

EVALUATION OF CSR MANAGEMENT "SYNERGY: RISING TOGETHER" TO INCREASE SMEs LITERACY

Muhammad Hafiz Nurul Haqqi¹, Audrey Adeline²

¹Faculty of Communication, LSPR Institute of Communication & Business

²Faculty of Social Science and Humanities, Bunda Mulia University

Email: hafizelhaq@gmail.com

Received: 1 October 2024; Revised: 30 October 2024; Accepted: 20 December 2024

Abstract

PT Angkasa Pura Logistics (APLog) Public Relation divisions launched the "Synergy: Rising Together with SMEs" CSR program to improve SMEs financial management, digital marketing, and Indonesian National Standards (SNI). However, the program lacks clear success indicators and does not fully address the economic, social, and environmental pillars of CSR or the Triple Bottom Line framework. This study evaluates the program's effectiveness using Broom and Sha's Four Stages of Public Relations framework: problem definition, planning, implementation, and evaluation. A qualitative descriptive approach was used, with data collected through in-depth interviews and document analysis involving SMEs participants from Bekasi, Bogor & Jember, mentors, and the Public Relations Manager. Findings highlight challenges in planning, inconsistent execution, and insufficient follow-up, limiting the program's long-term impact. The study emphasizes the need for clear success indicators, practical skill-building, and adherence to CSR principles sustainability, accountability, and transparency. These improvements could enhance the program's effectiveness and align it more closely with best practices in CSR, ensuring its long-term impact and sustainability.

Keywords: Corporate Social Responsibility, Post-COVID Recovery, Program Evaluation, Public Relations Strategy, SMEs Development

Abstrak

Divisi Hubungan Masyarakat PT Angkasa Pura Logistics (APLog) meluncurkan program CSR "Synergy: Rising Together with SMEs" untuk meningkatkan manajemen keuangan UMKM, pemasaran digital, dan kepatuhan terhadap Standar Nasional Indonesia (SNI). Namun, program ini kurang memiliki indikator keberhasilan yang jelas dan tidak sepenuhnya memenuhi pilar ekonomi, sosial, dan lingkungan dalam CSR maupun kerangka Triple Bottom Line. Penelitian ini mengevaluasi efektivitas program menggunakan kerangka Four Stages of Public Relations dari Broom dan Sha: definisi masalah, perencanaan, implementasi, dan evaluasi. Pendekatan deskriptif kualitatif digunakan, dengan data dikumpulkan melalui wawancara mendalam dan analisis dokumen yang melibatkan peserta UMKM dari Bekasi, Bogor & Jember, mentor, dan Manajer Hubungan Masyarakat. Temuan penelitian menunjukkan tantangan dalam perencanaan, pelaksanaan yang tidak konsisten, dan kurangnya tindak lanjut, yang membatasi dampak jangka panjang program ini. Penelitian ini menekankan pentingnya indikator keberhasilan yang jelas, pembinaan keterampilan yang praktis, dan kepatuhan terhadap prinsip-prinsip CSR seperti keberlanjutan, akuntabilitas, dan transparansi. Perbaikan tersebut dapat meningkatkan efektivitas program dan menyelaraskannya dengan praktik terbaik dalam CSR, memastikan dampak jangka panjang dan keberlanjutannya.

Kata Kunci: Evaluasi Program, Strategi Hubungan Masyarakat, Tanggung Jawab Sosial Perusahaan, Pemulihan Pasca-COVID, Pengembangan UMKM

Introduction

The Micro, Small, and Medium-sized Enterprises (SMEs) sector plays a critical role in Indonesia's economy, comprising 99.92% of all businesses, or 64.19 million enterprises. However, SMEs continue to face significant challenges, including limited access to capital, insufficient business literacy, and difficulties in securing raw materials and resources. These issues hinder their ability to grow and remain competitive in the market (Kementerian Komunikasi dan Digital, 2022).

The Indonesian government, through the Ministry of Cooperatives and SMEs, has been actively working to improve the business literacy of SMEs. The government's efforts focus on increasing financial management skills, enhancing digital marketing capabilities, and improving overall business operations, which are essential for the long-term growth and sustainability of SMEs. This push for greater SME literacy is aligned with ongoing efforts to support digital transformation and equip SMEs with the necessary skills to adapt to the evolving market conditions (Kementerian Keuangan Republik Indonesia, 2023; Kristianti, 2024). In this context, the importance of Corporate Social Responsibility (CSR) initiatives cannot be understated. CSR has become a crucial strategy in supporting SME recovery, particularly through programs that enhance business literacy and provide necessary resources. Research indicates that CSR initiatives can significantly contribute to SME resilience, helping businesses overcome challenges such as limited access to financing, digital skill gaps, and a lack of business coaching (Chatterjee et al., 2022; Haron & Dewanti, 2022).

