

CSR based MSME Empowerment through Product Marketing Competency Enhancement by Digital Marketing

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Abstract: *Indonesia as the largest digital economy in 2020 and aimed to be the largest in South East Asia. Government aims the ecommerce transaction achieve US\$ 130 Billion value and create a thousand technopreneur with US\$10 Billion business value in 2020. To achieve the target, supports are needed from various parties through various program, including Corporate Social Responsibility (CSR). Refers to the problem, this research aims to discover and analyze how sundaydigital.com as a company engaged in digital marketing communication agency run a CSR program based on micro to medium enterprises through product marketing competing enhancement by digital marketing. This research uses quantitative method with single study case design. The finding of this study is CSR program from sundaydigital.com is a commitment form of company to build and develop the micro to medium enterprises empowerment through digital marketing concept, along with strengthening the reputation of company. CSR Program is communicated through three communication model, among them are Linear model of communication, Interactional model of communication and Transactional model of communication. CSR Program implements mixed type strategy, where the company collaborates with support partners and stakeholders. Suggestions that can be given are 1) Audience research has to be done before CSR implementation, 2) CSR activities have to be documented in structure and systematic through in-depth study (due diligence study) for the organizer, internally and externally from sundaydigital.com. 3) Innovate in building awareness, knowledge, and concerns to the external so the CSR program works well, 4) It is recommended for sundaydigital.com to communicate CSR Program through expert practitioner in digital marketing field.*

Keyword: CSR, empowerment, digital, marketing

1. Preface

Nowadays, we have entered digital world, everything is possible to be controlled with no space and time limitation. Everything can be easier because of the connected internet on the gadget / smartphone. The current condition certainly ease people's activities, especially on the creative economy business, so this phenomenon reinforcing the world towards digital economy. In example, we simply know email, use of website, applications, online product management, and online transactions.

Digital economy refers to the economy based on computation technology and it creates significant part from broader economy. This term first created by Don Tapscott in 1995 in a book titled "The Digital Economy: Promise and Peril in the Age of Networked Intelligence". This book analyze the changes on business environment caused by the presence of computers and communication infrastructures (Internet, computers,softwares, networks, etc.). It causes individuals and organizations redesign a number of business process and developing digital economy application. Besides that, business transaction activity refers to the digitalization process (Bores, 2016).

Digital economy growth today increases along with the use of communication and information technology that are going global now. That potential is captured by the young generation, especially micro to medium enterprises which is becoming more aggressive in response of digital era. Data of

Ministry of communication and informatics from Republic of Indonesia records in 2017 that enterpreneur ration in Indonesia increases to 3,1% or about 7,8 million people.¹This number shows that more people are developing their ideas through digital marketing based entrepreneurship.

By that potential, government is currently declaring the Indonesia as the largest digital economy in 2020 and aimed as the bigges in South East Asia. One of the foundation of national development in this declaration is digital sector. Government aims ecommerce transaction achieve US\$ 130 Billion and create 1000 technopreneur with US\$10 billion value of business in 2020. This is considered realistic, as the e-commerce industry potential in Indonesia cannot be underestimated². From the analytical data Ernst & Young, it can be seen from the growth of online business sales value in Indonesia every year increases for 40 percent. There are 983,4 million internet user and 71 smartphone user in Indonesia.³

To achieve those target, it needs support from various parties and also business sectors should have their ways to be involved in strengthening the digital economy ecosystem structure. One of which is holding the digital businesses to contribute preparing and supplying the seeds of digital business through various program that could answer people needs and business challenges. But it is a good news that not quite few companies support the target from government by their involvement through Corporate Social Responsibility (CSR) Program.

¹<http://www.pertamina-ptc.com>

²<https://balitbangsdm.kominfo.go.id/publikasi-publikasi-ilmiah-dan-dokumentasi-29.htm>

³https://kominfo.go.id/index.php/content/detail/6441/Indonesia+Ak+an+Jadi+Pemain+Ekonomi+Digital+Terbesar+di+Asia+Tenggara/0/berita_satker

The company should have commitment in getting involved on CSR Program. Business ethics and sensitivity of a company toward the public interest are the main thing in CSR implementation. If a company is less sensitive to their environments, there will be public resistance toward the company. The company have to see CSR as the part of public rights that have to be done. But Frynas (2009) identified that CSR program implementation is part of the reason to fulfill the right of internal and external companies, including: 1) To obey regulations, laws, and rules 2) as part of social investment to get positive image 3) part of business strategy 4) to obtain operating license from nearby people 5) part of risk management to muffle and avoid social conflict.

