



**ZERO WASTE, HIGH VALUE: A STRATEGY FOR UTILIZING NON-
COMMERCIAL PARTS OF THE BANANA PLANT AS HIGH ECONOMIC
VALUE HERBAL PRODUCTS**

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Abstract

This research proposal examines the business development strategy of Haratea, an innovative herbal tea product derived from banana leaves (*Musa paradisiaca*) a part of the banana plant traditionally regarded as non-commercial waste. Applying a zero waste economy framework, this study aims to analyze the economic value-added potential of transforming banana leaves into high-value herbal products for domestic and international markets. A qualitative descriptive approach with a single case study design is employed, focusing on the Haratea enterprise located in Kairagi, Mapanget District, Manado City, North Sulawesi. Data are collected through participatory observation, semi-structured in-depth interviews, and financial document analysis. Preliminary findings indicate that banana leaves contain significant bioactive compounds including flavonoids, tannins, and polyphenols with notable scientifically documented health benefits. Through controlled-temperature drying using a food dehydrator and hygienic teabag packaging, Haratea successfully created strong market differentiation with positive consumer responses at its pilot sale in Mantos 3 Bazaar, Manado. Financial projections indicate a first-year net profit of IDR 19,958,730 with 5%



annual growth, reaching IDR 29,249,621 in the fifth year (2030). This research is expected to demonstrate that a zero waste approach leveraging local natural resources constitutes an economically viable, socially impactful, and environmentally responsible business strategy for micro and small enterprises in Indonesia.

Keywords: Zero Waste Economy, Banana Leaf Herbal Tea, Local Product Innovation, Economic Value-Added, MSME North Sulawesi

INTRODUCTION

Indonesia, as an agrarian country, possesses an immense wealth of biodiversity with natural resource potential that has yet to be fully optimized. The prevailing tendency is to focus utilization only on the primary commercial components of a plant, while other parts are left as organic waste with little to no economic value. This phenomenon is clearly observed in the banana plant (*Musa paradisiaca*): its fruit serves as a leading national export commodity, while its leaves, which are in fact rich in bioactive compounds, are rarely utilized within any formal economic framework.

Amid growing global awareness of circular economy principles and the zero waste movement, the opportunity to transform previously discarded plant parts into high-value products has become increasingly relevant. The concept of a zero-waste economy promotes product innovation that utilizes all parts of natural resources optimally, so that nothing goes to waste. In the context of tropical agriculture such as in North Sulawesi, this approach holds transformative potential, particularly for developing micro, small, and medium enterprises (MSMEs) based on local raw materials.

**Figure 1.****Growth of Indonesian Herbal Product Market Value 2019–2024**

Source: Ministry of Health of the Republic of Indonesia (2024), processed by the author

Indonesia's herbal product industry has experienced consistent growth alongside increasing public health awareness. Data from the Ministry of Health of the Republic of Indonesia (2024) show that herbal product consumption has grown at an average rate of 15% annually over the past five years, with the total market value reaching IDR 23.4 trillion in 2024. This trend is driven by a consumer preference shift toward organic and natural products, opening significant opportunities for locally-based herbal products. Phytochemical research has confirmed that banana leaves contain important bioactive compounds with scientifically documented health benefits. Flavonoids inhibit excessive glucose absorption in the intestines and help stabilize blood sugar levels, tannins exhibit antimicrobial and astringent properties that support digestive health, and polyphenols function as potent antioxidants that neutralize free radicals and play a preventive role against various degenerative diseases (Imam & Akter, 2022). Banana leaves also contain vitamins B6 and C, which contribute to immune function and protein metabolism. Despite this documented potential, the utilization of banana leaves in Indonesia's formal herbal industry remains very limited, creating a significant market gap. Haratea emerges as a concrete response to this gap. As a banana leaf-based herbal tea product developed by students of Politeknik Negeri Manado, Haratea processes banana leaves through a standardized and hygienic production process: careful raw material selection, controlled-temperature drying using a food dehydrator, and hygienic teabag



packaging. The product was piloted at the Mantos 3 Bazaar in Manado City with overwhelmingly positive consumer responses, indicating a strong product-market fit from the earliest stage.

