.	Panasonic
3.	The Body Shop
4.	Apple
5.	PT Indocement Tunggul Prakarsa
6.	Starbucks
7.	Nike
8.	PT Sinar Sosro
9.	Ikea

Apart from that, there are research results from the Ministry of Cooperatives and SMEs in collaboration with the Development Program Agency in 2021, that there are 3,000 MSME players and 95% of them showed interest in and support for environmentally friendly business practices. There has been an increase in companies that have implemented sustainability concepts to protect the environment from 2018-2020.

**Figure 2.** Explains company sustainability reports based on ESG for 2018-2020 in Indonesia.

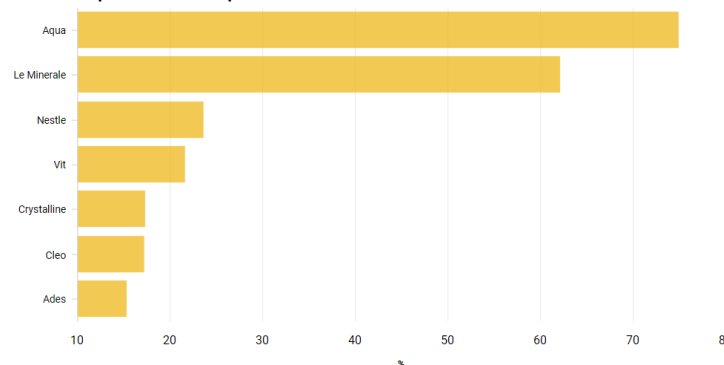


The data contained in the graph shows a high increase in the company. In 2018, 58 companies implemented the sustainability concept. Then, there was an increase in 2019 to 94 companies implementing the sustainability concept. This number continues to increase, until by 2020 there will be 140 companies implementing the sustainability concept.

Danone-AQUA is a pioneer of Bottled Drinking Water (AMDK) and Beverages in Indonesia which was founded in 1973. Realizing the vision and commitment to manage operations in a socially and ecologically responsible manner and environment. Danone-AQUA developed an innovation in the form of DANONE-AQUA Lestari which includes several things, such as protecting water resources, reducing CO<sub>2</sub>, optimizing packaging and waste collection, as well as sustainable product packaging and distribution carried out in partnership with stakeholders and employees.

Danone-AQUA is part of the DANONE business group, one of the largest producers of food and beverage products in the world. In Indonesia itself, PT DANONE's business units cover three main categories, namely drinks (AMDK, non-carbonated soft drinks and tea drinks), Nutrition for Early Life (Nutricia and Sarihusada), and medical nutrition. Danone-AQUA is the first FMCG company in Indonesia to be B-Corp certified, which is the highest standard for social and environmental performance, transparency, and accountability. (Danone-AQUA co id, 2018).

**Figures 3.** Explain the comparative report on sales of bottled mineral water



From survey data in the databox conducted by Cindy Mutia Annur, there are various brands of bottled mineral water marketed in supermarkets. According to the results of a survey also known as JakPat, Danone-AQUA is a popular mineral water brand in Indonesia. The Danone-AQUA drink brand is preferred by 74.9% of respondents. Minerale is ranked as the second most preferred mineral water brand in Indonesia with a percentage of 62.1%. Furthermore, Nestlé and Vit were ranked third and fourth respectively. These two products have percentages of 23.6% and 21.6% respectively. Then, crystalline and cleo have a percentage of 17.3 to 17.2% respectively. Meanwhile, Ades is in last position with 15.3%.

No	Nama	Nilai / %
1	Aqua	74,9
2	Le Minerale	62,1
3	Nestle	23,6
4	Vit	21,6
5	Crystalline	17,3
6	Cleo	17,2
7	Ades	15,3

From the data, tempo.co stated that a non-profit environmental organization in Bali, in its new report about the condition of river water in Bali due to pollution from company packaging waste. These findings come from an analysis of 227,842 pieces of company waste, including bags, plastic bottles, hard plastic, disposable cups, cans and glass, which were collected by Sungai Watch volunteers from Bali river waters between October 2020 and December 2021. Danone Danone-AQUA waste consists of 27,486 items or 12% of the company's total waste." Of Danone Danone-AQUA's total waste, the majority is single-use plastic cups (14,147 items, accounting for a quarter of total plastic cup waste) and the remainder is bottled drinking water (12,352 items, a third of all plastic drinking water bottles).

