

The Implementation of Triple Bottom Line on CSR Effort Toward Sustainable Development: Case Study Starbucks Greener Nusantara

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Abstract. This research discusses Starbucks Indonesia's Greener Nusantara program as a Corporate Social Responsibility (CSR) in responding to the phenomenon of plastic waste that is currently an issue of sustainable development. This research aims to describe and examine the implementation of Starbucks Greener Nusantara's CSR program at Starbucks Coffee Banjarmasin toward sustainable development from the perspective of the Triple Bottom Line. This research focuses on Archie B. Carroll's pyramid of CSR and is measured through the perspective of the Triple Bottom Line (TBL) Theory by John Elkington. This research used the descriptive qualitative approach with a case study and triangulation methods to prove the primary data obtained from observation and interviews and secondary data analysis obtained from relevant books and journals and websites, news, reports, and documents. This research shows that the Starbucks Greener Nusantara program has implemented CSR through the economic, legal, ethical, and philanthropic aspects. However, this program has not fully achieved the people (social) aspect of the TBL, and the Greener Nusantara program still requires more promotion to the local community at Starbucks Coffee Banjarmasin outlets. The practical implications of this research are to improve the main objectives of the Greener Nusantara program and achieve profit (economic), people (social), and planet (environment) sustainability at Starbucks Coffee Banjarmasin. This research also encourages further action among governments, MNCs, society, and other actors to collaborate to achieve Sustainable Development Goals (SDGs) and encourage companies to measure their overall CSR success periodically.

1. Introduction

The environmental crisis issues due to plastic waste make all actors pay more attention to sustainable development. Multinational Corporations (MNCs) are the crucial actors in the global economy and need to provide environmentally friendly operations worldwide to resolve the environmental crisis [1]. Starbucks is a Multinational Corporation (MNCs) that cares about the environment regarding the issue of plastic waste and already has branches in almost all major cities in Indonesia. Starbucks is committed to gaining the trust and admiration of its customers, partners (workers), and neighbors by being responsible for sustainable development and doing good deeds [2]. Starbucks committed to running its business with social responsibility and reminded its customers about the importance of environmental stewardship to enable sustainable production patterns. These commitments indirectly contributed to the achievement of the 12th pillar of the Sustainable Development Goals (SDGs), namely "Ensure Sustainable Consumption and Production Patterns" on the 2030 agenda, established by the United Nations (UN) general assembly [3].

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Starbucks Indonesia implements the targets of Sustainable Development Goals (SDGs) as part of their Corporate Social Responsibility (CSR) program or campaign entitled "Greener Nusantara." The implementation of the Greener Nusantara program uses green strategy and green marketing as a commitment to promote environmental sustainability and community welfare [4]. Furthermore, Corporate Social Responsibility (CSR) initiatives can encourage Multinational Corporations (MNCs) to have strategies or plans for long-term sustainable development [5]. Green Theory advise non-state actors to implement CSR initiatives and green mindsets into their operational processes. Green Theory is also linked to the Triple Bottom Line (TBL) Theory by John Elkington. The TBL consists of the economic (profit), social (people), and the environment (planet) to measure overall business success, as well as ensure their operations are environmentally friendly [6]. The environmental crisis has made Starbucks Indonesia implement the Greener Nusantara program as their CSR in almost all cities in Indonesia.

Implementing green strategy and green marketing in the Greener Nusantara program can be one of the most effective strategies to achieve the Sustainable Development Goals (SDGs). However, there are ways to measure overall CSR success, such as through the TBL Theory measurement to achieve sustainability. The previous explanation is the core problem in this research, and after conducting a literature review related to this topic, this research discovered only a few studies. These

few studies indicate a gap in the literature and the area of research because the previous research focused more on the effects of CSR practices on companies, while the other uses different methods, different case studies, and various theories [7-15]. This research raises the question, "How is the implementation of the Starbucks Greener Nusantara program toward sustainable development from the perspective of the Triple Bottom Line at Starbucks Coffee Banjarmasin?"