Based on the above, this research is important in comprehensively analyzing the development strategy of Haratea within a zero-waste economy framework, evaluating its financial viability, and documenting its social and environmental impact. This research is expected to serve as both an academic and practical reference for MSME innovation based on local resources in North Sulawesi and Indonesia at large.

Despite the growing body of literature on the phytochemical properties of banana leaves, zero waste economy, and herbal MSME development, previous studies have generally examined these topics separately. Limited research integrates scientific validation of banana leaves with business strategy, financial feasibility, value chain analysis, and social-environmental impact within a single MSME case. This research addresses that gap by providing a comprehensive analysis of Haratea as an innovative zero-waste business model based on local resources.

The novelty of this study lies in its integration of bioactive compound analysis, zero waste economy principles, financial feasibility, value chain analysis, and the Triple Bottom Line framework into a single case study of a banana leaf herbal tea enterprise.

Statement of the Problem

Based on the background of the study, this research seeks to examine the scientific, economic, financial, and sustainability aspects of Haratea as a value-added herbal tea product developed from banana leaves through a zero-waste approach. Therefore, the research problems are formulated as follows:

1. How can the bioactive compounds found in banana leaves serve as a scientific justification for developing Haratea herbal tea as a high economic value product?
2. How is the zero-waste strategy implemented in Haratea's production process to create economic value-added from non-commercial parts of the banana plant?
3. How is the financial feasibility of the Haratea business based on five-year projected financial statements (2026–2030)?
4. What are the social and environmental impacts of Haratea's zero-waste economy-based business model on the local community of Manado City?

**Research objectives**

Based on the research problems presented above, this study aims to provide a comprehensive analysis of Haratea by integrating scientific, financial, environmental, and socio-economic perspectives. Specifically, the objectives of this research are as follows:

1. To analyze the bioactive content of banana leaves and its relevance as a raw material for high economic value herbal tea products.
2. To examine the zero-waste strategy applied by Haratea in creating value-added from non-commercial parts of the banana plant.
3. To evaluate the financial feasibility of the Haratea business through analysis of five-year projected financial statements (2026–2030).
4. To identify and analyze the social and environmental impacts of Haratea's zero waste business model on the local community.

Significance of the Research**1. Theoretical Significance**

This research is expected to contribute to academic knowledge by: (1) enriching scholarly discourse on zero waste economy implementation within Indonesia's agriculture-based MSME context, (2) adding to the academic literature on the phytochemical potential of banana leaves as a functional herbal raw material, and (3) providing a reference for future research related to local product innovation and natural resource-based entrepreneurship development.

2. Practical Significance**a) For Business Practitioners**

Providing strategic guidance for developing economically viable and environmentally sustainable zero-waste business models based on local resources.

b) For Academics

Supplying an empirical case study applicable in business management, entrepreneurship, and creative economy courses.

c) For Local Government

Serving as a consideration in formulating MSME development policies centered on innovation and local resource potential in North Sulawesi.

d) For the Community

Raising awareness of the economic potential hidden in locally available natural resources that have long been underutilized.



LITERATURE REVIEW

Zero Waste Economy and Local Resource Value-Added

Zero waste economy is an economic paradigm that transcends conventional recycling concepts. The Ellen MacArthur Foundation (2021) defines it as a system that redesigns product life cycles so that no material is wasted; every component is treated as a valuable resource to be optimally reused. Unlike the linear economic model that follows a 'take–make–dispose' pattern, the circular economy seeks to retain resource value for as long as possible within productive cycles.