One of the micro to medium enterprises enhancer company is Sunday Digital. Sunday Digital is Digital Marketing Communication Agency that uses content marketing and contagious idea approach. Focusing on story ability and co creation. Through their CSR Program, Sunday Digital helps and optimize micro to medium enterprises using digital devices. Besides that, Sunday Digital also invites and being invited to workshop related to digital business in schools, universities, and business association to spread the digital based business in Indonesia.

Presence and commitment of companies that focus on CSR implementation to increase the competency in digital marketing is fundamental. Considering that various problem to achieve the target cannot be denied, among them is the change of conventional to digital way. Socioculture factor is adopting the digital economy system slowly. This matter is the obstacle for startup company and micro to medium enterprises nowadays. Besides that, problems in consumer protection, regulation and problem in online transaction itself must be considered.

As the smartphone usage going higher, it will give opportunities to micro to medium enterprises in marketing their business through the smartphone. At least there are some benefits of digital application in smartphone, among them are 1) people could access internet through smartphone anytime and anywhere, 2) Every people who have smartphone could access internet relatively safer than using computer or laptop that can be accessed by multiple person, 3) Mobile application that can be business indicator for giving the best service to their client, 4) Mobile application that can be the good customer relation management tool because of the ease of interaction real time, 6) Using the location based service can be very easy to find the nearest outlet and facility from customer (Jamil & Irawan, 2018:152).

Through the ease of smartphone, it is important to understand digital based business process in this technology and digital marketing era, so business can sustain in the business world and maximize their product marketing to the global. This matter is in line with the Sunday Digital CSR program that tries to facilitate and train people, especially micro to medium enterprises to get advanced by following technology era. This CSR program has been running for one year, and the Sunday Digital commit to continuously run and spread CSR program to individual or grouped entrepreneur that need digital marketing.

The reason a company run CSR program is very relevant, considering we have entered digital era. As it is delivered by Gazzola et al (2017:2) that the presence of digital economy era stimulate industry to keep innovate and prepared to face the competition continuously in business sector. Besides that, this condition triggers an increase of consumer welfare. If industry only did conventional services, now industry can increase their quality of service by the help of digital technology. This condition affect the way of industry and consumer transact.

Based on the background above, researcher is interested to know how the community empowerment model through CSR program by increasing the competency of product marketing through digital marketing. This research is expected to give recommendations related to the approach and communication model implemented in CSR program from Sunday Digital, especially increase the participation of this program. Besides that, this research is expected to analyze the obstacles of communication and give solutions to the encountered obstacles. Therefore, this CSR program can realize the sustainable development.

2. Literature Review

2.1 Corporate Social Responsibility

CSR definition is varied. Essentially, CSR is a business operation committed not only to increase the corporate profit financially, but also to build social-economy area holistically, institutionally, and sustainably. Some other names being identical to CSR are corporate giving, corporate philanthropy, corporate community relations, and community development (Zukhruf and Irawan, 2018).

A similar opinion was expressed by Kotler and Lee (2005) that CSR is part of a company's commitment to improve society's condition for the better through discretionary business practices and contributions from company resources. In this definition, Kotler and Lee emphasize discretionary components, which can be interpreted as a corporate volunteer in applying business practices that benefit the welfare of society (Irawan, 2018: 116)

Referring to these definitions, CSR can be translated as organizational or corporate commitment to contribute as a form of social responsibility to the community, with the aim to meet the expectations of stakeholders, especially the community in realizing sustainable development and improving the welfare of the community or recipient of the CSR program.

When viewed from the implementation motive, the company implement CSR program is based on four reasons as presented by Michael E. Porter (2009), that are 1) moral obligation. Where companies in doing business must respect ethical values, 2) Sustainability. Companies need to be wise in meeting current needs without ignoring the needs of the future, 3) Operating permissions. To obtain an operating license, companies need to build "image" in order to gain government and stakeholder approval, and 4) Reputation. CSR is part of the strategy in raising the brand and reputation to consumers, investors, and employees (Irawan, 2013).

