

Opportunities and Challenges of CSR Digitalization: Lessons from Major Companies in Indonesia in Mitigating Post-COVID-19 Unemployment

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ABSTRACT

In the aftermath of the COVID-19 pandemic, global impacts extended beyond communities' physical and mental health, encompassing nations' economic stability. Many companies responded actively by contributing to government efforts in addressing post-pandemic economic challenges, particularly through Corporate Social Responsibility (CSR) initiatives. This research aims to identify opportunities and challenges in digitalizing CSR to mitigate the financial impacts of the COVID-19 pandemic. The study focuses on the CSR program, Indosat Digital Camp (IDCamp), implemented by Indosat Ooredoo. The objective is to evaluate the opportunities and challenges faced by Indosat Ooredoo in digitizing CSR to address the economic impacts of the COVID-19 pandemic. Utilizing a qualitative methodology and a single case study design, the research involves interviews with 6 representatives from Indosat Ooredoo and 10 IDCamp participants from Yogyakarta, Bandung, Jakarta, Kabupaten Ogan Komering Ulu, and Kota Tangerang. Research findings reveal that digitalizing CSR presents sustainable opportunities as it can reduce unemployment, provide industry-relevant competencies, align with Indonesia's digital era, remain relevant to post-COVID-19 digital activities, align with government programs, support the demand for digital talents, and attract community participation due to its practical nature. However, IDCamp implementation poses potential challenges, including responsive organization, internet network issues, government program support, program updates, established execution systems, coordination with mass media, and ensuring digitalization facilitates community participation in CSR programs.

Keywords: *COVID-19 pandemic, CSR digitization, CSR Collaboration, CSR opportunities, CSR challenges.*

INTRODUCTION

Since the announcement of the COVID-19 pandemic to the global community has impacted both prolonged health uncertainty and the economy (Anderson, Heesterbeek, Klinkenberg, & Hollingsworth, 2020; Depoux et al., 2020; He & Harris, 2020; Saleh & Mujahiddin, 2020). With vaccines available, questions arise about reopening economies after major shocks, which policies can effectively support recovery, and how the world will adapt to the post-COVID-19 era (McKibbin & Fernando, 2020). The COVID-19 pandemic not only disrupts the physical and mental health of communities but also affects the economic stability of nations and poses incalculable risks to global health and the world economy (Bretscher et al., 2020; Naidoo & Fisher, 2020).

In Indonesia, the COVID-19 pandemic has shaken the labor market, especially for the age group of 15-19-year-old workers, who experienced a decrease in the percentage of the total workforce to 14.58% in year 2020 (Baldwin & Evenett, 2020). On the other hand, Indonesia faces the challenge of demographic bonuses in 2023, including low labor productivity. Without proper intervention, Indonesia's workforce will continue to be deemed less competitive, and Indonesia will miss opportunities to capitalize on its demographic dividend. Therefore, support and training are needed to ensure workforce skills are relevant.

The results of the Digital Skills Gap Index (DSGI) research indicate that more than 70% of jobs are potentially automatable. Furthermore, the COVID-19 pandemic has accelerated the culture of remote work, but the unevenness of digital infrastructure remains a challenge (Muhyiddin, 2023).

Various industry players worldwide participated in addressing the impact of the COVID-19 pandemic through their corporate social responsibility (CSR) programs. For instance, in the United States, many companies have implemented CSR initiatives focusing on health, the economy, and current social needs (Aguinis et al., 2020). In the United Kingdom, most companies have concentrated on addressing the COVID-19 pandemic by donating towards its management (He & Harris, 2020). In Arab countries, assurances of safety and security for employees in their workplaces have been provided through equipment compliant with COVID-19 protocols (Al-Nawafah, Tawalbeh, & AL-Amaera, 2020). Many top global companies have granted work flexibility to employees without reducing their rights, provided relief to consumers, organized virtual business activities, donated COVID-19 handling equipment and consumables, and utilized their manufacturing capabilities to produce medical equipment for donation (Marom & Lussier, 2020).

Meanwhile, several companies in Indonesia, including state-owned enterprises (BUMNs) and private companies ranging from online transportation sectors, household product manufacturers, property developers (Anggoro, 2020; Triana et al., 2020), logistics delivery companies (Mayasari, 2020), and foreign companies, have assisted in addressing health issues caused by the COVID-19 pandemic through assisting such as food, medicines, vitamins, medical equipment and supplies like masks, sanitizers, gloves, ventilators, personal protective equipment (PPE), and others (Lusiana, 2020). Additionally, some companies have also helped mitigate the economic impact of the COVID-19 pandemic through various empowerment and digital business training programs for communities and SMEs conducted by both BUMNs (Arifin et al., 2020; Maarif, 2020; Pertamina, 2020) and private companies (Iskandar, 2020; Aco, 2021).

The COVID-19 pandemic has created an opportunity for companies to enhance Indonesia's digital economy through the adoption of digital-based Corporate Social Responsibility (CSR), commonly referred to as CSR digitization. CSR digitization is how companies leverage digital technology in the activities or production of CSR programs (Parente, 2020). In summary, CSR digitization refers to the use of digital technology by companies in the implementation of CSR activities or programs.