The concept of value-added in agricultural economics emphasizes that the process of transforming raw materials into finished products creates a significant increase in value (Porter, 2020). This value-added is multidimensional: not only economic through higher selling prices but also social, through the empowerment of local farmers, and environmental, through the reduction of organic waste. For the banana plant, the value transformation of leaves previously worth near zero into a premium herbal product priced at IDR 22,000 per pack is a concrete demonstration of zero waste value creation.

Sari and Nugroho (2023) in their study on zero waste economy implementation in agriculture-based MSMEs in Central Java, found that the zero waste approach can increase farmer income by up to 35% through the utilization of previously worthless by-products. This finding provides relevant empirical grounding for the development of Haratea's business model in North Sulawesi.

Table E.1

Comparison of Linear Economy vs. Zero Waste Economy

Aspect	Linear Economy	Zero Waste Economy
Production Pattern	Take – Make – Dispose	Take – Make – Return
Waste Utilization	Minimal / None	Maximal & structured
By-Product Value	Zero / Negative	Positive & measurable
Environmental Impact	High (pollution, emissions)	Low (circular)
Business Resilience	Vulnerable to price fluctuations	More resilient
Haratea Example	Only selling banana fruit	Leaves → premium herbal tea IDR 22,000

Source: Adapted from Ellen MacArthur Foundation (2021) and Porter (2020), processed by author



Bioactive Content of Banana Leaves (*Musa paradisiaca*)

Banana leaves (*Musa paradisiaca*) have been the subject of phytochemical investigation in numerous international studies. Imam and Akter (2022) identified several key bioactive compounds present in banana leaves, as illustrated in Figure 2 below:

**Komposisi Senyawa Bioaktif Daun Pisang
(*Musa paradisiaca*)**

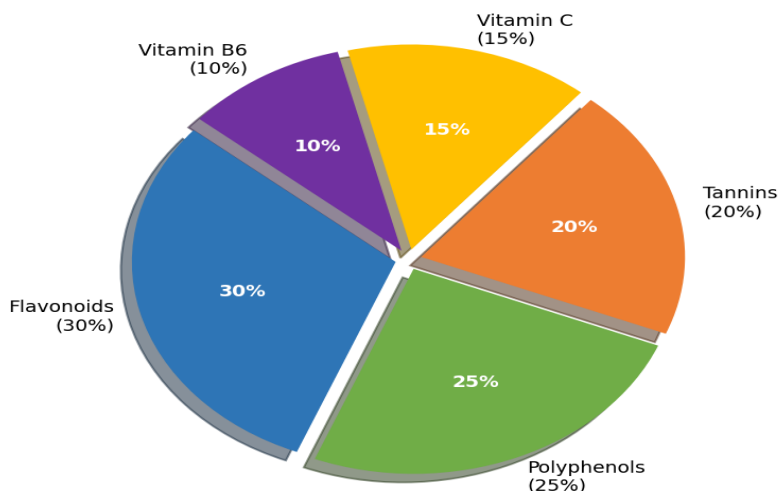


Figure 2.

Estimated Composition of Bioactive Compounds in Banana Leaves (*Musa paradisiaca*)

Source: Imam & Akter (2022), processed by author

Table E.2

Bioactive Compounds in Banana Leaves and Health Benefits

Bioactive Compound	Content	Health Benefits	Reference Source
Flavonoids	~30% of total extract	Inhibit excessive intestinal glucose absorption , blood sugar stabilization , anti-inflammatory	Imam & Akter (2022)
Polyphenols	~25% of total extract	Potent antioxidants , free radical neutralization , prevention of degenerative diseases	Nasution et al. (2023)



Tannins	~20% of total extract	Antimicrobial , astringent , supports digestive health and gastric mucosa	Imam & Akter (2022)
Vitamin C	~15 mg/100g dried leaf	Immune system strengthening , collagen synthesis , water-soluble antioxidant	Nasution et al. (2023)
Vitamin B6	~10 mg/100g dried leaf	Neurological function , protein metabolism , neurotransmitter formation	Imam & Akter (2022)

Source: Imam & Akter (2022) , Nasution et al. (2023), processed by author

From an organoleptic perspective, banana leaf infusion produces a distinctive earthy aroma with a mild flavor suitable for regular daily consumption. These characteristics make it an ideal raw material for functional herbal tea targeting modern health-conscious consumers (Nasution et al., 2023). The current limited utilization of banana leaves in Indonesia's formal herbal industry actually represents a significant blue ocean opportunity for first-mover innovators such as Haratea.