1.1. Objectives

This research aims to describe and examine the implementation of Starbucks Greener Nusantara's CSR program toward sustainable development at Starbucks Coffee Banjarmasin from the perspective of the Triple Bottom Line. The benefits of this research are to provide an additional analysis of the importance of TBL in measuring the CSR efforts of MNCs toward sustainable development and its alignment with the 12th pillar of SDG 2030. The practical implications of this research are to improve the main objectives of the Greener Nusantara program, increase the profit or economy of business (profit) and influence the social awareness around the outlets (people). Moreover, to prevent a significant amount of damaging plastic waste from the environment (planet) and achieve sustainability at Starbucks Coffee Banjarmasin. This research also encourages further action among governments, MNCs, society, and other actors to collaborate to achieve Sustainable Development Goals (SDGs). Motivate companies to build more sustainable CSR programs in Indonesia and encourage companies to measure their overall CSR success periodically.

2. Literature Review

2.1. Sustainable Development and CSR

International Relations (IR) talks about high-level political issues like security, politics, and wars between states. The emergence of the Green Theory has raised environmental issues in IR, which is more concerned with developing regimes or policies to protect the environment. Green Theory explains the ecological crisis and focuses on providing solutions to these crises [16, 17]. The philosophical foundation for this research is Green Theory (GT). Green Theory (GT) is a new philosophy and transdisciplinary thinking integrating government, citizenship, social responsibility, and the environment [18]. Green Theory's contribution to IR makes government, citizenship, social responsibility, and the environment interconnected to achieve a more sustainable future and face the current environmental or ecological crisis. The United Nations Sustainable Development Goals for 2030 pose new challenges for businesses, where business operations and strategies become a top priority in complying with environmental problems and sustainable development requirements [19]. Non-state actors are still among the most significant contributors to providing solutions to environmental

crises and sustainability issues due to the deepening influence of the SDGs on CSR practices [20]. Therefore, Green Theory advises non-state actors to incorporate CSR activities and green thinking into their operations, which will benefit future economic and environmental sustainability. The company launched the CSR program as a bridge or liaison system between the community and stakeholders to maximize business performance socially, environmentally, and economically [21]. The governments and non-governmental organizations (NGO) supervision also have a significant role in the sustainability program. The existence of partners in the process of CSR activities can affect the procedure of any CSR program [22]. According to the CSR pyramid concept by [23], there are four principles of CSR, namely: (1) Economic Responsibilities: companies must be able to maximize profits by meeting community needs through their products or services; (2) Legal Responsibilities: companies must be responsible for the law by following the regulations in the destination country; (3) Ethical Responsibilities: companies must conduct business properly and based on ethics, values, and morals; and (4) Philanthropic Responsibilities: companies must carry out an activity voluntarily for the welfare of society [23].

In implementing the concept of social responsibility, the Triple Bottom Line (TBL) Theory is related to the CSR pyramid concept and the Green Theory in its operations. According to [24], MNCs are non-state actors that can contribute to protecting nature and achieving sustainable development by mapping out their business strategy with the following three aspects of TBL: (1) People: MNCs must implement fair business practices for their workforce, create a safe work environment, and provide welfare for the surrounding community; (2) Planet: MNCs must care about environmental sustainability in their operations, including reducing waste or converting it to waste that is safe for the environment; and (3) Profit: MNCs must still seek profit for the company to continue operating and developing [24]. According to [25], there are two crucial aspects of the triple bottom line approach, namely "people" and "planet," which require balanced collaboration from governments, companies, and civil society to achieve sustainable development [25]. The common problem is that there aren't many ways to measure how well the implementation is going. Companies should pay close attention to the SDGs in terms of economic, social, and environmental goals and include them in their plans, strategies, and management to achieve the SDGs [26].

2.2. Green Strategy and Green Marketing

Green Theory's contribution to IR makes government, citizenship, social responsibility, and the environment interconnected. MNCs not only cause environmental damage but can also implement solutions to protect nature through CSR projects in the form of green strategy and green marketing. One of them is CSR from Starbucks Indonesia, namely "Greener Nusantara." The implementation of green strategy and green marketing in

the Starbucks Indonesia program or campaign entitled "Greener Nusantara" is to deal with environmental issues due to plastic waste and to achieve sustainable development. Green marketing is a selling strategy that can impact consumers' actions to be more environmentally friendly [27]. Green marketing is an ambition to grant consumers satisfaction to be interested in environmentally friendly behavior [28]. In implementing green marketing, consumers also play an essential part in conserving the environment by altering their habits [29]. From this Greener Nusantara program, the community began to pay attention to environmental issues, which added to the company's excellent reputation [14]. The Greener Nusantara program or campaign is also in line with Starbucks's global vision to become a company that cares about environmental sustainability [15]. Starbucks creates a "green company" image by committing to a green strategy, namely reduce, reuse, and recycle and green marketing, to develop existing branding and strategically market its outlets to the public. Starbucks carried out a green strategy as a commitment to contribute to environmental sustainability and benefit the community [4].