CSR program is certainly not seen as part of charity efforts alone, but behind it all CSR programs also have many benefits for the company. The benefits of CSR programs are not only perceived by the community (stakeholders) alone, but also felt by the company itself. At least Kurucz et al (2008), at least identifying there are four possible benefits categories that a company may engage in CSR activities: (1) cost and risk reduction; (2) gain a competitive advantage; (3) developing reputation and legitimacy; and (4) seek results and benefits for common interests through value creation and synergistic cooperation (Irawan, 2018: 117).

Research has shown that corporate CSR activities play an important role in shaping cognitive responses, attitudes, and behaviors from stakeholders with different interests. CSR programs are also found to increase purchasing intentions for customers, grow a positive appreciation from customers, strengthen customer loyalty, and increase customer confidence in the company. In addition, the implementation of CSR programs can attract potential employees and increase the commitment and pride of employees to the company. Furthermore, the implementation of CSR can also influence investors' decisions and preferences through increased corporate trust. Indirectly, the implementation of the CSR program has the benefit as well as the objective to enhance the reputation and strengthen the company's long-term competitive advantage (E Arikan et al, 2016: 132)

2.2 CSR Communication Program

Conceptually CSR is part of PR. Previously, public relations activities aimed at establishing and maintaining relationships with the community are called community relations (community relations) and community development (community empowerment). PR activities through CSR are specifically for communities that need assistance in developing their performance and empowerment through pillars of CSR, such as: education, economy, environment, human resources, security, health, culture, religion and others (Ardianto, 2011 : 1). However, in its implementation in the field, the PR concept in CSR activities needs to be translated in more detail based on the process and communication model that will be applied in the implementation of CSR program. This needs to be considered, in the view that the communication model implemented by the initiators of the CSR program will have an impact on the level of community participation on the CSR program.

The implementation approach of the CSR program also determines the applied communication model. Various approaches undertaken by the company must definitely pay attention and consider the vision, mission, objectives, objects, and the real needs of stakeholders. Various approaches to the implementation include: 1) Self managing strategy, means a centralized application program of corporate social responsibility. Companies that plan, determine the type of program, formulate the company's strategy, and simultaneously as the implementing the planned program. Centralized programs can be done in cooperation with other parties, such as event organizers, NGOs, local government, educational institutions and others as long as have the vision, mission, the same goals and under the coordination of the

company, 2) Program with decentralization or Outsourcing. The decentralization program, the company acts as a supporting media. Here, planning, strategy, goals and targets including implementation are determined by the other party as partners. The company plays as a supporting, either fund, sponsorship or material, 3) Mixed Type. The program uses a combination of centralized and decentralistic patterns, making it suitable for community development programs, initiating activities, funding and implementing activities in a participatory manner with beneficiaries.

Some communication models that can be applied to this CSR implementation are linear or transactional models. In the linear model describes the communication as it only flows in one direction, from the sender to the receiver. This indicates that the speaker only speaks without ever listening and the listener only hears without sending a message. Recognizing that the recipient responds to the sender and the sender listening to the recipient, encouraging communication theorists (Schramm, 1955) to adapt the model by including feedback. Feedback can be either verbal, nonverbal, or both, and may be intentional or unintentional. The interactive model also shows that the communicator creates and interprets the message in the field of personal experience. Adding experience and feedback fields allows Schramm and other communication experts to develop communication models as an interactive process in which senders and recipients actively participate (Irawan & Fachrudin, 2016: 5).

The next model is transactional model of communication. This model underscores the ongoing delivery and receiving of messages. Transactional is defined as a cooperative communication; the sender and the recipient are equally responsible for the impact and effectiveness of the communication. In the transactional model, the sender and receiver of communication build on the similarity of meaning. Each party needs to be aware of the effect of one message on another message (Irawan & Fachrudin, 2016: 5).

2.3 Concept of Participation and Community Empowerment

Continuous CSR programs can be realized when participatory community engagement occurs. To that end, people who become the target of the CSR program should be the subject of development is a necessity, and this can be realized through the principle of community empowerment. Community empowerment can be done through learning process in order to be able to have access and control in development. Through this empowerment, the community is expected to have the ability to seize opportunities against the available resources. In addition, the community is also able to play a role as decision makers and determinants in choosing and exploiting these opportunities.