Herbal Product Marketing Strategy for MSMEs

Product differentiation is the key to success in an increasingly competitive herbal market. Kotler and Keller (2021) emphasize that products with a compelling story, unique raw materials, and documented health value tend to succeed in building consumer loyalty and can command premium pricing. A well-designed marketing mix covering product, price, place, and promotion is a critical determinant of successful market penetration for emerging MSMEs in the herbal industry.

Digital marketing trends based on storytelling provide competitive advantages for locally-rooted products. Millennial and Gen-Z consumers tend to gravitate toward products with authentic narratives about raw material origins, transparent production processes, and positive social impact. This aligns well with Haratea's strategic positioning as a product with a strong North Sulawesi local identity.

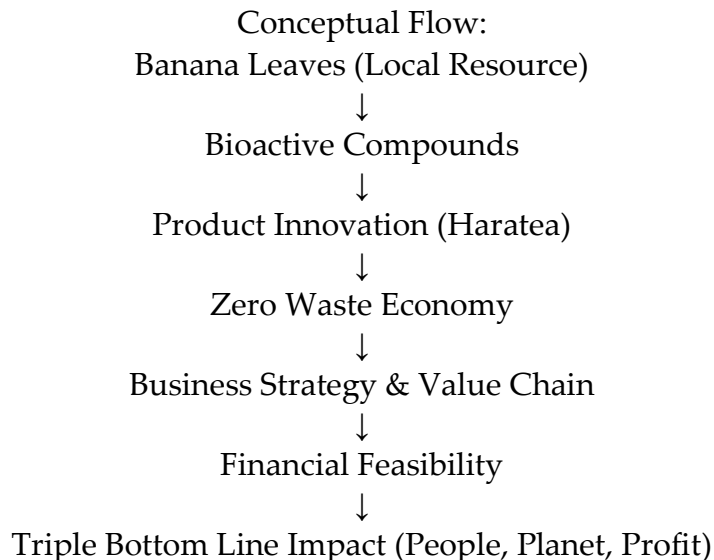


Table E.3
Haratea Positioning Analysis in the Herbal Tea Market

Dimension	Conventional Herbal Tea	Direct Competitor	Haratea
Raw Material	Common herbs (ginger, turmeric)	None in Manado	Banana leaf unique & local
Price	IDR 15,000 – 50,000/pack	N/A	IDR 22,000/pack (competitive)
Uniqueness	Low commodity	N/A	High local first-mover
Environmental Value	Minimal	N/A	High zero waste approach
Target Consumer	All segments	N/A	Health-conscious millennials
BPOM Status	Certified	N/A	Application in progress

Source: Primary Data Processed by Author (2026)

Conceptual Framework



Based on the literature reviewed, this research uses a conceptual framework that integrates three core elements: (1) the zero waste economy approach as a value creation strategy from previously wasted local resources, (2)



the bioactive content of banana leaves as the scientific foundation for product health value claims, and (3) marketing strategy and product differentiation as the mechanism for market penetration. These three elements interact synergistically to create an MSME business model that is financially viable, socially impactful, and environmentally responsible, ultimately forming the competitive advantage of the Haratea enterprise.