A survey conducted by BPS, Bappenas, and the World Bank (Limanseto, 2021) highlights that SMEs continue to face significant difficulties, such as repaying loans, settling bills, and maintaining employee relationships. SMEs also struggle to secure capital and raw materials, which disrupts their production and distribution capabilities, further limiting their income and customer base. This issue is particularly concerning as SMEs are the backbone of the Indonesian economy for around 99.92% of all businesses, totaling approximately 64.19 million enterprises. In these challenging circumstances, SMEs need to explore new innovations and business models while simultaneously enhancing their business literacy to stay competitive. According to Ahdiat (2022), a majority of 3.700 SMEs face difficulties in digital transformation due to inadequate financing, lack of digital skill development, limited policy support, and poor digital

infrastructure.

These challenges are also reflected in the data from the Cooperative and SMEs Office of West Java Province (Muhammad, 2022), which shows that around 79% of SMEs in West Java have not yet adopted digital technologies or utilized online marketplaces. In response to this, the government, along with local authorities, has made efforts to improve digital literacy among entrepreneurs, enabling them to harness the potential of digital technology. Similarly, in Jember, the local government is promoting financial inclusion and collaborating with various stakeholders to help business operators identify the most effective marketing strategies (Mukhlisah, 2021).

PT Angkasa Pura Logistics (APLog) initiated a public relations initiative titled "Synergy: Rising Together with SMEs." This initiative aims to provide mentoring and training in financial management, digital marketing, and Indonesian national standards to government-assisted SMEs in the Bekasi, Bogor, and Jember regencies (Supriyadi, 2022). According to the Public Relations Manager of PT Angkasa Pura Logistics (Personal communication, 2023), the main objective of this mentoring and training program is to enhance the business literacy of SMEs, particularly in financial management and digital marketing. Additionally, APLog's relatively low public awareness, as a subsidiary of PT Angkasa Pura I primarily responsible for logistics, prompted the company to undertake CSR activities to enhance brand awareness and corporate image. In 2022, PT Angkasa Pura Logistics shifted its CSR efforts from disaster relief to training and mentoring programs. This initiative aligns with the central government's efforts and directives to improve SME literacy and foster their long-term sustainability.

This PR activity aligns with the concept of brand activation, which aims to increase brand awareness, strengthen customer relationships, boost sales, alter perceptions, and create a domino effect (Anderson, 2022). The provision of this program is also part of the company's strategy to build community awareness of Angkasa Pura Logistics as a delivery service provider, involving the community to experience APLog's services firsthand, as stated by CJ (personal communication, January 19, 2023).

This study explores the dynamics of public relations through the four stages outlined by Broom and Sha (2013), which provide a systematic approach to problem-solving within organizations. The first stage involves defining the public relations problem through a thorough situation analysis, which is crucial for understanding the

perceptions and behaviors of both internal and external stakeholders. This intelligence lays the groundwork for the second stage, where insights are transformed into strategic objectives and action plans to address identified issues or seize opportunities. The third stage focuses on implementing these strategies through targeted communication and program activities aimed at engaging stakeholders effectively. Following implementation, the final stage evaluates the program’s effectiveness by assessing its performance and informing future initiatives based on feedback. This comprehensive approach ensures that public relations efforts are both strategic and adaptable to changing circumstances.

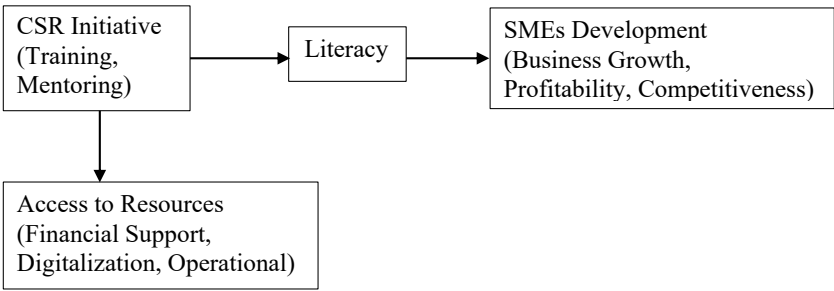


Figure 1. Linking CSR to SMEs Development and Literacy

Corporate Social Responsibility (CSR) significantly influences organizational impact on society, encompassing social, environmental, and ethical responsibilities (European Commission, 2023). The principles of sustainability, accountability, and transparency (Aras & Crowther, 2016) are integral to CSR, promoting long-term positive impacts and fostering trust among stakeholders. Additionally, brand activation plays a vital role in enhancing brand visibility and engagement, particularly for new products or rebranding efforts (Anderson, 2022). CSR initiatives have increasingly become essential in supporting businesses, especially SMEs, in navigating the challenges brought by the Pandemic. Numerous studies have explored the implementation and outcomes of CSR programs, yet the effectiveness and evaluation processes vary across industries and programs

The importance of CSR in the context of SMEs (Micro, Small, and Medium Enterprises) has become increasingly evident, especially in light of the challenges faced by businesses in the post-pandemic recovery phase. Research by Ibrahim, Erdinara, and

Nurgraha (2021) explored the "Students Getting to Know the Archipelago" (SMN) program by PT Pertamina, which aimed to foster nationalism and cultural awareness. Despite its positive intent, the program faced communication challenges that impeded the evaluation process. This highlights a common issue in CSR initiatives: the need for rigorous and continuous evaluation mechanisms. It also underscores the importance of aligning CSR programs with both immediate and long-term strategic objectives, especially in terms of business literacy and stakeholder engagement in SMEs.