From data from Republika.id, it is stated that the Danone-AQUA factory was hit by a flood in the Sukabumi area, due to flash floods that overflowed the Citarik-Cipeuncit river. Therefore, the Danone-AQUA Golden Mississippi mineral water factory in Cicurug District, Sukabumi, West Java, is temporarily closed. According to Danone Indonesia's Corporate Communications Director, this suspension was carried out to maintain security and employee safety. The company continues to implement safety protocols and coordinate with the authorities. Employees are safe. To ensure Danone-AQUA product quality and supply awake, the company takes security measures. Currently, the focus is on helping communities around factory facilities that have suffered losses due to flash floods. World population growth accelerates economic development, requires greater demand for resources needed for economic and industrial activities, and produces environmental impacts (Bocken et al., 2014)

Therefore, according to Wahidin, sustainable business models have become an increasingly important topic in global business today. Climate change, natural resource depletion and other environmental problems require strong and innovative action from the business world. In this introduction, we conduct a literature review on sustainable business models to understand the concepts, practices, benefits, and challenges involved. Apart from that, more serious efforts are

needed to build and increase public awareness of the environment, so that damage and environmental quality do not continue to occur (Wahyudin, 2017).

Sustainable business models in the world have potential, especially the potential of Industry 4.0 (I4.0). Thus, it is remarkable to achieve sustainable industrial value creation across social, economic, and environmental dimensions by improving resource efficiency (Sharma et al., 2020). However, social sustainability contributes to the development of human capital, social, and environmental sustainability, which refers to the consumption of regenerated resources from living and inanimate objects (Hubbard, 2009; Norman et al., 2004).

Companies not only have to be responsible for their actions that hurt society, communities, and the environment. However, companies must also have a positive impact on the surrounding community. A company will not last long if it is isolated and limited to the surrounding community (Safira Nabilah, et al., 2023).

Then statement of the problem in this research is How do sustainable business models apply to products for the environment and society at Danone-DANONE-AQUA? Then our research purposes was conducted to describe the implementation of sustainable business models at Danone-DANONE-AQUA.

## 2. Literature Review

### 2.1. Sustainable Business Models

A sustainable business model can be defined as a business model that creates, delivers and captures value for all its stakeholders without depleting the natural, economic and social capital on which it relies. (Hart and Mark B. Milstein, 2003). In the evolution of management theory, business models came to be seen as a strategic source of competitive advantage that differentiates one company from another (McGrath, 2010).

Sustainable business models (SBM) refer to the economic, environmental, and social aspects of sustainability in defining organizational goals; using a triple bottom line approach (people, profit, planet) in measuring performance; considering the needs of all stakeholders rather than prioritizing shareholder expectations; treating stakeholders; treats 'nature' as a stakeholder and promotes environmental management and includes systems of systems, as well as enterprise level perspectives (Stubbs & Cocklin, 2008).

### 2.2. Triple Bottom Line of Business

The Triple Bottom Line of Business theory states that the basic pillars of business sustainability are the universe or environment (planet), society (people), and company profits (profit) (Elkington, 2004). The Triple Bottom Line is a concept popularized by John Elkington (1997) in his book entitled "Cannibals with Fork, the Triple Bottom Line of Twentieth Century Business" (Yanti and Rasmini, 2015). Elkington stated that apart from pursuing profits, companies must pay attention to and be involved in fulfilling the welfare of society (people) and actively contribute to preserving the environment (planet).

### 2.3. Corporate Social Responsibility (CSR)

Wibisono explained that Corporate Social Responsibility (CSR) is an ongoing commitment by the business world to act ethically and contribute to the economic development of local communities or wider society, along with improving the standard of living of workers and their families. (Wibisono (2007:7)).