Furthermore, Starbucks companies use campaign tools to teach customers the right way to reduce, reuse, and recycle [30]. The alignment of CSR actions in the economic, social, and environmental fields increases the possibility of gaining public awareness. Starbucks' commitment to sustainable goals in every step of production and consumption has given the brand a "greener" look and changed the customers' habits to promote sustainable development. The literature review has been carried out to analyze the related topics and found that previous research has shown that a company's CSR practices positively affect the company's image, reputation, and consumer attitudes toward the company's economic activities [7-12]. Furthermore, [13] analyzed their research using the Triple Bottom Line Theory, and [31] analyzed their research using Green Theory. In contrast to [11], who use the ESG concept, while [14] and [15] use an Integrated Marketing Communication (IMC) strategy.

CSR's Triple Bottom Line is already widely known. However, this research examines a case study of Greener Nusantara at Starbucks Coffee Banjarmasin outlets. The Greener Nusantara is an innovative program to seek profit, influence people's awareness of environmentally friendly products, resolve the environmental or ecological crisis by reducing plastic waste, and toward sustainable development, which has not been discussed in previous studies. This research focuses on Archie B. Carroll's pyramid of CSR and measures the implementation of Starbucks' Greener Nusantara program's success at Starbucks Coffee Banjarmasin outlet using John Elkington's Triple Bottom Line (TBL) Theory. Thus, to produce a concrete understanding, this research uses the following framework:

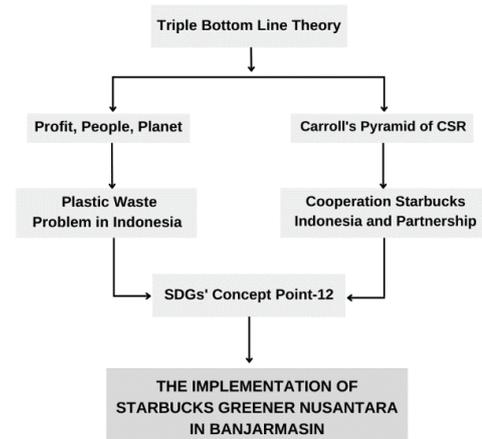


Fig.1. Research Framework

Figure 1 shows that this research examines the implementation of Starbucks Indonesia's CSR program, entitled "Greener Nusantara," from the perspectives of the Archie B. Carroll's pyramid of CSR and measured through the Triple Bottom Line (profit, people, and planet) aspects by John Elkington toward sustainability. The research framework also explains the basis of this research. This research was conducted at Starbucks Coffee Banjarmasin to examine the implementation of the CSR program that Starbucks Indonesia's in their outlet branches toward sustainable production and consumption and solve the problem of plastic waste in Indonesia by working with partners, the government, and society. These goals are also in line with the 12th pillar of SDG 2030.

3. Methods

This research used the descriptive qualitative approach, a case study, and the triangulation method. This research uses a descriptive qualitative approach in the form of words and pictures, which tries to describe a real problem in the present, and case studies are one way to examine deeper at a program or an event. According to [32], qualitative research involves efforts such as collecting specific data from the participants through asking questions (interview), analyzing the data inductively, and interpreting the meaning of the data [32]. This research used the triangulation method to test the validity of the data, which involves comparing data using interviews and observations [33]. These general concepts become guidelines and interview materials in this research to examine the implementation of the TBL aspects in the Starbucks Greener Nusantara program at Starbucks Coffee Banjarmasin. Furthermore, the data collection technique in this research was from primary and secondary data sources.

The primary data sources were observational data and in-depth interviews with three informants who met the research criteria: the Store Manager at Starbucks Coffee Banjarmasin; the Chief Supervisor (Barista) at Starbucks Coffee Banjarmasin; and consumers at Starbucks Coffee

Banjarmasin. These informants are considered the most knowledgeable about implementing the Starbucks Greener Nusantara CSR program through the view of profit, people, and planet aspects. This research was conducted at Starbucks Coffee Banjarmasin outlets because the Greener Nusantara program implements in almost all Starbucks outlet branches in Indonesia. According to a review of the relevant literature, there are no previous studies that have specifically addressed the implementation of the Greener Nusantara program at Starbucks Coffee Banjarmasin outlets.

