SUMMARY

ADHITYA RAHMANA. A Sustainability Strategy Analysis in Greenfields Indonesia Through the Creating Shared Value. Supervised by ARIEF DARYANTO and SITI JAHROH

Milk consumption is projected by the ministry of agriculture (2016) will increase to the year 2020 of 1.14 million tons. This increase should be accompanied by domestic cow milk production, so that Indonesia can reduce the milk import which is reaches 80%. Increased domestic milk production can be derived through the development of dairy mega-dairy farm in Indonesia. Greenfields Indonesia dairy farm is the largest of the mega-dairy farms that integrated with milk processing industry in Indonesia and Southeast Asia. The concept of mega-dairy farm has risks arising from their business activities, such as environmental pollution, animal welfare, and the welfare of local farmers. The importance of the government of Indonesia through the Blueprint of Dairy Indonesia 2013-2025 has a principle that the national dairy development should be able to realize the national economic goals of pro poor, pro job, pro growth, pro-health, pro secure and pro environment. Therefore, this research is very important to prove that mega-dairy farm able to support the purpose of development of dairy Indonesia.

This research is a case study that aims to provide problem solving related to environmental, social, and economic issues through company business strategy. Research data retrieval was executed through in-depth interviews based on SAI reference platform and questionnaire. The results of the assessment are based on integrating the delphi fuzzy method and the dematel method (decision-making trial and evaluation laboratory).

GFI is able to create share value (CSV) through redefinition of productivity in the chain company. The design of this CSV business model has social advantages, among others; (1) increasing the production of farmers' harvests, (2) opening up new jobs as grass farmers, (3) creating security against environmental pollution from livestock waste, (4) enhancing the company's reputation from social performance. In addition, the benefits for the company through CSV include, (1) obtaining certainty on the supply of forage feed, (2) increasing milk production, (4) maintaining milk quality. Value proposition GFI is created through economics of scale that while the Greenfields Indonesia (GFI) markets that is targeting all the consumers and horeca (hotels, restaurants, and catering) on a social profit base will be able to provide nutritious milk to the community and increase milk consumption in Indonesia.

Keywords: creating shared value, dairy farms, decision support systems