RESEARCH METHOD

Research Approach and Design

This research employs a qualitative descriptive approach with a single case study design (Yin, 2018), selected to gain a deep understanding of Haratea's zero-waste business strategy and impact phenomena requiring contextual analysis beyond quantitative methods. Haratea represents a unique, unstudied business phenomenon in the North Sulawesi region, making the case study design most appropriate. This approach allows the researcher to capture the nuances and complexity of local innovation-based MSME business dynamics holistically and in depth.

Research Focus and Subjects

This research focuses on three main aspects: (1) technical production aspects covering the banana leaf processing method, quality control, and packaging innovation, (2) economic aspects encompassing financial feasibility analysis, revenue projections, and cost structure, and (3) impact aspects evaluating the social, environmental, and community impact of Haratea's business model. Research subjects are all three managing owners of Haratea as key informants, representing managerial, marketing, and production operational perspectives.

Data Collection Techniques

Data are collected through three complementary triangulation techniques:

Table F.1

**Research Data Collection Techniques Source: Adapted from Yin (2018),
processed by author**

No	Technique	Procedure	Data Obtained
1	Participatory Observation	Direct field observation of the full production process (raw material selection, dehydrator	Production process data, product quality, consumer behavior, real market conditions



		drying, packaging) and pilot sales at Mantos 3 Bazaar	
2	Semi-Structured In-Depth Interviews	Structured interviews with all three managing owners as key informants, guided by a theme-based research instrument	Business strategy data, entrepreneurial motivation, operational challenges, development plans
3	Document Analysis	Review of business plan, five-year projected financial statements (2026–2030), market survey data, and pilot sales documentation	Verified financial data, growth projections, cost and revenue structure

Data Analysis Techniques

This research employs four complementary analytical approaches to comprehensively evaluate the development and feasibility of the Haratea business model. SWOT Matrix Analysis is used to assess Haratea's competitive position in the local and national herbal tea market by identifying its strengths, weaknesses, opportunities, and threats based on field data. Value Chain Analysis is applied to examine the value creation process from raw material procurement to the final consumer, enabling the identification of value-added activities and opportunities for improving operational efficiency. To determine the business's economic viability, Financial Feasibility Analysis is conducted using five-year projected financial statements (2026–2030), including projected income statements, cash flow statements, and balance sheets, supported by financial indicators such as the Break-Even Point (BEP), Return on Investment (ROI), and Net Present Value (NPV). Furthermore, Social-Environmental Impact Analysis is carried out using the Triple Bottom Line framework (people, planet, and profit) to evaluate the broader social, environmental, and economic impacts generated by Haratea's zero waste business model on the local community and surrounding ecosystem.

Data Validation

To ensure the validity and reliability of the research findings, this study applies source, method, and theory triangulation. In addition, the findings are



validated through member checking, by confirming the results with key informants, and peer debriefing by discussing the findings with academic supervisors and peers to obtain constructive feedback and strengthen the analysis.

RESULTS AND DISCUSSION

Overview of the Research Subject

Haratea is an innovation-based herbal product start-up established by students of the D4 Business Management Study Program at Politeknik Negeri Manado. The name 'Haratea' is an acronym of 'Harmoni Aroma Alam Inovasi Teh Herbal Daun Pisang Unggulan' (Harmony of Natural Aroma Innovation of Premium Banana Leaf Herbal Tea), reflecting a business philosophy rooted in the harmony between local natural wealth and modern innovation. The enterprise's main product is herbal tea made from banana leaves (*Musa paradisiaca*), processed through a hygienic and standardized production method.