This research contributes to the literature where the case studies are in South Kalimantan because Banjarmasin represents an essential city in South Kalimantan and has developed more coffee businesses, where drinking coffee has become a lifestyle among the people of Banjarmasin City [34]. In addition, one of the authors in this research lives in Banjarmasin. It makes the observations run well, can feel the live situation in the outlets, and study more profoundly about the Greener Nusantara program implementation at Starbucks Coffee Banjarmasin outlets that measured with Triple Bottom Line aspects. Meanwhile, the secondary data sources are from various books and journals from previous research, journals related to the theory used, websites, company reports and documents, and the mass media, which became essential for understanding this research. This research process is that after obtaining the primary data in the form of interviews and observations, the data will be compared with the data obtained through secondary data. Thus, this research analyzes the various data sources in the results and discussion to provide a concrete explanation.

4. Data Collection

This research uses the triangulation method and collected the primary data in observational data and in-depth interviews with the Store Manager at Starbucks Coffee Banjarmasin, the Chief Supervisor (Barista) at Starbucks Coffee Banjarmasin, and consumers at Starbucks Coffee Banjarmasin. The determination of informants in this research is by selecting those who meet the criteria for the research objectives to examine the implementation of the Greener Nusantara CSR program implemented by Starbucks Indonesia through the profit, people, and planet aspects of TBL. This research obtained the observation and interview data three times from April 9 until April 11, 2022. This research was conducted at two Starbucks Coffee outlets located at Duta Mall and Lambung Mangkurat Street, Banjarmasin City, South Borneo, with a designed series of questions used to guide interviews. The in-depth interview process with informant K as Store Manager of Starbucks Coffee Banjarmasin was held on April 10, 2022, and lasted approximately 10–15 minutes. As Chief Supervisor and Barista of Starbucks Coffee Banjarmasin, the interview with informant B was held on April 10, 2022, and lasted approximately 6–10 minutes. Interviews with informants R, N, S, and D as consumers of Starbucks Coffee Banjarmasin on April 11, 2022, with each interview duration lasting approximately

5–10 minutes. The observations in this research were used to find out how the Greener Nusantara CSR program implemented by Starbucks Indonesia in the Starbucks Coffee Banjarmasin outlet contributes to the profit, people, and planet aspects of TBL.

5. Results and Discussion

5.1. CSR Concept and Triple Bottom Line Theory Analysis

The emergence of the Green Theory has raised environmental issues in IR. The Green Theory explained the ecological crisis and focused on providing solutions for these crises [16, 17]. The SDGs open up new challenges for companies. According to the Green Theory, non-state actors play a crucial role in developing innovations and providing solutions for ecological crises and sustainability issues by deepening the influence of the SDGs on CSR practices [20]. Therefore, MNCs not only cause environmental damage but can also develop and implement solutions for protecting nature by formulating social strategies and policies through the implementation of CSR projects. CSR is the initiative or practices implemented by businesses to ensure that the community of stakeholders can be considered and protect the environment. There are four dimensions of CSR proposed by Archie B. Carroll, namely the economic, legal (legal), ethical, and philanthropic dimensions [35]. Thus, this research looks at the economic, legal, ethical, and philanthropic aspects of CSR is put into practice [23].



Fig.2. Carroll's Pyramid of CSR

Source: [23]

Figure 2 shows the four dimensions of the CSR pyramid from Archie B. Carroll. According to [36], CSR has several definitions, such as CSR is a purely voluntary act to be considered socially responsible; includes compliance with the law; it is an ethic; and include corporate philanthropy as part of CSR methods that enable businesses to earn profits in the long term [36]. Starbucks is the largest coffee company globally, with more than 30,000 internationally renowned branches, including in Indonesia. The Starbucks company has long

dedicated itself to earning the reliance and appreciation of customers, partners (employees), and neighbors by being responsible for sustainable development issues and doing good things for the environment. Through its social responsibility, Starbucks also shares the commitment that it is vital to take care of the planet and encourages people to participate in sustainable development [2].