For that we need to understand what is the meaning of empowerment. McArdle explains that empowerment is a process of decision-making by people to achieve collective goals independently through the accumulation of knowledge, skills and other resources in order to achieve their goals without relying on external help. In many countries. Furthermore, Craig and Mayo explained that many countries are showing great attention to the community participation

strategy as a means of accelerating the development process. Therefore, it is necessary to emphasize the increasing importance of alternative approach in the form of a development approach initiated by the empowerment process (Irawan, 2018: 117)

The success of development based on community empowerment is very related to the community participation. Craig and Mayo stated that participation is an important component in generating independence and empowerment processes. The process is done cumulatively so that the more skills a person has, the better the ability to participate. Paul further stated that empowerment and participation is a very potential strategy in order to improve economic, social, and cultural transformation. This process will eventually create a people-centered development. One of the international agencies, the World Bank for example, believes that the participation of people in the third world is an effective means of reaching the poorest people to live independently (Irawan, 2018: 117)

3. Research Methods

The method used in this research is qualitative method with single case study design. A single case study has three rationalizations: first, when the case states an important case in testing a well-constructed theory, both cases present an extreme case or unique and the third is a disclosure case (Yin, 2011: 46). The uniqueness of CSR programs implemented by Sunday Digital is by providing digital marketing training to partner SMEs. In addition to training, to maintain the sustainability aspects of the program then Sunday Digital continues to provide assistance until micro to medium enterprises is able to walk by themselves.

Data collection techniques through interviews and observations with relevant resource persons and related to CSR activities include resource persons from Sunday Digital, trainees from micro to medium enterprises, and academics

4. Results and Discussions

4.1 Disclosure of CSR Program motives

If reviewed comprehensively, the research findings show that the main reason sundaydigital.com implement this CSR program is as a way to communicate the company's vision and commitment in building and developing programs that support sustainable development including training, coaching, facilitation on aspects digital economy so that the local community and society can broadly improve the quality of life of the community, especially the younger generation.

This CSR program is designed for sustainable development of the micro to medium enterprises sector. CSR programs include training, coaching, mentoring on economic aspects, especially in the field of digital-based economy. The CSR program implemented is of course tailored to the company's business line, where Sunday digital is one of the Digital Marketing Communication Agency that uses a content marketing and contagious idea approach. That is focusing on, story ability and co creation. Sunday digital builds client brand equity through an in-depth understanding of the

and practitioners involved as training materials providers. In addition, this study is supported by secondary data obtained from offices, books, (literature) or other parties that provide data closely related to the object and purpose of the study. The data taken is data that contains value information related to CSR activities performed by Sunday Digital, be it from websites, books, documents, photos and so forth.

Selection of resource in this research use purposive sampling technique. According to Sugiyono, purposive sampling technique is a technique of determining the sample with certain consideration that is the parties who understand the implementation process of CSR programs (Irawan, 2018: 118). The selected speakers include Sunday Digital CEO Coordinator, Corporate Communication Sunday Digital, Training Participants from Micro to Medium Enterprises, as well as academics and practitioners who are involved to provide the training on the CSR program.

Data analysis techniques according to Miles and Huberman consist of three concurrent activities: data reduction, data presentation, and conclusion (verification) (Irawan, 2018: 118). Then to establish the validity of the data, then the researchers have to do triangulation technique. Triangulation is a data inspection technique that utilizes something else outside the research data for checking purposes or as a comparison. Denzin distinguishes four kinds of triangulation as an examination technique that utilizes the use of sources, methods, investigators and theories (Irawan, 2018: 118). The triangulation technique used in this research is triangulation of data and sources. Through this technique, the researcher compared the result of interview with supporting data, then for the source triangulation, the researcher compare and check back the degree of confidence of the information obtained by: (1) compare the observation data with the interview result data (2) compare the consistency of the resource reply by comparing what the speakers say in public for example, by what is said personally (3) comparing one's perspective, with others in his team.

dynamic market, the complexity of consumer behavior and the expertise and experience in the field of digital marketing, from strategic planning, creative development to digital media and event marketing.

Implementation of CSR programs implemented by sundaydigital.com is quite reasonable, considering the rapid growth of digital economy in Indonesia. In addition, the CSR program is in line with the government's agenda that it is currently launching Indonesia as the largest digital economy by 2020 and targeted to be the largest in Southeast Asia. One of the foundations of national development in this declaration is the digital sector. The government targets ecommerce transactions to reach US \$ 130 billion and create 1000 technopreneurs with a business value of US \$ 10 billion by

2020..⁴The data of digital economic growth in Indonesia can be seen in Figure 1 below:

Graph 1: Indonesia E-Commerce Business Prospec



Source: Social Reserch & Monitoring

From the data, it is clear that sundaydigital.com sees that the digital economic sector is very potential to be developed, as well as in line with the company's business line. The future presence of CSR program is not only seen as part of corporate charity alone, but social investment for the company. This is as revealed by Ardha Rikza who states that partners in the CSR program is a small business will soon become a business partner of sundaydigital.com.