Furthermore, a McKinsey report mentions that the shift of the trade industry to the digital realm will increase economic growth by up to US\$150 billion by 2025 (Das et al., 2016). On the other hand, Indonesia faces challenges in transitioning to a digital economy. Additionally, the potential job absorption rate in the information and communication sectors is quite low, at only 0.72%, ranking as the fourth lowest out of 17 major employment fields (Badan Pusat Statistik, 2020).

One of the largest telecommunications companies in Indonesia, Indosat Ooredoo, has contributed to mitigating post-COVID-19 unemployment through the digitization of CSR. Indosat Ooredoo's CSR program, known as Indosat Digital Camp (IDCamp), is paving the way for online CSR initiatives amidst limited societal mobility and the economic challenges brought about by the COVID-19 pandemic. The transition to digitized CSR is not only practical but also enables broader outreach with cost-effective methods, in line with the government's vision to address post-pandemic unemployment and the deficiency of digital talent in

Indonesia. Indosat Ooredoo's pioneering efforts in this CSR sphere have the potential to set a standard for other companies in Indonesia. The Indosat Digital Camp (IDCamp) program by Indosat Ooredoo is a relevant and interesting case study for exploring CSR digitalization because of its uniqueness and representation of broader trends.

The trend towards digitization in various sectors does not align with the availability of the existing workforce. According to data from the Badan Pusat Statistik (BPS), professions in the digital technology field rank fourth lowest out of 17 professions. Ironically, the digital sector is one of the most sought-after competencies by industry players (Badan Pusat Statistik, 2020). This finding indicates the current low level of digital competency among Indonesian human resources.

The purpose of this article is to analyze the opportunities and challenges of CSR digitization pursued by Indosat Ooredoo through the implementation of the Indosat Digital Camp (IDCamp) program in response to the economic implications of the COVID-19 pandemic. The contribution of this research lies in providing recommendations on how the company perceives and addresses the opportunities and challenges in CSR digitization in mitigating the economic impact of the COVID-19 pandemic. Meanwhile, the economic impact of this research suggests that companies will increasingly believe that CSR digitization can expand the reach of CSR recipients at a significantly lower cost. CSR recipients will find it easier to access training without having to leave their activities and allocate a considerable amount of time to travel to training centres located far away in the city centre. Consequently, industry players can convert some of their CSR programs from conventional to digital, ensuring CSR implementation can continue even if recipients are spread across various regions in Indonesia.

LITERATURE REVIEW

The Role of Public Relations in CSR Programs

To achieve the goals of a company or organization, a public relations (PR) division is needed to build two-way communication with its public. Traditionally, PR is viewed as a management function responsible for managing and exchanging information between organizations and the public to create mutually beneficial relationships (Sutherland et al., 2020). Therefore, PR serves as a management tool designed to garner support from both internal and external stakeholders to build and maintain a positive corporate image through various programs and publicity.

Studies indicate that companies effectively communicating their CSR initiatives and engaging the community are more likely to maintain good relationships with internal and external stakeholders. Moreover, this ability contributes to improved corporate performance and a more positive reputation (Abid, Abid-Dupont, & Moulins, 2020; Haryati, 2019). Additionally, PR practices aimed at empowering communities through CSR programs focusing on sectors such as education, economy, environment, human resources, security, health, culture, religion, and other aspects tend to strengthen bonds with various public segments (H.I, 2018). Furthermore, these efforts enable organizations to develop a better understanding, sensitivity, and evaluation of changes, trends, or even threats arising from both internal and external environments (Ahmad, Ahmad, & Saad, 2020).

Communicating Post-COVID-19 Pandemic CSR

Research by LIPI and LD-UI shows that 15.6% of workers in Indonesia were affected by layoffs, especially the younger age group, due to the impact of the COVID-19 pandemic (Meilianna & Purba, 2020). At the global level, major world corporations have implemented CSR, organizing virtual business activities, enhancing employee capacity virtually, and empowering communities virtually (Marom & Lussier, 2020). Conceptually, corporate social responsibility (CSR) is defined as the discretionary allocation of company resources to enhance social welfare, serving as a means to improve relations with key stakeholders (Arikan, Kantur, Maden, & Telci, 2016). Companies implementing CSR can benefit from cost and risk reduction, competitive advantage, reputation development, and shared outcomes through value creation and synergistic cooperation (Puriwat & Tripopsakul, 2020).

To reap the benefits of CSR activities, companies need to communicate them to stakeholders effectively and efficiently (Marom & Lussier, 2020). Song and Jing (2020) propose an Integrative CSR Communications Strategy, adapting Grunig and Hunt's concepts. This strategy includes: 1) Stakeholder information strategy, objectively disseminating CSR information to stakeholders without persuasive intent. 2) Stakeholder response strategy, being responsive to stakeholders through dialogue and surveys. 3) Stakeholder involvement strategy, encouraging advocacy and collaboration through two-way symmetrical communication (Song & Wen, 2020).