Table G.1

Haratea Business Profile Source: Haratea Business Plan (2026)

Business Information	Details
Business Name	Haratea
Business Field	Herbal Beverages
Main Product	Banana Leaf Herbal Tea (12 teabags/pack)
Selling Price	IDR 22,000 per pack
COGS	IDR 11,000 per pack (100% margin)
Business Address	Jl. Politeknik, Kairagi Dua, Mapanget District, Manado City
Social Media	@haratea_ (Instagram)
Ownership Type	Partnership 3 co-owners
Initial Capital	IDR 5,045,000 (self-funded)
Total Investment Capital	IDR 17,045,000
Year Established	2026
BPOM Status	Certification application in progress



Expected Research Findings

1. SWOT Analysis of Haratea

Based on primary data collected, the following SWOT matrix summarizes Haratea's competitive position in the herbal beverage market. The analysis encompasses an in-depth assessment of internal factors (strengths and weaknesses) and external factors (opportunities and threats):

Table H.1

**SWOT Analysis of Haratea Business Source: Primary Data Processed by
Author (2026)**

STRENGTHS	WEAKNESSES
• Abundant and affordable local raw materials (near-zero cost) • Unique product no direct competitor in Manado market • Bioactive compounds scientifically documented • Low COGS (IDR 11,000/pack), 100% profit margin • Hygienic and standardized production process • Academic institution support from Politeknik Negeri Manado	• Production scale still limited to home industry • BPOM (Food Safety Authority) certification not yet obtained • Low brand awareness in initial phase • Limited human resources: only 3 managing owners • Dependency on single product line • Production capacity not yet meeting large-scale demand
OPPORTUNITIES	THREATS
• Healthy lifestyle trend growing 15% annually • Open export market for herbal products in Asia • Government MSME development program support • No competing banana leaf tea product in Manado (blue ocean) • Culinary tourism potential in North Sulawesi	• Risk of product imitation by competitors • Seasonal fluctuation in raw material availability • Consumer skepticism toward new herbal products • Strict BPOM food safety regulations • Rising costs of supporting materials and utilities



- Growing consumer awareness of local products

- Supply chain disruption due to extreme weather factors

2. Financial Feasibility Projection

The financial feasibility analysis of the Haratea business is based on five-year projected financial statements (2026–2030), assuming 5% annual sales growth. The selling price is set at IDR 22,000/pack with a Cost of Goods Sold (COGS) of IDR 11,000/pack, yielding a 100% profit margin. Total initial investment capital amounts to IDR 17,045,000, funded entirely from the owners' equity.

Proyeksi Keuangan Haratea 2026–2030

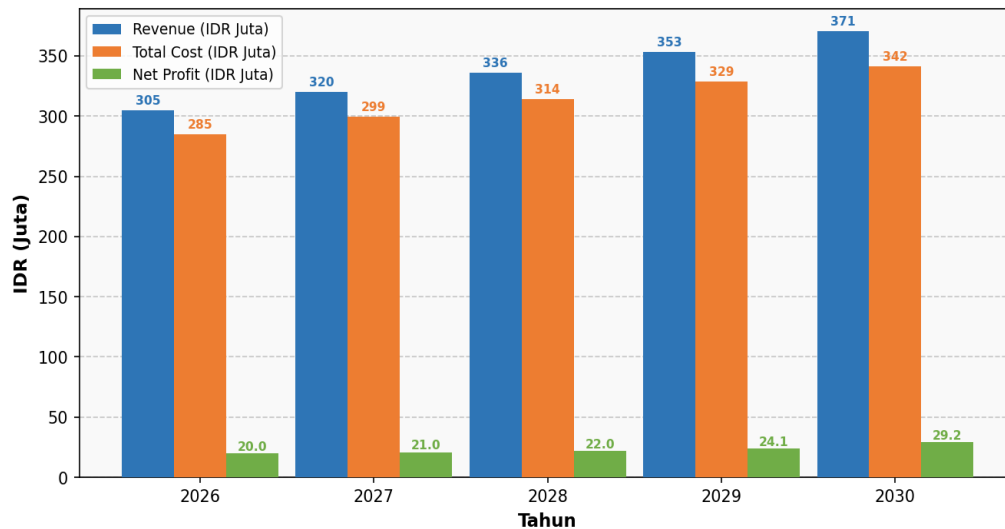


Figure 3.