Implementation of the program must be formulated and based on the vision of the company, so the CSR program is not implemented solely to fulfill an obligation, but the call and movement of the conscience of the company. This CSR program is a manifestation of the company's vision of building the quality of life of the surrounding community through a series of activities designed to improve and empower the potential of small and medium businesses in the digital economy sector. The classic problem of small and medium business is one of them is marketing aspect. Therefore, through this CSR program, sundaydigital.com tries to encourage and educate small and medium entrepreneurs related to digital based marketing.

Various implementation of the CSR program, of course there is a motive or encouragement either the motive from within or from outside. If reviewed comprehensively, then the first motive sundaydigital.com implement CSR program is the first, the moral obligation motive, where the company felt called to participate and committed to the community through its CSR programs. Thus the company not only explores the nature and enrich themselves, but also participate in improving the quality of life of communities around the company. Second is the motive for sustainability means that implemented CSR programs are oriented towards long-term and sustainable goals, so that this program can be viewed as an investment for CSR program implementers. The third is that the reputation motive means the CSR agenda is based on the motive of raising the brand and reputation to consumers, investors, and employees. The four motives of Operation

permit mean to achieve commercial success while respecting ethical values. This is part of the company's efforts to implement the company's mission vision which is essentially that the company must run its work activities according to guidelines and ethics, and obliges the company to contribute to the community.

Regardless of various motives that appear in execution of CSR programme, indeed this programme has many benefit for the company. As Kurucz (2008) said, CSR has benefit such as (1) can reduce cost and risk, for example, through CSR activities, promotion cost for Sundaydigital.com is lower because of participant or people that originally are the target of the programme, are the ones who publicize and promoting the brand. Other than that, through CSR programe, risk of small business owner's resistance towards companies will decrease because they're assuming Sundaydigital.com is one of the companies that pushes small business owner's to develop their businesses (2) Receiveing competitive benefit, through their CSR, sundaydigital.com is indirectly strenghtening their brand as a digital communication consultant that cares to small businesses (3) A growing reputation and legitimacy, with good reputation, this will simplify sundaydigital.com effort to make their product acceptable in society. Also, legitimacy from various stakeholder is a valuable asset for company's existance, especially government's legitimacy because government's acknowledgement is a very important matter. (4) Seeking revenue and benefir for common interests through value creation and synergistic teamwork. With CSR activities, of course not only small business owners that will get the benefit, but many people will be benefited, such as the company's themselves, in this case, sundaydigital.com, government can solve their job field problems, and then the business owners will gain an opportunity and convenience to develop their business.

In principle, Sundaydigital.com is telling us that CSR program is part of the company's commitment to develop people's business so they can market their product using digital marketing approach. Conceptually, self-development is a pleasing effort in chase for individuals that yearn for a good life quality. Self-development is a continous process. This process is also very long, complicated and will require robust planning. Self-development planning has to be make systematically. Right now, Intellectual supremacy is not the only defining factor to gain success. You needed various other skills to be successful. (Tanti & Anggraeni, 2017:5).

If we refer to that opinion, that means CSR programme run by sundaydigital.com is a part of an effort to increase competence in the field of digital-based marketing. This is a moral obligation that companies constantly do. If we review this theoretically, CSR activites is not only limited to giving benefit to people, but CSR activities also benefiting companies enormously, in either profit or non-profit matter.

Another opinion also supporting the argument that there's a lot of benefit that companies will gain through CSR activities, because it'll help them to build their brand quality and

⁴<https://balitbangsdm.kominfo.go.id/publikasi-publikasi-ilmiah-dan-dokumentasi-29.htm>

increasing customer's loyalty. As Dixon (2004) said, that company's performance is representing their commitment towards the authority, the natural environment and their own economical profit. As efficiency and innovation is increasing, including the emergence of CSR concept, will result in profit that creates competitive superiority and will generate their own profitability, without sacrificing natural environment, company's concern with social issues can give their appreciation to community and loyalty.