The novelty of this paper is that the object of this research, the Aqua Company was not likely to be linked to The Sustainable Model. The object of the research used to be the product and the company. The view that the company can be viewed as an entity that has a role in a Sustainable Model is quite new and more relevant in today's research.

### 3. Method, Data, and Analysis

This research uses a type of descriptive research with a qualitative approach, namely data collected in the form of words, images and not numbers due to the application of qualitative methods (Sugiyono, 2009). Qualitative research has a descriptive nature and tends to use an inductive approach to analysis, so that processes and meanings based on the subject's perspective are more emphasized in this qualitative research (Fadil, 2020).

### 4. Result and Discussion

#### 4.1. Application of Sustainable Business Models to the triple bottom line aspect

Danone-AQUA is intensifying its efforts in ongoing initiatives to address increasingly complex business challenges arising from the decline in quality and availability of natural resources, population growth and stakeholder expectations. This step is reflected in Danone-AQUA Lestar's updated focus and goals for 2020. In this update, Danone-AQUA Lestar focuses on four main pillars: protecting water resources, optimizing packaging, and packaging waste, distributing products sustainably, and reducing carbon footprint. ([www.Danone-AQUA.co.id](http://www.Danone-AQUA.co.id)). Danone-AQUA implements innovation that thinks about the triple bottom line which consists of three points. These three points are a concept that involves three important factors, namely economic prosperity, environmental quality and social justice. In economic prosperity, cost efficiency can be achieved by saving material usage and reducing costs as low as possible (Wibisono, 2007).

#### 1) Profit

DANONE-AQUA always strives to carry out the latest innovations in the development of its product packaging. At the start of production, namely in 1974, Danone-AQUA produced 6 million litres of products a year. The first product was an Danone-AQUA glass bottle with a capacity of 950 ml, which was sold for Rp. 75. From 1977 to 1984, Pt Danone-AQUA carried out various innovations by developing Danone-AQUA products in 330ml PET packaging. This development makes Danone-AQUA products higher quality and safer. Apart from that, PT Danone-AQUA implements an in-line production system, where water processing and DANONE-AQUA packaging production are carried out simultaneously.

The result of this in-line system is that newly made Danone-AQUA bottles can be immediately filled with clean water at the end of the production process so that the production process becomes more hygienic. However, in early 1997 PT. Danone-AQUA experienced a monetary crisis, causing growth to decline below 30%. Fortunately, this didn't last long.

Danone-AQUA was able to survive the monetary crisis and managed to recover in 1998, with the unification of Danone-AQUA and the Danone group on September 4, 1998, which had an impact on improving product quality and establishing Danone-AQUA as the largest bottled mineral water (AMDK) producer in Indonesia. Danone-AQUA was able to

generate a net profit of IDR 19 billion or an increase of 143% from the previous year and this increase continues to increase until now.

## 2) People

Danone-AQUA has the ambition to educate 100 million consumers and 5 million school-age children. This is done by collaborating with media, educational institutions, NGOs, retail, and service providers. This program is carried out through digital platforms, leading to a waste management education campaign that will encourage increased awareness and behaviour change. Several programs have been carried out by Danone-AQUA from the beginning of 2017 to 2022, including:

In 2017:

- a) Recycling education in schools.
- b) Recycling education in the community.

In 2018:

- a) *Green office.*
- b) Educational campaign regarding plastic waste and the circular economy.

In 2019:

- a) *Launching educational material on my responsibility for waste for elementary school students.*
- b) *Collaboration with retailers in campaigning for a circular economy in Bali.*
- c) Collaboration with retailers for consumer education through drop boxes.