Haratea Financial Projection 2026–2030 (Revenue, Total Cost, Net Profit)

Source: Haratea Business Plan, Data Processed by Author (2026)

Table H.2

Haratea Financial Projection 2026–2030

Year	Revenue (IDR)	Total Cost (IDR)	Net Profit (IDR)	Net Cash Flow (IDR)
2026	305.027.040	285.068.310	19.958.730	31.731.840
2027	320.278.392	299.321.726	20.956.666	43.517.520
2028	336.292.312	314.287.812	22.004.500	59.628.960
2029	353.106.928	329.002.703	24.104.225	78.262.881



2030	370.762.274	341.512.652	29.249.622	31.440.901
Δ Growth	+21,6%	+19,8%	+46,5%	+(-0,9%)

Source: Haratea Business Plan, Data Processed by Author (2026)

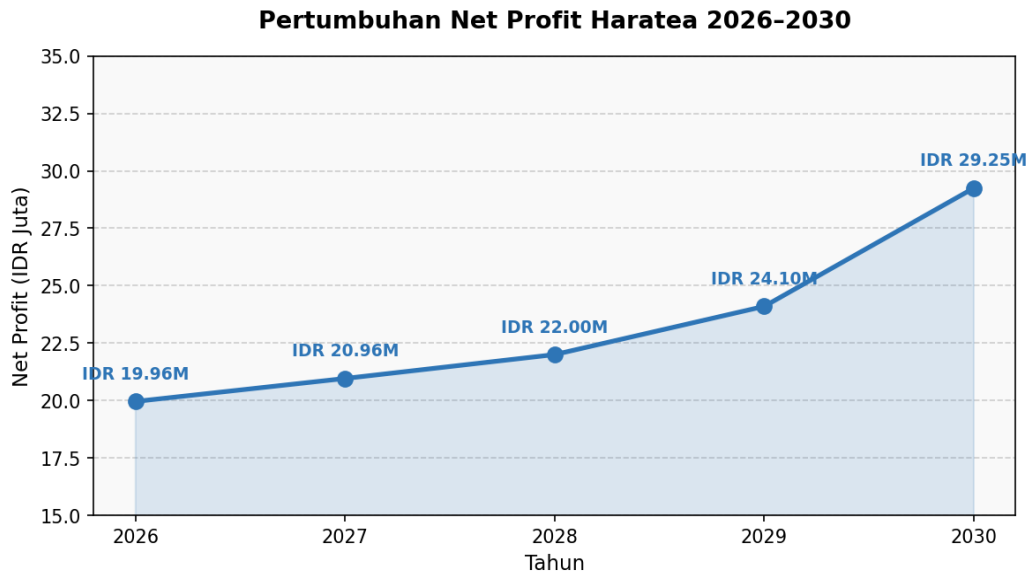


Figure 4.

Haratea Net Profit Growth Trend 2026–2030

Source: Haratea Business Plan, Data Processed by Author (2026)

Table H.3
Haratea Financial Feasibility Indicators

No	Indicator	Value	Interpretation
1	Gross Profit Margin	100%	Very healthy; COGS = 50% of selling price yields full gross margin
2	Net Profit Margin (2026)	6.54%	Reasonable for a start-up MSME, projected to increase as production scales
3	Payback Period	< 1 year	Initial investment of IDR 17,045,000 recovered within the first year of operation



4	Break-Even Point (BEP)	~1,300 packs/year	Minimum volume to cover fixed costs , very achievable
5	Return on Investment (ROI)	~117% (Year 1)	Very high, demonstrating exceptional capital efficiency
6	5-Year Profit Growth	46.5% (2026–2030)	Consistent with national herbal market growth projections

Source: Primary Data Processed by Author (2026)

3. Social and Environmental Impact

This research is expected to document the multi-layered positive impact of Haratea's business model using the Triple Bottom Line framework (Elkington, 1997):