Starbucks believes that conducting business ethically and doing the right thing is essential to its business success, supports its mission and values, and protects its culture and reputation. Starbucks cultivates a commitment to ethical leadership and conducting business with integrity, such as assisting partners in making ethical decisions in the workplace, promoting ethical business practices by advising leaders, and ensuring effective legal risk management [37]. In addition, Starbucks also uses E-Business technology, which means business running through computer systems, to support the sustainable development of its business processes. The mobile application has many exciting features, such as "Pay with Your Phone," and benefits that customers can take advantage of, such as additional points, discounts, and rewards when using the Starbucks mobile application.

There is indication that 455 or more than half of the waste generated comes from polypropylene plastic (used for cups and lids, straws, splash sticks, and paperboards) [38]. As a green pioneer company that cares about sustainable development issues, Starbucks adopts a green strategy that reduces, reuses, and recycles its products and promotes a green marketing [39]. PT Sari Coffee Indonesia as the official license holder of Starbucks Indonesia initiated the "Greener Nusantara" program or campaign in 2018. It was implemented first in Bali as an effort to reduce plastic waste by replacing all materials using environmentally friendly materials and the socialization of the "For Here Mug" program to encourage the use of glass cups for Starbucks customers at outlets fields [40]. Other initiatives that have been taken to maximize Greener Nusantara are the "Bring Your Own Tumbler" or "Tumbler Day" program. These programs aim to encourage Starbucks consumers to use fewer plastic and paper cups, which significantly impacts waste reduction [41]. The Greener Nusantara program does good things for the environment and cuts down on plastic waste. It also raises awareness of the importance of sustainable development.

The Director of Starbucks Indonesia, Anthony Cottan, explained that Greener Nusantara is a strategic approach to support the government and local authorities to achieve a more sustainable lifestyle by replacing plastic straws with paper, bags with readily biodegradable bio-cassava bags, spoons, forks, and knives using the source of polylactic acid (PLA), the coffee stirrer with wood, and plastic cups with recycled polyethylene terephthalate (rPET) material [42]. By replacing plastic packaging with recycled materials, the Greener Nusantara program claims that it will eliminate at least 200,000 kg of pure plastic from 460 Starbucks stores each year [43]. Starbucks also reduced more than 30 million plastic straws by changing the packaging to a strawless lid on the cold drinks [44]. Starbucks did not issue the same report as the previous year but instead gave the resolution to reduce 50% of

waste by 2030 [45]. This data indicates that there have been no significant changes related to the program. A written report was issued in 2020 that said there was a decrease in waste to be 12% lower than the previous year, mainly due to the business impact of COVID-19 [46]. A 12% decrease means more than 100 tons of packaging waste have been reduced, and until this article was written, there had been no definite report regarding Starbucks waste data in 2020. However, Indonesia has made more progress in reducing waste since the Greener Nusantara program began than it did in the years before.

The previous explanation proves that the Starbucks Indonesia's program, entitled "Greener Nusantara," was launched in all Starbucks Coffee outlets in Indonesia as a manifestation of its business ethics, to do the right thing and comply with the law, for example, in terms of reducing plastic waste in Indonesia as well as benefiting the company's economic. The implementation of the Starbucks Greener Nusantara program also influences consumers through the company's awareness of the importance of environmental and sustainable development through its green strategy and green marketing so that the environmental ecosystem can be maximized with this CSR program. In looking at the success of a CSR program or campaign in economic, legal, ethical, and philanthropic aspects, this research uses the perspective of John Elkington's Triple Bottom Line Theory toward sustainable development.

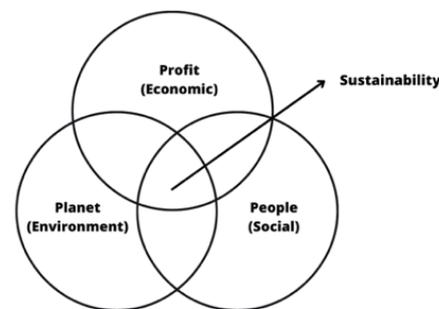


Fig.3. John Elkington's TBL Theory

Figure 3 shows the Triple Bottom Line Theory by John Elkington. According to TBL Theory, businesses should periodically focus on implementing and measuring the profit, people, and planet aspects to achieve sustainability [24]. However, the difficulty of measuring the social (people) and environmental (planet) bottom lines is a significant obstacle for TBL because it is subjective. The concept of CSR and TBL are also linked with Green Theory. The planet (environment) aspect is related to the Green Theory because all actors are essential to protect the planet from damaging effects. The people (social) aspect is associated with Green Theory because people can damage and restore the environment. Meanwhile, the profit (economic) aspect is related to Green Theory because MNCs can provide a change in improving the global economy's sustainability.