The COVID-19 pandemic has shifted societal habits towards digitization (Puriwat & Tripopsakul, 2020), a trend adopted by industry players in implementing CSR (Elmassah & Mohieldin, 2020). Research results show that companies implementing digital CSR can reach a wider audience, especially the younger demographic that tends to pay attention to corporate social media (Wella & Chairy, 2020). Strategies for implementing digital CSR include crafting and framing messages appropriately (Schmeltz, 2014), and selecting media tailored to audience segmentation (He & Harris, 2020). Moreover, companies need to engage in dialogues regarding CSR across various digital media platforms (Hierro, 2017). Thus, digital-based CSR implementation becomes a crucial strategy in addressing post-pandemic impacts and meeting public expectations.

METHODOLOGY

This research adopts a qualitative approach with a case study design. Qualitative research seeks to explore and understand the meanings of several individuals or groups involved in social or humanitarian issues. The research process involves significant efforts to pose questions, and procedures, and gather specific data from participants, then conduct data analysis inductively from specific themes to general themes, and researchers interpret the meaning of the data (Creswell & Creswell, 2018). Meanwhile, the case study research design aims to explore and understand unique and contemporary realities (Yin, 2018). PT Indosat Ooredoo was chosen because it has a unique and contemporary CSR program. The company implements a digital-based CSR program as a solution to the scarcity of digital talent, as well as efforts to mitigate the increase in post-COVID-19 unemployment in Indonesia.

Data for the research was obtained from documents, archival records, and semi-structured in-depth interviews, intended to facilitate flexible discussions and allow researchers to gather detailed information from informants. The informants were selected to meet certain criteria, namely mastering, understanding, being involved in the activities under

study, having adequate time to provide information, and being open-minded (Guzman & Oktarina, 2018). This research was conducted between 2021 and 2022. Below is information about the informants (refer to Table 1).

Table 1: Informant criteria

Informant	Criteria	Quantity
VP Head of Strategic Communication Management	The CSR program's Point of Contact (PIC) at Indosat Ooredoo	1 person
Director & Chief Strategy and Innovation Officer	Representatives from management involved in the CSR Committee at Indosat Ooredoo	1 person
Head of Public Relations	PIC in the communication and publicity process of the CSR program	1 person
CSR Officer	The Head of the implementation team of the CSR program IDCamp	1 person
Co-Founder Dicoding Indonesia	Co-Founders who are strategic partners of the IDCamp program	1 person
Deputy of Destination and Infrastructure, Ministry of Tourism and Creative Economy (Kemenparekraf RI)	Supporting the organization of IDCamp	1 person
IDCamp participants	Participants attending the IDCamp program	10 person

The research questions proposed to explore various needed information are as follows (refer to Table 2).

Table 2: Interview questions based on the research objectives

Theme	Sub-theme	Interview Questions
Corporate Social Responsibility	Opportunities and Challenges of CSR Digitalization	<ol style="list-style-type: none"> 1. How does the company perceive the opportunity of digitizing CSR to help reduce post-COVID-19 unemployment? 2. What are the challenges faced by the company in implementing digital CSR programs post-COVID-19? 3. How does the company integrate digital technology into their CSR programs? 4. What strategies have been successfully utilized by the company in digitizing their CSR? 5. How does the company evaluate the effectiveness of digitizing their CSR in reducing post-COVID-19 unemployment? 6. What are the impacts of digitizing CSR on the local community and the national economy? 7. How can the company's experiences serve as lessons for other companies in digitizing CSR?

The collected data were then analyzed referring to the approach described by Miles and Huberman, which includes three main activities: data reduction (selecting important and relevant data), presenting data in the form of narratives, tables, or diagrams, and drawing conclusions (verification) (Moleong, 2018). To help ensure the validity of the data, the researcher employed source triangulation techniques through member checks.

RESULTS AND DISCUSSION

The COVID-19 pandemic not only poses health issues but also impacts the global economy. Therefore, governments, companies, and individuals are scrambling to make adjustments

(Fernandes, 2020; Pinner et al., 2020; Sarkis et al., 2020; Sohrabi et al., 2020). This situation has exposed the excessive centralization of global production and supply chains, leading to the fragility of the global economy. Moreover, inter-industry relations remain weak (Bachman, 2020; Fernandes, 2020; Sarkis et al., 2020). These factors have resulted in high unemployment rates and increased food insecurity for millions of people due to lockdowns and restrictions (Guerrieri et al., 2020). This has led to an increase in the use of digital and online platforms post-COVID-19 (Puriwat & Tripopsakul, 2020). Although the use of digital and online platforms has been increasing, the onset of the COVID-19 pandemic has accelerated this trend. This situation will undoubtedly impact future workforce needs.