In 2020:

- a) *Teach waste management to young children with the educational fairy tale series My Waste is My Responsibility.*
- b) *Launching a collection of children's clothing from used plastic bottles.*

In 2023:

- a) *Clean up the pandan tangan pegringsingan war ceremony.*
- b) *#plastic wise campaign and management.*

## 3) Planet

Danone-AQUA continues to innovate by conducting experiments to be able to make changes for the better. So far Danone-AQUA has produced three innovations that have been implemented, including:

### 1. Energy Efficiency

Danone-AQUA The energy efficiency initiatives implemented have succeeded in reducing energy consumption by 2.13 kWh/bottle.

### 2. Recycled Materials

To reduce the amount of plastic waste on earth, Danone-AQUA utilizes recycled materials to be used as cardboard packaging materials. This can reduce the amount of cardboard waste produced by factories.

### 3. Used Cooking Oil

Danone-AQUA has used cooking oil as a substitute for diesel, thereby reducing diesel usage by an average of 3 tons per month. The reduction in diesel use is equivalent to reducing carbon by 116 tons of CO<sub>2</sub> per year.

Reducing the use of Water Utilization/Water Ratio must also be implemented to create a good environment. According to the United Nations Educational, Scientific and Cultural Organization (UNESCO): Water utilization includes all forms of water use by humans for various needs, including drinking water, sanitation, agricultural irrigation, energy production, industry, and so on. Sustainable and efficient use of water is important to maintain adequate water availability for human life and the ecosystem.

Therefore, Danone-AQUA continues to innovate to reduce the use of Water Utilization/Water Ratio, a ratio of water used to produce 1 liter of product. Danone-AQUA itself has a target to reduce the water ratio to 1.16 to maintain the water ecosystem.

The Danone-AQUA itself innovates in product packaging, there are several product packaging innovations that Danone-AQUA has developed, including in 2019 Danone-AQUA created a packaging called Danone-AQUA Life, this packaging is 1.1l in size and does not use labels so it can reduce plastic usage, and in this packaging can be easily recycled.

In the following year (2020) the Danone-AQUA innovated again by creating a new product packaging called Danone-AQUA Returnable Glass Bottle with a middle to upper market share. This packaging is one of the latest breakthrough innovations from the Danone-AQUA which uses glass bottles, using a reuse business model. This packaging can be withdrawn to be decontaminated to remain hygienic, then it can be refilled by the DANONE-AQUA factory. By using this business model, carbon emissions produced by making glass bottles can be reduced. Apart from that, Danone-AQUA can also reduce single-use materials.

#### **4.2. Implementation of Sustainable Business Models**

In terms of sustainable business models, there are several that have been implemented by the company Danone-AQUA, including:

#### **4.3. Circular Economy**

The circular economy is an economic system or model, which aims to generate economic growth by maintaining the value of products, materials and resources in the economy for as long as possible. Thus, this can minimize social and environmental damage caused by a linear economic approach (Ellen MacArthur, 2015).

From the data report obtained by the Danone-AQUA that has implemented a circular economy, there are several applications that have been carried out by Danone-AQUA among them:

##### **1. Protection of water resources**

Danone-AQUA helps protect all groundwater resources by returning water to ecosystems, using water responsibly, and increasing community access to safe drinking water. The company, Danone-AQUA also maintains the quantity and quality of water in river areas by analyzing hydrogeological surveys, conservation programs, and establishing water user forums to ensure stakeholder participation in river watershed management.

This company strives to support safe agricultural practices by using water efficiently and maintaining water quality from chemical waste. Danone-AQUA itself has a waste processing channel called (IPAL) or wastewater treatment installation, with the aim that every drop of water discharged by the company becomes waste that is safe for the environment.

## 2. CO2 reduction

In carrying out its production process, Danone-AQUA applies principles to reduce excessive energy use. To date, Danone-AQUA A has attempted to reduce electricity consumption per 1,000 litres of the product by restructuring processes, replacing equipment and supporting changes in individual behaviour to reduce greenhouse gas emissions. With this principle, Danone-AQUA supports the development of environmentally friendly alternative energy. Examples include Used Cooking Oil (UCO), biogas and solar panels.

## 3. Waste reduction

The Danone-AQUA company is committed to reducing plastic waste entering the ocean through a comprehensive approach by creating a circular business model, where currently 70% of Danone-AQUA's business comes from the production of drinking water in reusable gallon bottles.