4.2 Communication Model of CSR

Existence, reputation and public legitimacy are considered important by companies, where companies try to maintain them with their best programs and performance, so the public sees the quality of a company. Because existence, reputation and public legitimacy are important, CSR communication becomes an important part. Some companies regard philanthropy as a price for their company's "license to operate" (Verboven, 2009). Not a few people think that companies can abuse CSR as a branding tool. But from a utilitarian point of view, one may argue that pragmatism or wrong intentions do not negate the positive effects of initiatives that benefit society or the environment. (Verboven, 2011: 416)

The implementation process of this CSR program can not be separated from the communication activities that interact with the community. This is because the design of this CSR program is to improve the competence of MSME (micro, small, and medium enterprise) in marketing their products through digital media. The results showed that many MSME actors still do not understand how to use digital technology for marketing purposes. To stimulate MSME actors to develop their marketing strategy by applying digital-based marketing concept, so *sundaydigital.com* in this CSR program are 1) to inform CSR activity through *sundaydigital.com* official website, 2) roadshow activities to several cities such as Tuban, Bogor, Bali, Bandung, Gersik, and several other cities to introduce the concept of digital marketing to MSME actors through seminar activities, 3) the establishment of community in various cities, 4) carry out workshops for group / community members, 5) mentoring the implementation of digital-based marketing.

If examined carefully, the results of research indicate that the approach of communication model conducted by the Company is with some approaches of communication model. In the first stage, the company uses a linear communication model of Claude Shannon and Warren Weaver. At this early stage, the Company informs various discourses related to the CSR program that will be implemented by the company through the company website. This linear communication model explains that communication consists of several key elements, namely: the Company as the source or sender of the message, sends a message CSR to the community as a message receiver of CSR or program implementation targets. The whole process of this communication occurs in a channel that is the website. In this context, the website informs the CSR program that will be hosted by *sundaydigital.com*. At this stage also the communication process gets the noise which may be some actors of MSME and the general public do not know or difficulty in accessing the internet.

Communication process by applying this linear model, then the Company only convey information related to CSR program in one direction that is through website. In this context, the company is (communicator) who sends a message to the community (communicant) is linear, because the community (communicant) only passively receive messages from the company through the website.

Komunikasi CSR melalui Web perusahaan telah menjadi cabang langsung dari revolusi digital. Esrock dan Leichty (1999) mencatat bahwa Web perusahaan situs memungkinkan perusahaan untuk terlibat dalam dialog multi-pihak, yang praktis tantangan komunikasi CSR. Web juga menawarkan organisasi kesempatan untuk mendesain pesan yang tidak harus mengikuti perintah gatekeeper seperti media cetak dan elektronik. Oleh karena itu, halaman web adalah opsi yang layak bagi perusahaan untuk mengatur dan menyajikan agenda tentang CSR. Mungkin manfaat paling strategis dari Internet untuk komunikasi CSR adalah memungkinkan "proses yang sedang berlangsung dan interaktif daripada menggunakan media cetak yang diterbitkan secara tahunan (Chaudhri & Wang, 2007:235)

To ensure that CSR messages or information are understood by the public, the company also pays attention to community feedback or responses through interactive discussions and dialogues. This interactive discussion is part of a roadshow to several cities that aims to raise CSR participants. In addition to holding seminars, the establishment of a community who joined as participants or targets of the CSR program is also established at the same time. This concept is also a development concept Wilbur Schramm (1954) tried to observe the relationship between the sender and receiver. Thus the interactional model of communication concept, which emphasizes the two-way communication process, from the sender to the recipient and vice versa. In other words, communication takes place in two directions and one important element in the interactional communication model is feedback, or a response to a message that occurs after the message is received, not when the message is being sent. Another important element in interactional communication is the field of experience of a person, ie how a person's culture, experience and place of origin can affect his ability to communicate with one another.

This interactional communication model is implemented in the second and third stages, at which point the community is involved in the discussion process and is given an explanation of the purpose of the socialized CSR program plan on the website. At this stage, the community and small business owners can interact and communicate directly with the Company on various matters related to the CSR program. As explained earlier that in this interactional model society is not only limited as a listener (communicant), but also play an active role as a communicator by giving various feedback to the company.