Ironically, Indonesia is facing a shortage of digital talent (Dewi et al., 2020; Septiana, 2021). Indosat Ooredoo's initiative to organize digital-based CSR through IDCamp is one solution to address the shortage of digital talent and the increase in unemployment post-COVID-19 pandemic. The IDCamp program provides virtual coding training, where communication processes for each stage are conducted online using various digital platforms such as Zoom meetings, WhatsApp, email, phone calls, websites, YouTube, and online mass media for publication. The IDCamp program consists of 7 stages: 1) CSR concept formulation involves internal CSR team meetings to discuss program profiles, timing, targets, locations, training materials and curriculum, budget, challenges, stakeholders to be involved, and CSR activity logistics, 2) CSR consultation entails communicating the CSR concept and seeking advice and approval from the company's CSR committee, 3) presentation and collaboration with stakeholders involve communicating the CSR concept and seeking advice and cooperation, 4) CSR implementation involves executing CSR according to the agreed plan. This includes training and mentoring participants in learning Android Developer, Front-End Web Developer, iOS Developer, and Machine Learning Developer skills, 5) CSR monitoring and evaluation entail identifying various issues and considering alternative solutions that need to be taken. This activity is conducted every quarter and semester, 6) until CSR reporting involves reporting and publicizing CSR achievements, done every quarter and semester.

The IDCamp program has brought significant changes for participants, Indosat Ooredoo, partners, and the community overall. For participants, digitization enables broader access and flexibility to attend virtual coding training programs from various locations with internet connectivity. Communication ease through digital platforms facilitates interaction between participants and instructors, allowing for easier information exchange, discussions, and collaborations. CSR recipient participation has also increased, with 530 IDCamp graduates employed in the industry from August 2020 to April 2021.

For Indosat Ooredoo, digitization brings operational efficiency through digital platforms, including participant registration, instructor coordination, and automated participant data management. By launching digitized CSR programs like IDCamp, the company can enhance its reputation as an entity committed to community and technology development. Meanwhile, for partners and the community, CSR digitization empowers more individuals to access coding training, boosting career opportunities, economic development, and technical knowledge at the local level. Overall, CSR digitization in the IDCamp program has a significantly positive impact.

CSR Digitalization Opportunities

If further identified, the positive opportunities of CSR digitalization in addressing the economic impacts of the COVID-19 pandemic are as follows: 1) potentially reducing unemployment, 2) offering competencies that are needed by industries, 3) Indonesia is entering the digital era, making the IDCamp program highly relevant, 4) post-COVID-19, community activities are predominantly digital, 5) the IDCamp program aligns with government initiatives, 6) Indonesia is currently experiencing a shortage of digital talent, and 7) the IDCamp program is highly attractive to participants due to its practicality and ease of participation.

These various findings have been confirmed by numerous previous studies indicating that digital-based CSR programs can indeed help address the economic impact of the COVID-19 pandemic. Firstly, there is the potential to reduce unemployment. Research in various countries has found that the COVID-19 pandemic has led to high unemployment rates and increased food insecurity for millions due to lockdowns and restrictions (Guerrieri et al., 2020).

Socioeconomic challenges have exerted a notable impact on Indonesia, resulting in a substantial surge in unemployment attributed to the COVID-19 pandemic. The total national unemployment reached 9.7 million, with an additional 2.6 million people losing their jobs (Fajri, 2021). This situation nearly pushed Indonesia into recession in 2021, as economic growth began to decline in the second quarter of 2020, reaching -5.32%, and further dropping to -3.49% in the third quarter (Rachbini, 2021).

The current circumstances have fostered hope among the public for all sectors, particularly businesses, to actively engage in assisting the government and society in mitigating the impacts of the COVID-19 pandemic through various corporate social responsibility (CSR) programs. Through such involvement and contributions, it is believed that normalcy can be restored to global conditions soon. Indosat Ooredoo, a leading telecommunications company in Indonesia, views the COVID-19 pandemic as an opportunity to aid national economic recovery. Through the IDCamp program, the company aims to impart digital skills to Indonesian youth, enabling them to seek employment or start their businesses, thus minimizing unemployment issues.

Secondly, the IDCamp program offers competencies required by industries to its participants. The IDCamp program has the potential to garner interest from the wider community. Digital-based CSR programs are anticipated to be sustainable when they provide alternatives or solutions to the societal challenges. In the context of the IDCamp program, Indosat Ooredoo aims to impart digital competencies to the younger generation, enabling them to pursue employment or entrepreneurship opportunities independently.

Based on previous research, it is known that digital-based competencies became the top 10 most demanded jobs during the COVID-19 pandemic (Dewi et al., 2020; Septiana, 2021). Therefore, future marketing strategies, including CSR initiatives, need to consider the use of digital technology due to the changes in behavior caused by the COVID-19 pandemic (He & Harris, 2020). People now expect various entities, especially corporations, to realize CSR initiatives aimed at enhancing their digital competencies. This is emphasized by beneficiary stakeholders who highlight the importance of digital competencies for job seeking.

Thirdly, the IDCamp program can be sustainable as Indonesia enters the digital era. The COVID-19 pandemic has also triggered a wave of online business transformations in Indonesia, potentially enhancing its competitiveness nationally and internationally (Newswire, 2020). This condition could be an opportunity for Indonesia and other developing countries worldwide to improve their competitiveness. It is possible that the IDCamp program aimed at producing digital talent can support economic growth, as reported by McKinsey, stating that the shift of trading industries to the digital realm will boost economic growth by up to US \$150 billion by 2025 (Das et al., 2016).