Apart from that, the realization of Danone-AQUA's commitment is carried out through three important steps, starting from developing a plastic waste collection ecosystem, educating consumers to take responsibility for the waste produced and innovation in the packaging used. Danone-AQUA is committed to working together with partners and consumers to join in carrying out the #bijakberplastic movement so that we can overcome and reduce the plastic waste problem in Indonesia. This can be done by optimizing waste collection responsibly so that it can lead to recyclable packaging.

Several stages can be carried out in optimizing the #bijakberplastic movement, namely by collecting packaging waste from the environment that has been produced by Danone-AQUA, providing education so that people can care more about the environment, and carrying out innovation to be able to build an ecosystem by looking for partners who can redesign products so that it is hoped that it can increase the proportion of packaging recycling from the initial 11% to 50% by 2025.

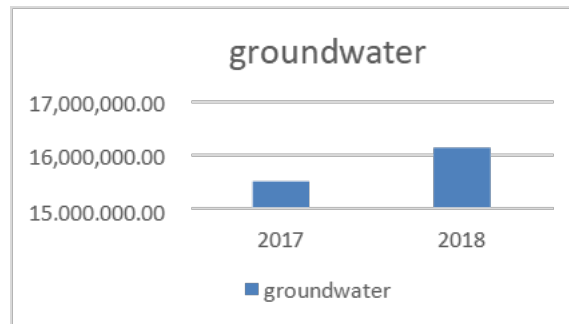
### 4.4. Sustainability

According to the Brundtland Commission (1987), sustainability is defined as "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs".

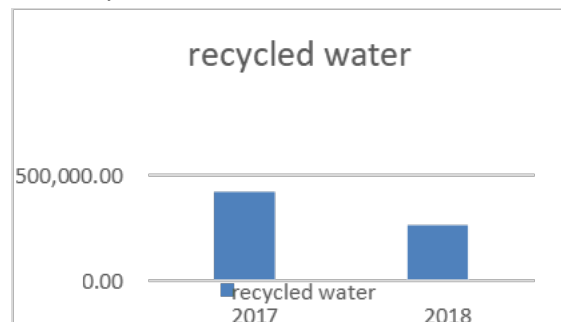
From Danone-AQUA company report data, in line with the company's dual commitment, Danone-AQUA strives to create a sustainable living environment by always prioritizing harmony between economic success and social progress through various sustainable and integrated environmental protection from upstream, middle and downstream areas. Several results have been carried out by Danone-AQUA:

- From the 2018 report data, Danone-AQUA has planted trees around 2,677,204 million.
- Indirect reduction in CO2 emissions, from the results in the PT Danone-AQUA data report, it succeeded in reducing by 12,585 tons CO2 eq.
- Utilization of water sources.

**Figure 4.** Explains the use of groundwater at the DANONE-AQUA company.



**Figure 5.** Explains the use of recycled water at the DANONE-AQUA company.



Total water uses in 2018 was 16,403,206.85 m<sup>3</sup>, or an increase of 3% from the previous year. This increase was caused by the opening of new wells to increase production. Accompanied by an increase in groundwater use in 2018, there was a decrease in the use of recycled water in the same year. It can be seen in Figure 2.1 that the use of recycled water in 2017 was 420,345.00, decreasing to 260,785.00 in 2018.

#### 4.5. Stakeholder Engagement

Stakeholder engagement is defined as the practice that organizations strive to involve stakeholders in a positive way in organizational activities (Greenwood, 2007 in Kinanthi, 2017). Danone-AQUA implements a strategy in the form of data transparency towards stakeholders, namely by publishing a Sustainability Report as a series of communication strategies.

#### 4.6. Core Value

Core value is something that acts as a company's internal compass that provides clear direction for the company and is the key in determining decisions and policies within the company (Sherman, 2005).