To ensure the sustainability of CSR programs, the Company also involves communities in various stages, from workshop to mentoring and supporting business infrastructure such as providing access and networking. In this workshop and mentoring, business owners practice how to arrange the right marketing messages and attract consumers. This is where the

importance of the group or community is formed, it is intended that the sustainability of the CSR program is more secure, and controlling of sundaydigital.com easier. In this context, the Community and business mentors make an agreement regarding the regular agenda of workshop and mentoring. So, the development of participant's skills of the CSR program can be monitored. In addition, MSME and mentor actors agreed on a monthly evaluation that was agreed to be implemented so that the effects of this CSR program can be seen. This means that the company and the community of MSME actors make all parties (sender and recipient) are equally responsible for the effectiveness of results and the impact of communication. This model is one of the transactional model of communication, underlining the ongoing delivery and receiving of messages. Transactional can be defined as a cooperative communication. The sender and the recipient are equally responsible for the impact and effectiveness of the communication. In the transactional model, the sender and receiver of communication build on the similarity of meaning. Each party needs to be aware of the effect of one message on another.

Application of this model is based on the initial goal of this CSR program is to improve the competence of business owners in marketing their products through digital marketing activities. Therefore, the key to the success of this program is the involvement and active participation of the community of MSME actors themselves, meaning that they are the subject of this CSR program. Through the application of transactional model of communication model, it is expected that the transaction process in the broad sense is cooperative communication, the sender and the recipient are equally responsible for the impact and effectiveness of the CSR program. This means that the communication process is based on a common goal that is committed in maintaining and improving the success of CSR programs in a sustainable manner. If studied more, from this transactional model both parties benefit each other. The people have various opportunities in developing economic independence, and then the Company gets the support and legitimacy of the community in carrying out its business activities. From the explanation can be concluded that linear communication model of Claude Shannon and Warren Weaver is applied at the beginning of CSR program implementation that is informing CSR activity through sundaydigital.com official website. The second model of communication that is implemented is the interactional model of communication concept from Wilbur Schramm applied to the roadshow activity and seminars in several targeted cities of CSR program. The third model of communication that applied is transactional model of communication, applied to the workshop for group / community members, as well as guidance of the implementation of digital-based marketing.

The process and model of CSR communication is certainly important for companies that implement CSR programs. In this context, communication is conceptualized as a strategic tool and mechanism for optimizing the benefits of CSR. Such can be seen in the business case or the basic reason for engaging in CSR. Many of the benefits companies gain when implementing CSR, such as risk mitigation, competitive advantage, reputation enhancement, employee recruitment, strengthening customer loyalty (Maignan, Ferrell, & Hult,

1999). The role of communication is to harmonize multiple stakeholders in a way that enables organizations to reap the benefits of CSR's strategic business. Stakeholders are individuals or groups that may influence or be influenced by the achievement of organizational goals including employees, customers, suppliers, shareholders, managers, governmental and non-governmental organizations, media, competitors, and special interest groups. (Chaudhri, 2016: 420-421).

The results of this study indicate that the process and model of communication is very important to choose and run well. To be able to convince public that CSR program in the form of program of empowerment of MSME through enhancing product marketing skills through digital marketing, then sundaydigital.com should communicate and publish this program by using third party or experts in digital marketing to give testimony related to good and useful this CSR program for the community. Thus, the CSR program cannot provide better benefits for the community and sundaydigital.com themselves.

Other important research has been done by Morsing et al. (2008) stated that credibility can be obtained by both implicit and explicit means of communication. They also argue that companies should only communicate CSR directly when dealing with experts. When dealing with the general public and customers, Morsing et al. (2008) suggests that CSR communication processes should be communicated through experts or third parties, so that CSR communication messages can be well received by the public. Other strategies suggested in the current literature include the use of very factual language styles, avoiding vague words. In addition, experts or third parties designated as messengers explain the benefits and social impacts of society and the social environment (Schmeltz, 2017: 51).

4.3 CSR Implementation Strategies

Efforts made by the company to implement CSR ensures the achievement of the objectives of CSR is done with various approaches. Various approaches undertaken by the company must definitely pay attention to the vision, mission, objectives, objects, and stakeholder's needs. A variety of CSR implementation approaches are often used are self-managing strategy, outsourcing, and mixed type. Given the CSR program is a requirement for the participation of SMEs, then companies need to learn the type or model of strategy that can be applied to this CSR program. Therefore, in this analysis we will discuss related types or types of strategies that can be used in the implementation of CSR.