Starbucks' use of the TBL has several direct and indirect benefits, such as measuring the Greener Nusantara's social, environmental, and economic performance. The Environmental Management System (EMS) is a movement carried out by the Starbucks company as a corporate social responsibility to increase its concern for customers and the environment in sustainable development goals [47]. By considering the Initial Environmental Review (IER) as the company's operational standards and programs, Starbucks has evaluated every move it has made. One of their general commitments is to create a shared understanding in each branch regarding the company's environmental responsibilities. The Greener Nusantara program follows the Triple Bottom Line Theory goals, which says that existing assets should use resources more efficiently so that existing developments can meet current needs without ignoring future opportunities and conditions [48].

| Triple Bottom Line : Profit | Triple Bottom Line : People | Triple Bottom Line : Planet |
|--|---|--|
| <p>Indicator : Branding & Economy</p> <p>Greener Nusantara Program : Starbucks is a food & beverage company that produces much plastic waste. However, through this program, Starbucks Indonesia conveys a message through its green strategy and green marketing that it will help the government to reduce plastic waste by selling and changing product materials to be environmentally friendly. As a result, the public received Starbucks' presence in all branches well received.</p> | <p>Indicator : People Awareness</p> <p>Greener Nusantara Program : (1) Starbucks socializes the customers on the importance of using environmentally friendly products through various campaigns; (2) Starbucks educates all employees and the public; the main objectives of the Greener Nusantara program are in line with the government to reduce plastic waste for a better environment in the future.</p> | <p>Indicator : Pollution Prevention of Plastic Waste</p> <p>Greener Nusantara Program : (1) Starbuck converts plastic materials into environmentally friendly paper materials in its production (paper straw and paper cups); (2) Starbucks changed all products and their packaging into recycled-based materials such as brown napkin (tissue), cup material (PET (recycled polyethylene terephthalate) and strawless lids; (3) This program is also maximized with the "Tumbler's Day" or "Bring Your Own Tumbler" and "For Here Mug" campaigns to encourage consumers to use environmentally friendly products and increase public awareness of the environment.</p> |

Fig.4. Mapping Greener Nusantara Program in TBL

Figure 4 shows the mapping of the implementation of the Greener Nusantara program in TBL aspects, especially in terms of branding and economy, people awareness, and plastic waste prevention. Starbucks already has branches in almost all major cities in Indonesia. Banjarmasin City is in the province of South Kalimantan, and over time, the culture of drinking coffee continues to develop in all circles of society in Banjarmasin. Starbucks Coffee entered Banjarmasin City in 2017 and currently has two outlets at Duta Mall Banjarmasin, and Lambung Mangkurat Street. The arrival of the Starbucks coffee outlet in Banjarmasin received a positive response from the local community. According to the interviews, the implementation of the Greener Nusantara program or campaign began at Starbucks Coffee Banjarmasin outlets in late 2019, by carrying out the green strategy and green marketing to influence local communities' awareness of environmentally friendly products (Informants K and B, April 10, 2022). This research analyses the results of interviews and observations in a case study of the Greener Nusantara program at the Starbucks Coffee Banjarmasin outlet, using the pyramid of the CSR concept measured through the perspective of the Triple Bottom Line Theory (profit, people, and planet).

5.2. Profit (economic)

Corporate economic responsibility is aimed at methods that enable businesses to earn profits in the long term while meeting ethical, philanthropic, and legal practice standards. The implementation of this economic responsibility can be realized through the profit aspect, such as a multinational company must seek profit for the company to continue to operate and develop. According to the result of an interview, the profit obtained from the Greener Nusantara program is through the sale of food and beverage products that innovate with various flavors and sell environmentally friendly products such as tumblers (Informant K, April 10, 2022). The implementation of the Greener Nusantara program at Starbucks Coffee Banjarmasin outlets had been running effectively since late 2019, and customers who came during the pandemic were relatively stable, at around 250-300 people per day (Informant K, April 10, 2022). The partners (employees) obtain profits through receiving special training that discusses Starbucks as a green company and the green movements carried out by Starbucks, such as increasing the use of environmentally friendly products and selling tumbler products (Informant B, April 10, 2022). Starbucks has the characteristics of food and beverages with good taste and comfortable outlets so that customers feel comfortable spending time at the outlets (informants D and S, April 11, 2022). Customers stated that they wanted to buy a tumbler product from Starbucks because customers can use it repeatedly. Customers who use a tumbler will be given a half-price discount of 50% when purchasing other products from Starbucks (Informants R and D, April 11, 2022).