Danone-AQUA has a vision of "One Planet One Health", where Danone-AQUA strives to maintain human health and the health of the environment (planet). Likewise, DANONE-AQUA's mission is to build a healthier future from a healthy lifestyle, a healthy earth and a healthy ecosystem. The values applied by Danone-AQUA as a reminder of its goals, namely:

1. Humanism, Companies are required to be responsible and respect each other.
2. Openness, Curiosity, agility, and dialogue.
3. Proximity, There is accessibility, authenticity, and empathy.
4. Enthusiasm, Courage, enthusiasm, and desire for challenges.

The Danone- AQUA itself has been responsible for its production activities by implementing sustainable and go green concepts, both by protecting water resources around the production site, recycling waste, creating environmentally friendly product innovations that reduce carbon emissions, and energy efficiency.

The Danone-AQUA itself is responsible for social and good management, such as creating educational programs that can benefit society, providing employee salary compensation fairly and regardless of gender differences, and creating a welcoming atmosphere for female employees.

#### **4.7. Performance Management**

Based on the opinion of Baird (1986), performance management is a work process of a group of people who strive to achieve previously set goals, where this work process will take place continuously and sustainably.

Danone-AQUA has a strategy called one person, one voice, one share, to build innovative governance and human resources. With this strategy, employees are invited to participate in shaping the future of Danone-AQUA and achieving its goal in 2030, namely "One Planet One Health."

Apart from that, Danone-AQUA also has a program to develop employee potential, by providing hours of leadership training for employees and improving employee skills, through providing local and overseas training as well as work assessments.

#### **The Impact of Implementing Green Entrepreneurship and Sustainable Business Models**

According to report data published by Danone- AQUA in 2020, it is known that there are several positive impacts of sustainable business models, including, namely:

1. There is protection of water resources by planting more than 2.5 million trees, building more than 1,300 absorption wells, and creating more than 57,000 bio pores.
2. There is a reduction in the carbon footprint of 2,399 tons of CO<sub>2</sub> and an energy efficiency of 22,920 Giga Joules (GJ).
3. Successfully developed a circular economy by collecting 12,000 tons of used plastic bottles every year, the collected bottles can be re-produced into packaging bottles. Danone-AQUA is the only bottled drinking water company where 70% of its business is circular.

The potential negative impacts include, namely:

1. Operation of work equipment, for example, generators which require maintenance such as changing oil and oil which produces B3 waste.
2. Mobilization of tools and materials causes an increase in dust particles, exhaust gas levels (changes in CO, NO, SO<sub>2</sub>, NH<sub>3</sub>, H<sub>2</sub>S content), and noise.
3. The exploitation of springs causes a decrease in the quantity of groundwater resources around the activity location.

The results of this research show that the Danone-AQUA has implemented a sustainable business model with sustainable innovations, both in terms of product packaging innovation, efficient energy sources, and providing education to the public with programs created by the company and Danone-DANONE-AQUA has also been successful. implementing the concept of sustainability, by empowering water resources, and reducing

CO2 emissions, this implementation has a positive impact on the environment and society.

## 5. Conclusion and Suggestion

Based on the results of the analysis and discussion, it can be concluded that the results of the research show that the Danone-AQUA company has implemented a sustainable business model with sustainable innovations, both in terms of product packaging innovation, efficient energy sources, and providing education to the public with programs created by the company.

The company has implemented the concept of sustainability, by empowering water resources and reducing CO2 emissions. By implementing sustainable business models, companies can have a positive impact on the environment and society.

### Implications

By implementing sustainable business models at Danone- AQUA, it is hoped that it can be more energy efficient, reduce waste, and reduce CO2 emissions so that it can maintain environmental sustainability in society. Apart from that, the existence of a sustainable business model applied to PT Danone-AQUA has resulted in the creation of empowerment of water resources and a good environmental ecosystem so that it also has a positive impact on society and the company.

### Limitations

This research has been attempted and carried out by procedures; however, it still has limitations, namely:

1. The research only describes the implementation of sustainable business models at Danone-AQUA.
2. Limited data and information collection. Do not conduct direct interviews in research.

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