First, the implementation strategy of CSR program in a centralized (self-managing strategy). A centralized program, means a centralized corporate social responsibility application program. Companies that plan, determine the type of program, planning the company's strategy, and at the same time implementing the planned program. Second, the Program with decentralization (outsourcing). The decentralization program, the company acts as a supporting medium (supporting media). Here, planning, strategy, goals and targets including implementation are determined by the other party as partners. The company plays as a supporting, either fund, sponsorship or using other method. Finally, a

combination (Mixed Type). The program uses a combination of centralized and decentralized patterns, making it suitable for community development programs, initiating activities, funding and implementing activities in a participatory manner with beneficiaries.

If it is being more analyzed, the mixed type strategy implemented by sundaydigital.com is the most reasonable, considering that with the implementation of this strategy, the company can collaborate with various stakeholders. The type of combination itself is a combination of centralistic and decentralistic patterns, where this pattern is suitable for community supporting CSR programs, so the program is a requirement with the participation of MSME actors. In the implementation of its CSR program, sundaydigital.com provides wider access to CSR program participants to support their independence. This strategy positions participants as partners, and provides reinforcement. Companies should take up positions as initiators, facilitators, and catalysts of quality improvement collaboration with other stakeholders. In this context, sundaydigital.com tries to design programs involving various stakeholders such as MSMEs, local government, local industry players, educational institutions to engage synergistically on the CSR program. Through this program, these stakeholders are involved together, resulting in a mutually beneficial synergy of all parties, especially the perpetrators of SMEs.

The implementation strategy of Mixed Type CSR is in accordance with the concept of empowerment based on sociology perspective, which in practice always presents active and collaborative roles between the community and its partners. Community empowerment not only develops the economic potential of the people, but also the dignity, dignity, self-esteem, the preservation of local cultural values. Empowerment as an implementation of socio-cultural concept in people-centered development in this case is the perpetrators of SMEs, not only grow and develop economic added value, but also social and cultural added value.

CSR program at sundaydigital.com was developed to build and improve the potential of MSMEs by providing knowledge and skill in promoting its products widely through digital marketing activities. The implementation phase of the CSR program includes: 1) identifying the potential and market of MSMEs in Indonesia. After the data is collected, the CSR team sundaydigital.com selects areas or points that are still low from the reach of the digital economy, 2) designs the implementation of the CSR program including curriculum, mentor, implementation and evaluation mechanisms, monitoring and mentoring mechanism, 3) develops promotional messages through media (5) Implementation of training in various cities in Indonesia, 6) mentoring MSME actors to promote and market their products through digital marketing activities.

5. Conclusions and Suggestions

5.1 Conclusion

From the results of the research we can conclude that CSR program implemented is a commitment to build and develop technology through digital marketing, this program is implemented because business owners needed a push and an effective method on marketing sector that is cheap and fast. In the implementation of the CSR program, the Company uses three other communication modes: Linear communication model when approaching and socializing CSR programs, Interactional communication model during planning and formulation of CSR programs, and Transactional communication model at the time of joint commitment in implementation and follow-up program CSR. Implementation of CSR programs is not fully self-managed, nor completely outsourced, but by cooperating with various related parties and having personnel according to their respective fields (mixed types). Through this mixed strategy, the Company gives them wider access to digital business. These strategies are used by partners, and they are given knowledge and how to manage and market their products through digital marketing systems. Therefore, in this CSR program, sundaydigital.com positioned themselves as an initiator, facilitator, and catalyst with various stakeholders such as MSMEs, government and other private companies.

5.2 Suggestions

Based on the results of the research, the following are as follows: 1) Need to conduct a more focused study so that the socialization process of CSR program is not only done online, but also needs to add socialization strategy and promotion from the direction to the city and rural areas targeted CSR program from sundaydigital.com 2) develop a communication model on the CSR process, it will be better in CSR activities undertaken during the research and trial (due diligence study) of the implementing program parties, whether internal or external sundaydigital.com. 3) To increase the participation of MSME actors, it is necessary to formulate together how to build awareness, understanding, to external (external) awareness through integrated public relations strategy for corporate communication (corporate communications) related to digital marketing in boosting MSME products, 4) workmanship for Sunday.com to communicate CSR program through experts in digital marketing field, and community of MSME who become partners, namely message that speaks better credibility.

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