Fourthly, post-COVID-19, community activities are predominantly digital. The IDCamp program also has the potential to run sustainably and attract attention from the wider community. This is because people worldwide have rapidly adopted digital platforms, especially during the COVID-19 pandemic. This aligns with research indicating that the pandemic has forced us to practice social distancing, leading to increased use of digital platforms to facilitate activities (Puriwat & Tripopsakul, 2020). This condition has accelerated the adoption of digital platforms for various purposes, and in the future, we will be accustomed to maximizing digital media due to habits formed during the pandemic (He & Harris, 2020). Before the COVID-19 pandemic, using digital technology was seen as a practical way to make human activities more efficient and effective. Ironically, Indonesia is now experiencing a shortage of human resources, leading industries to look for talent from other countries such as India, China, Singapore, and Malaysia, as mentioned by stakeholders in this research.

This research has provided initial insights into how the pandemic has influenced the implementation patterns of CSR, shifting from offline to online. The author refers to this shift as the digitalization of CSR. The literature review has revealed how companies worldwide, particularly in Indonesia, are assisting communities through the digitalization of CSR. During this pandemic, the author is interested in exploring how companies empower communities and SMEs through the transformation of digital-based CSR programs, along with the opportunities and challenges accompanying it. Through this research, it is hoped to provide perspectives and alternatives for industry players regarding the importance of digitalizing CSR during the pandemic and beyond.

Fifthly, the IDCamp program is aligned with government initiatives. When CSR programs are in sync with government initiatives, they can significantly impact the government's perception of the company. Furthermore, CSR should not only address issues important to the organizing company but also aim to assist communities and the government.

The implementation of digital-based CSR would be more effective if the program could collaborate with various stakeholders, such as the government, thereby supporting the digital economic growth of a country. Hence, synergy, collaboration, and readiness from all layers of stakeholders are needed (Fadilah, 2019, p. 18). The government, Bank Indonesia, and regulators should support the development of a favorable ecosystem through programs, instruments, policies, and regulations at both central and regional levels. This will enable industries and business players to drive economic growth. In addition to their business activities, they should also have programs that can help develop the digital economy within the community. Next, communities and society should actively participate in utilizing digital platforms, such as e-commerce. Lastly, universities and practitioners/professionals should be able to foster digital talents.

Therefore, the implementation of CSR programs by companies should be synergized with various government programs to ensure they meet the needs of the community. Moreover, currently, governments in various developing countries, including Indonesia, are promoting economic growth, especially in the digital sector. Through collaboration and synergy among institutions, economic growth has the potential to accelerate exponentially, as forecasted by McKinsey in its report. The COVID-19 pandemic has paved the way for accelerating the digital economy. With digitalization, society, especially job seekers and small-scale SMEs, can still compete amid the current pandemic and the digital era in the future.

In conclusion, the COVID-19 pandemic is an opportunity for companies to drive Indonesia's digital economy through the digitalization of CSR. Digitalizing CSR is a way for companies to utilize digital technology in the activities or production of CSR programs (Parente, 2020). Currently, the pandemic has triggered a transformation of conventional businesses to online businesses. This presents an opportunity for Indonesia, including developing countries worldwide, to enhance their competitiveness. As mentioned in the McKinsey report, the shift of trading industries to the digital realm will boost economic growth by up to US \$150 billion by 2025 (Das et al., 2016).

Sixthly, Indonesia is currently experiencing a shortage of digital talent. This presents an opportunity for Indosat Ooredoo to successfully implement the IDCamp program and gain acceptance from the community. The scarcity of digital talent will attract many people, especially the younger generation, to participate in the IDCamp program. Therefore, the IDCamp program has become a solution to the problem of digital talent shortage, as it aims to produce digital talents ready to advance Indonesia's digital economy.

As we know, to enter the digital economy sector, many talents or human resources are needed in the field of digital and information and communication technology. However, the absorption of labor in the information and communication sector is quite low, at only 0.72%, ranking 4th lowest out of 17 main job fields (Badan Pusat Statistik, 2020). Additionally, data also shows that during the COVID-19 pandemic, digital-based competencies became the top 10 most demanded jobs (Dewi et al., 2020; Septiana, 2021). Therefore, the existence of the IDCamp program is once again very relevant in addressing the challenges and needs of society and the industry today. Moreover, the program strongly supports the government's vision in accelerating digital economy in Indonesia.

Seventhly, the IDCamp program is highly sought after because it is practical and easy to follow for participants. One of the advantages of digitalizing CSR is that it makes it easier for people to engage in the program. Analyzing previous research results, companies that implement digitalized CSR potentially gain several benefits: CSR programs can reach a wider audience (Janani & Gayathri, 2019), provide new opportunities for companies to engage in open dialogue with the public, using digital technology as a CSR communication medium can help people understand the company's message, and digital technology has a positive impact on a company's progress (Borger & Kruglianskas, 2006).