According to the observations, the tumblers provided at Starbucks Coffee Banjarmasin outlets also have unique designs that can attract customers to buy them. Based on a case study at the Starbucks Coffee Banjarmasin outlet, Starbucks Greener Nusantara's CSR program has succeeded in adapting the manufacturing process to use recycled products with green strategies and green marketing at Starbucks Coffee Banjarmasin outlet. The explanation above proves that the Starbucks Coffee Banjarmasin outlet has been economically responsible and benefits the local community and society by increasing profitability and sustainable development in reducing plastic waste. It can be concluded that the implementation of Greener Nusantara has reached the profit aspect of TBL at the Starbucks Coffee Banjarmasin outlet because Starbucks Coffee Banjarmasin is generating and increasing company profits from selling food and beverages that customers like; selling tumbler products by employees, and giving profit to customers from attractive discounts so that all parties have the benefits and the company can continue to operate and develop.

5.3. People (social)

Businesses are expected to develop philanthropic or discretionary activities that give the public a positive impression of the company, giving something back to the

community. The implementation of this philanthropic responsibility can be realized through the people aspect, which means the multinational company must carry out fair business practices for workers, create a safe work environment, and raise people's awareness of the environment to afford prosperity for the surrounding community. According to the results of an interview, the implementation of Greener Nusantara at Starbucks Coffee Banjarmasin outlets began with campaigns on several social media platforms and outreach to customers who came to the outlets (Informant K, April 10, 2022). As a manifestation of the implementation of Greener Nusantara, all employees in the outlets have the same opportunity for training. They get training to carry out the "green" movements carried out by Starbucks (Informant B, April 10, 2022). However, according to the interviews, some customers did not know about this Greener Nusantara program. They only realized the change in materials at Starbucks Coffee Banjarmasin outlets become more environmentally friendly such as brown napkins, paper straws, and straw-less lids (Informants R, N, S, and D, April 11, 2022).

The promotion from Greener Nusantara is not optimal. Starbucks Coffee Banjarmasin must be strengthened the main objectives of Greener Nusantara. Hence, the wider community knows that the social responsibility activities launched by Starbucks Indonesia are very innovative in providing a positive impact on the environment for sustainable development and community welfare (Informants R, N, S, and D, April 11, 2022). The Greener Nusantara program effectively encourages and influences customers to use environmentally friendly products. However, some customers did not want to buy a Starbucks tumbler because the price was high (Informants N and S, April 11, 2022). The other argues that the quality of paper straws does not achieve some customer satisfaction because the material is not comfortable to use for a long time (Informant R, April 11, 2022). Therefore, Starbucks employees urge that the quality of Starbucks paper straws be used for a maximum of 30 minutes (Informant K, April 10, 2022). Based on a case study at the Starbucks Coffee Banjarmasin outlet, the Starbucks Coffee Banjarmasin outlet has directly contributed to the Greener Nusantara CSR program by encouraging employees or partners to support local communities to be more aware of environmentally friendly products and solve plastic waste problems to provide a better future for the local community. Thus, it can be concluded that the Starbucks Coffee Banjarmasin outlet carries out fair business practices for its partners (employees). However, the people awareness aspect of TBL has not been fully achieved because some customers at the Starbucks Coffee Banjarmasin outlet have not obtained optimal knowledge about the Greener Nusantara program. From the results of interviews, it can be proven that customers at Starbucks Coffee Banjarmasin are concerned for the environment but cannot use environmentally friendly products because not everyone can get these products. For example, the prices (Informants R, N, S, and D, April 11, 2022).