Table H.4
Haratea Triple Bottom Line Impact Analysis

No	TBL Dimension	Identified Impact	Measurable Indicators
1	Planet (Environment)	Utilization of 5–8 kg of banana leaves per production cycle that would otherwise become organic waste, reduction in methane emission potential from organic matter decomposition	Volume of waste diverted (kg/month), estimated CO ₂ equivalent emission reduction
2	People (Social)	Creation of a value chain involving local banana farmers as raw material suppliers, generating supplementary income for agricultural households, improvement of	Number of partner farmers, increase in farmer income (%/year), reach of health literacy program



		community health literacy	
3	Profit (Economic)	Demonstration of a viable high-margin MSME business model based on local resources, inspiration for young entrepreneurs in North Sulawesi, contribution to regional herbal sector GDP	Annual net profit, revenue growth, multiplier effect on local economy

Source: Adapted from Elkington (1997), Primary Data Processed by Author (2026)

CONCLUSION

Based on the analysis and discussion of Haratea's business strategy within the zero-waste economy framework, four sub-conclusions can be drawn that answer the research questions:

1. Scientific Justification of Banana Leaf Bioactive Compounds as a High Economic Value Product

Banana leaves (*Musa paradisiaca*) are phytochemically proven to contain bioactive compounds of significant health value, including flavonoids (~30% of total extract), polyphenols (~25%), tannins (~20%), and vitamins C and B6. Flavonoids inhibit excessive glucose absorption in the intestines, polyphenols act as potent antioxidants that neutralize free radicals, and tannins exhibit antimicrobial properties while supporting digestive health. This combination of compounds provides a robust scientific foundation for positioning Haratea as a premium functional herbal tea, distinguishing it clearly from conventional herbal teas typically made from ginger or turmeric.

2. Implementation of Zero Waste Strategy in Creating Economic Value-Added

Haratea implements the zero-waste strategy by transforming the banana plant part traditionally regarded as non-commercial waste (the leaf) into a herbal tea product with a selling price of IDR 22,000 per pack. Value-added creation occurs in three stages: (a) selection of locally sourced raw materials at near-zero cost, (b) controlled-temperature drying using a food dehydrator to maintain hygienic quality, and (c) packaging in ready-to-brew teabags that meet modern market standards. With a cost of goods sold of IDR 11,000 per pack, a 100% gross



profit margin is achieved, demonstrating that a circular economy model can successfully transform agricultural waste into a high economic value product.

3. Financial Feasibility Based on Five-Year Projections (2026–2030)

Financial projections indicate that Haratea is a financially viable enterprise. In the first year (2026), net profit is projected at IDR 19,958,730, with an average annual growth rate of 5%, reaching IDR 29,249,622 by the fifth year (2030). Feasibility indicators are very positive: a payback period of less than one year, a first-year Return on Investment (ROI) of approximately 117%, and a Break-Even Point (BEP) of only around 1,300 packs per year—a volume that is very easily attainable. This performance confirms that high-margin innovation based on local resources possesses sound financial resilience for micro and small enterprises.

4. Social and Environmental Impacts of the Zero Waste Business Model on the Local Community

Through the Triple Bottom Line framework, Haratea's business model is projected to deliver positive impacts across three pillars. On the Planet (environmental) pillar, each production cycle diverts 5–8 kg of banana leaves from organic waste streams, simultaneously reducing potential methane emissions. On the People (social) pillar, the enterprise creates a new value chain for local banana farmers as raw material suppliers, generates supplementary household income for farming families, and strengthens community health literacy through herbal product promotion. On the Profit (economic) pillar, Haratea serves as a viable model of a sustainable green enterprise that can inspire young entrepreneurs in North Sulawesi and contribute to the growth of the regional herbal sector.

Overall, this research demonstrates that a zero-waste strategy—combining the wealth of local natural resources, scientific justification of bioactive content, strong product differentiation, and sound financial management—constitutes a business approach that is economically viable, socially impactful, and environmentally responsible for micro, small, and medium enterprises in Indonesia.

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