Previous research has shown that companies like Google have launched CSR programs using technology, which has received positive appreciation from investors, users, stakeholders, etc. (Hierro, 2017). Research by Lee et al. (2013) on 500 companies communicating their CSR programs on social and online media concluded that only 222 well-performing companies dared to communicate their CSR programs and received public appreciation (Lee et al., 2013). Ahmed's research (2016) further states that well-performing

companies receiving CSR awards are dominant in communicating their achievements to the public through social media and other online media (Ahmed, 2016). Additionally, young consumers tend to pay attention to the social media and digital media owned by companies to see various company performances (Wella & Chairy, 2020).

Drawing on prior research findings, it is evident that the digitization of CSR has yielded considerable advantages for both implementing companies and the recipients of CSR initiatives. One of the characteristics of digitalized CSR is providing convenience for all stakeholders to engage in it without limitations of space and time. Moreover, through digitalized CSR, it is possible to reach a much wider range of beneficiaries, and all parties can access the program flexibly. This has been felt by both implementers, partners, and beneficiaries of the IDCamp program as conveyed through interviews with the researcher.

These findings have reinforced the argument that companies need to emphasize the importance of digitalizing CSR, especially post-COVID-19 and in developing the digital economy (Daniel, 2020). By adopting digital-based CSR, companies can enhance the effectiveness and reach of their CSR programs, as well as strengthen relationships with stakeholders (Janani & Gayathri, 2019). The aforementioned action can aid in rebuilding public trust and enhancing economic resilience by empowering communities and small and medium-sized enterprises (SMEs) in the digital economy.

The implications of this research for companies and other industries underscore the importance of prioritizing investment in digital competencies and digital marketing strategies, especially in the context of CSR (Wella & Chairy, 2020). Organizations must be attuned to the transition toward the digital economy and harness technology to amplify the beneficial effects of their communication endeavors with the public, including those stemming from their CSR initiatives. This underscores the significance of adapting to evolving trends and market dynamics, as well as engaging with diverse stakeholders to establish an environment that fosters comprehensive and sustainable digital economic development.

This study presents an overview wherein companies, through careful observation of opportunities for digitalizing CSR during the COVID-19 pandemic, can derive numerous benefits for both the companies and the beneficiaries. The step of digitalizing CSR is crucial because it provides convenience and is highly relevant to the situation and conditions during the COVID-19 pandemic, as well as future CSR implementation trends. Therefore, the analysis and findings in this research are expected to motivate companies to innovate in delivering digital-based CSR programs amidst the challenging COVID-19 pandemic.

It is incumbent upon companies not only to pay taxes and comply with the law but also to contribute to the broader community through their CSR programs (Kourula & Delalieux, 2016). The World Business Council for Sustainable Development (WBCSD) defines CSR as a commitment by businesses to behave ethically and contribute to economic development and quality of life for their workforce and families, as well as local communities and society at large (Tehemar, 2014). A more ethical understanding of CSR is the company's actions to achieve social good, not just efforts to comply with laws and regulations and consider various stakeholder demands (Torea et al., 2020).

When analyzed in general terms, there are at least six reasons why companies adopt CSR practices: innovation, cost reduction, brand differentiation, long-term thinking, and engagement with customers and employees. Other benefits include increased sales and revenue, expanded market share, better working environments, improved relationships with

local authorities, and improved crisis management processes (Tehemar, 2014). Research shows that CSR behavior empirically positively impacts individual performance, organizational attitudes, and organizational attractiveness (Farooq et al., 2017), enhances the company's reputation in the eyes of society and the country (Rupp et al., 2013), and fosters better employee engagement and relationships (Glavas & Piderit, 2009).

Through digital-based CSR, companies can collaborate with various parties. Additionally, research results indicate that companies that are adaptive in implementing digitalized CSR make it easier to engage practitioners or governments to participate, thereby overcoming mobility barriers caused by the pandemic (Masters et al., 2020). Moreover, beneficiaries of CSR programs are also facilitated to participate in digital-based CSR programs. Distance, time, and mobility constraints are irrelevant.

CSR Digitalization Challenges

Indosat Ooredoo's challenge in digitizing CSR through the IDCamp program is certainly not easy. Research findings identify seven challenges in realizing this program: 1) organizers must be able to provide responsive and interactive mentoring, 2) organizers often face internet network issues, 3) IDCamp program must adapt to and support government programs, 4) IDCamp program must stay updated with the times, 5) organizers must create a well-established and automated implementation system for the IDCamp program, 6) organizers must coordinate with external parties such as mass media for publicity purposes, and 7) digitization should make it easier for the public to participate in CSR programs rather than making it more difficult for them.