5.4. Planet (environment)

The ethical and legal responsibilities refer to the action of Greener Nusantara's CSR program, which aims to conduct business ethically, strive to do the right thing, and comply with government laws. Implementing ethical and legal responsibilities can be realized through the environmental aspect. MNCs in their operations must care about sustainable development by reducing waste or turning it into waste that is safe for the environment. According to the result of an interview, the implementation of the Greener Nusantara program at the Starbucks Coffee Banjarmasin outlet aligns with the 2020 Starbucks global vision, the Indonesian government's mission, and the 12th pillar of SDGs to reduce the volume of plastic waste in Indonesia (Informant K, April 10, 2022). From the observations at the Starbucks Coffee Banjarmasin outlet, almost all of the utensils in the store use materials that can be recycled, such as paper straws, paper cups, brown napkins, and strawless lids. Some of the utensils, such as the tissue, have the words "Recycling it – again." This napkin is made with 100% recycled content. So use it, then recycle it – build a greener Nusantara "as a form of affirmation to educate customers." On the paper straws used at Starbucks Coffee Banjarmasin, there is also an affirmation written with the hashtag #imnotplasticstraw. Starbucks has also changed the plastic cup material to recycled polyethylene terephthalate (rPET).



Fig.5. Greener Nusantara Components

Figure 5 shows the Greener Nusantara components at Starbucks Coffee Banjarmasin outlets. The implementation of the Greener Nusantara program has been very effective in reducing plastic waste (Informants K and B, April 10, 2022; Informants R, N, S, and D, April 11, 2022). The characteristics of the implementation Greener Nusantara program have been evident since late 2019, through changes in all products into recycled materials at Starbucks Coffee Banjarmasin outlets, such as paper straws, brown napkins, and some cups that are made from recycled polyethylene terephthalate (rPET) (Informant K, April 10, 2022). The contribution of the Greener Nusantara program could help the government reduce plastic waste and introduce to customers that Starbucks is a company that cares more about environmental aspects (Informant K, April 10, 2022). Greener Nusantara is also supported by campaigns like

"Bring Your Tumbler" or "Tumbler Day" and "For Here Mug," which aim to make people more aware of how important it is to use environmentally friendly products (Informant B, April 10, 2022). The Greener Nusantara program could educate people to take better care of the future of our planet and encourage them to contribute to the use of environmentally friendly products, for example, is cups that, after being used at outlets, can be valuable items at home (Informant N, April 11, 2022).

Based on a case study at the Starbucks Coffee Banjarmasin outlet, the Greener Nusantara program has succeeded in utilizing resources more efficiently and effectively in terms of reducing plastic waste at the Starbucks Coffee Banjarmasin outlet, so that production and consumption with sustainable goals have revitalized the brand image and consumer attitudes that Starbucks Coffee Banjarmasin owns and contributes to sustainable development. It can be concluded that the Greener Nusantara program launched at the Starbucks Coffee Banjarmasin outlet has reached the planet (environment) aspect of TBL effectively because it includes the community and customers in the management and prevention of excessive plastic waste by providing products that are environmentally friendly, meaning they do not have any harmful side effects for the environment, and educating customers to reuse cups into valuable items. The successful contribution made by Starbucks Indonesia in the Greener Nusantara program is also calculated in line with the SDG Industry Matrix targets. The SDG industry matrix that the United Nations Global Compact has prepared, together with the KPMG International Cooperative, was created to turn an interest-driven sustainable development goal into strategic industrial activities that can grow with an emphasis on scale and impact [49]. Referring to the matrix, Starbucks Indonesia's commitment to social responsibility through Greener Nusantara is in line with the three targets in the 12th pillar of the Sustainable Development Goals 2030 matrix targets, namely "Ensure sustainable consumption and production patterns."

6. Conclusion

Greener Nusantara is an innovative program launched by Starbucks Indonesia to address the issue of sustainable development, specifically plastic waste. The implementation of the Greener Nusantara program as a CSR at Starbucks Coffee Banjarmasin outlets has been running effectively and implemented in four aspects economic, legal, ethical, and philanthropy, and has successfully achieved the profit (economic) and planet (environment) aspects of TBL. However, the Greener Nusantara program has not fully achieved the people (social) aspect in influencing people's awareness around the outlet branches because some customers at Starbucks Coffee Banjarmasin have not obtained optimal knowledge about the Greener Nusantara program. Furthermore, to achieve long-term sustainability, the Greener Nusantara program requires more promotion to the local community. In the future, Starbucks Indonesia needs to consistently carry out the Greener Nusantara program initiative and

improve the main objectives throughout their outlet branches so that profit (economic), people (social), and planet (environmental) sustainability can continue to be a commitment to support the SDGs Matrix Industry target pillar-12.

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