The challenge of digitizing CSR through the IDCamp program to help address the economic impacts of the COVID-19 pandemic firstly involves ensuring organizers can provide responsive and interactive mentoring. Research results show that IDCamp participants perceive mentors as inadequately responsive. Therefore, advanced training for mentors on the importance of their active and responsive involvement in supporting participants is needed, recognizing its significant impact on participants' learning experiences. Additionally, regular monitoring of mentors' performance and evaluation of their responsiveness by the company through participant feedback, direct observation, or regular performance evaluations is necessary. Clear communication of expectations to mentors, adequate scheduling for timely responses, additional skills development, and open participant feedback for constructive improvements are also important steps in addressing this issue.

Given that the IDCamp program is conducted online through a learning management system (LMS), supported by regular Zoom meetings, daily discussions via WhatsApp groups, and social media as an additional source of information, it is important for the company to ensure participants' understanding through intensive mentoring. Mentoring is an effort to improve specific knowledge, attitudes, and skills to achieve goals more effectively (Sugiarto et al., 2019).

Secondly, organizers often encounter internet network issues. Connectivity issues are still common in some locations in Indonesia due to uneven internet access, particularly in remote areas. This condition poses a challenge to the smooth implementation of CSR digitization. However, communication and coordination processes with partners are not hindered, as partners are located in urban areas with adequate network quality. At least this

is what the IDCamp program organizers, Indosat Ooredoo, expressed in my interview with them.

Indosat Ooredoo has proactively addressed internet network issues for IDCamp participants by granting them the ability to utilize alternative cellular network operators such as XL Axiata and Telkomsel. The company has recognized the non-uniformity of network quality across various regions of Indonesia. Nonetheless, this observation has been regarded as constructive feedback for the enhancement of product and service quality in future endeavors. Additionally, Indosat has leveraged social media as a supplementary information dissemination platform; should IDCamp participants encounter difficulties accessing Zoom Meeting sessions, they are encouraged to view the recorded sessions on YouTube.

Indosat Ooredoo's utilization of various digital media is a suitable strategy to overcome various obstacles. This aligns with the basic assumption of media richness theory according to Daft and Lengel, which states that organizations' use of diverse media will function better when tailored to the equivocality characteristics of tasks. Furthermore, diverse media have varied capabilities, thus offering diverse suitability levels with the task characteristics of the existing messages (Venus & Munggaran, 2017).

Various training institutions also state that the challenge of organizing training in Indonesia lies in its geographical conditions as an archipelago, making it very difficult to reach offline. Therefore, optimizing virtual media such as Zoom Meeting applications, WhatsApp applications, social media, and company websites as communication media for CSR programs is essential (Safira, 2023). However, many remote areas still struggle to access the Internet due to limited telecommunication infrastructure development.

This is in line with previous research stating that remote areas find it challenging to adopt digital-based CSR programs, and additional costs are required to educate remote communities in using technology. Moreover, some issues in rural communities cannot be addressed by digital-based CSR (Janani & Gayathri, 2019). To address internet network problems, Indosat Ooredoo allows beneficiaries to use other providers while participating in the IDCamp program. Furthermore, to eliminate education costs, Indosat Ooredoo restricts beneficiaries to individuals aged 18 to 29 with a minimum high school education (SMA) or equivalent.

Thirdly, the IDCamp program must adapt to and support government programs, as stated by a source from the Ministry of Tourism and Creative Economy. If CSR digitization can collaborate with various stakeholders, it can form a good ecosystem to support digital economic growth. Therefore, synergy, collaboration, and readiness from all layers of stakeholders are required (Fadilah, 2019), including Government/Bank Indonesia/Regulators supporting the development of a conducive ecosystem through program instruments, policies, and central & regional regulations. Furthermore, Industry/Business Actors must be able to drive economic growth. Apart from their business activities, they should also have programs to help develop the digital economy of the community. Lastly, Universities, Practitioners/Professionals must be able to nurture digital talent.

So far, Indosat Ooredoo as the organizer has collaborated with various parties such as the digital training institution Dicoding Indonesia and the government's Ministry of Tourism and Creative Economy. Research findings suggest that the current collaboration with the Ministry of Tourism and Creative Economy is mainly symbolic, offering motivation and insights into potential future digital competency prospects. To elevate government participation to a more strategic level, it is advisable to formalize various collaborations with

government agencies through the signing of cooperation agreements or memoranda of understanding (MoU).

Fourthly, the IDCamp program must stay updated with the times. Research findings indicate that the challenge of digitizing CSR in the form of the IDCamp program lies in ensuring that the materials or competencies provided are relevant and timely. This is consistent with various studies explaining that the COVID-19 pandemic has accelerated people's adoption of digital platforms and catalyzed digital transformation effectively. Businesses need to realize and utilize digital platforms to gain competitive advantages and satisfy stakeholders in CSR matters (Puriwat & Tripopsakul, 2020). Therefore, future marketing strategies, including CSR, need to consider and maintain the use of digital technology due to the impact of habits during the COVID-19 pandemic (He & Harris, 2020).

Referring to these findings, Indosat Ooredoo's CSR digitization has been adapted to the current situation by providing digital competencies to the young generation of Indonesia to compete in the digital economy era. During the COVID-19 pandemic, various sectors are expected to accelerate, including businesses and jobs that can relatively withstand, i.e., those that can utilize digital technology. Therefore, the company's policy in implementing CSR aimed at improving digital competencies is eagerly awaited by the public.

If utilized to the fullest, digital competencies and digital technology can drive business growth. By definition, digital competencies include information and data literacy, communication and collaboration, creating digital content, protecting devices, data, and privacy, as well as solving technical problems in using digital technology (Vuorikari et al., 2016). In this context, digital business can accelerate and simplify operations as all services become digital, the potential distribution of goods or services becomes broader and faster, connectivity or interaction with stakeholders becomes easier, and internal activities related to company operations become easier. Digital business also creates new value, involving new business models based on digital goods or services, digital distribution, digital workplaces, and digital markets (Prastya Nugraha & Wahyuhastuti, 2017). In this situation, the importance of digital competencies for all elements of society, especially business actors and job seekers, needs to be recognized.

Fifthly, the implementation of the IDCamp program must be able to create a well-established and automated implementation system. Research findings show that the IDCamp program receives tremendous enthusiasm from the public, evident from the large number of IDCamp program participants in each batch, reaching tens of thousands. This condition requires Dicoding Indonesia and Indosat Ooredoo to consider and design an automated system for checking student projects (work), thus reducing manual checks.

The statements from the source are certainly relevant, where automation makes the learning process easier. Automation is only done if the results are faster, and better in terms of quantity and/or quality compared to the use of human labor (Sinaga, Nadeak, & Siagian, 2021). If applied to the learning system, this system integrates learning activities with computer assistance in automatically and systematically storing and processing data. With this automation, the implementation of the IDCamp program can run effectively and efficiently.

Sixthly, the organization of the IDCamp program must be able to coordinate with external parties, namely the mass media, for publicity purposes. One of the consequences of the COVID-19 pandemic is the low interaction between individuals. This is keenly felt by the

CSR Team from Indosat Ooredoo, as they only communicate virtually with various supporters of this IDCamp program.

Virtual communication sometimes poses greater disruptions than face-to-face communication. This sometimes creates some obstacles in the publicity process with the media. Sometimes, the publicity content may not fully meet the company's expectations. However, this condition is only incidental. To overcome this, the CSR Team strives to improve communication, even if it's done virtually or by phone. The CSR Team believes that engaging in two-way and humanistic communication (Song & Wen, 2020) is one way to build rapport with the media so that any discrepancies in publicity content can be promptly corrected.

Seventhly, digitization should make it easier for the public to participate in CSR programs rather than making it more difficult for them. This challenge is quite reasonable because according to the East Ventures Digital Competitiveness Index (EV-DCI) 2020 report, the digital competition index in Indonesia is 27.9 on a scale of 0-100. This number indicates that Indonesia's digital competitiveness is still relatively low. Moreover, human resources and entrepreneurship are the two sectors with the lowest scores. This means that Indonesia still faces issues of limited skilled human resources in the digital economy. Additionally, entrepreneurship in the digital economy still needs to be further developed.

Indosat Ooredoo understands this situation well; therefore, beneficiaries for the IDCamp program are set to be individuals aged 18 to 29 with a minimum high school education (SMA). However, Indosat Ooredoo doesn't just stop at the IDCamp program; they have also developed various other digital-based CSR programs to reach various segments of society. Furthermore, Indosat Ooredoo has established partnerships with the government, specifically the Ministry of Tourism and Creative Economy, so that the CSR programs they organize are more representative of the needs of both society and the government.

Therefore, the implementation of CSR programs by various companies should be synergized with various government programs to ensure they hit the mark and meet the needs of the community. Especially now, governments in various developing countries, including Indonesia, are promoting economic growth, especially in the digital sector. With collaboration and synergy between institutions, economic growth can accelerate exponentially, as predicted by McKinsey in its report that the COVID-19 pandemic has paved the way for the acceleration of the digital economy.

CONCLUSION

The COVID-19 pandemic has accelerated the adoption of digital platforms and overall digital transformation. The IDCamp program exhibits sustainable potential as it can alleviate unemployment, provide industry-relevant competencies, align with the current digital era, respond to the post-pandemic digital activities of society, align with government initiatives, address the scarcity of digital talents, and attract participants with a practical approach. However, the implementation of this program faces challenges such as responsive mentoring, internet network issues, adaptation to government programs, updates in line with the times, established execution systems, coordination with external parties, and ensuring that CSR digitalization facilitates society. To enhance effectiveness, Indosat Ooredoo needs to focus on community needs, collaborate with stakeholders, and ensure its digital-based CSR program remains relevant to evolving economic and social dynamics.

The limitations of this research include the potential for enrichment with quantitative approaches and improvement in respondent coverage for stronger generalization. Furthermore, a long-term impact analysis of the IDCamp program on digital economic enhancement requires further emphasis. Recommendations for future research encompass the necessity for an in-depth evaluation of the long-term impacts of digital-based CSR programs. Additionally, conducting more profound research into specific aspects of program sustainability and its impact on the digital economy is advised. The expansion of research coverage across various industrial sectors and types of companies is also proposed to obtain a more comprehensive overview.

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