In Dharmacahya, Padmaningrum, and Wibowo's (2022) study, PT Pertamina adapted its CSR initiatives during the pandemic by focusing on digitalization to support SMEs. The study identified CSR performance using eight key performance indicators (KPIs) including leadership, transparency, and stakeholder engagement, showing that CSR can drive digital transformation in SMEs, which is essential for recovery in the post-pandemic era. The emphasis on digital literacy, business coaching, and financial management aligns with current global CSR trends that focus on empowering SMEs to cope with digital disruptions, a need that has become even more critical post-COVID.

Qibtiyah (2022) examined PT Angkasa Pura I's "SMEs Wani" program, launched at Juanda International Airport to support local businesses. The program focused on financial relief, digital training, and certification, showing how CSR can play a pivotal role in ensuring business continuity in challenging times. Feedback from participants revealed that the program helped SMEs sustain their businesses despite financial hardships. This case highlights the role of CSR not only in immediate relief but also in fostering long-term business resilience, which is essential for SMEs looking to thrive in an increasingly digital and competitive market.

Further studies, such as Wahyuni, Pascarani, and Suryawati's (2017) evaluation of the "XL Future Leaders" CSR program, suggest that aligning CSR initiatives with both short-term and long-term objectives is crucial. This study highlighted that while short-term goals, such as reputation management, were achieved, the lack of a long-term impact analysis left gaps in understanding the true effectiveness of the program. Similarly, in the context of SME development, CSR initiatives must include measurable outcomes, especially in terms of business literacy and digital adoption, to ensure sustained benefits beyond the immediate period of support.

Looking at Muntadliroh's (2017) analysis of the Ministry of Environment and

Forestry's Paid Plastic Bag Policy, we see the importance of comprehensive evaluation frameworks. Despite the policy's initial success in reducing plastic usage, the lack of attitude changes among the public points to the need for continuous engagement and deeper impact assessments. This lesson is directly applicable to CSR initiatives aimed at improving SME literacy, as ongoing evaluation and refinement of strategies are essential to ensure that the outcomes align with the intended objectives.

The research aims to evaluate the effectiveness of the "Synergy: Rising Together with SMEs" public relations program by Angkasa Pura Logistics in improving business management literacy among SMEs.

Method

This research employs a qualitative descriptive research method, which gathers data in the form of words and images, rather than numerical data (Moleong, 2017). The researcher utilized several data collection techniques, including in-depth interviews and documentation.

Table 1. Research Informants

Informant	Occupation
CJ	Public Relations Manager PT Angkasa Pura Logistics
MWF	Digital Marketing Mentor
MK	Financial Management Mentor
NRP	Indonesian National Standards from the National Standardization Agency Informant
BN	Chairperson of the Association of Community Organizations Concerned with SMEs
BH	SMEs Bekasi – Food & Beverages
RS	SMEs Bekasi – Henna Craft
NI	SMEs Bogor – Food & Beverages
MW	SMEs Bogor – Food & Beverages
TKW	SMEs Jember – Coffee & Chocolate
RS	Communication Practitioner & Lecturer

The selection of SMEs participants for this program followed a structured process. Initially, participants were gathered from various regions to attend basic training sessions covering key topics such as digital marketing, financial management, and how to obtain the Indonesian National Standard (SNI). The selection for further training was based on the results of post-test assessments, where participants with the highest scores were chosen to continue with more advanced mentorship in their respective fields. For the mentorship component, only experts with significant experience in their respective fields were selected. These mentors had been actively involved in their industries for many years and had frequently participated in various seminars and events tailored for SMEs, making them highly qualified to provide valuable guidance to the participants. This approach ensured that the program's objectives improving business literacy among SMEs were met through the expertise of mentors with proven track records.

The interview questions were designed to explore various elements of the Four Stages of Public Relations theory by Broom and Sha (2013), with corresponding evidence gathered for each stage. The first stage, Defining Public Relations Problems or Opportunities, focused on how the company identifies issues or opportunities through a thorough situation analysis before initiating public relations planning. The second stage, Planning and Programming, examined the strategies the company employs to structure and execute its planning processes effectively. The third stage, Taking Action and Communicating, assessed how the company implements its strategies and communicates its initiatives to stakeholders. Finally, the fourth stage, Program Evaluation, investigated the consistency and rigor of the evaluation mechanisms employed by PT Angkasa Pura Logistics to assess the program's effectiveness and inform future improvements. Together, these stages provide a comprehensive framework for analyzing the company's public relations practices.

To verify data credibility, the triangulation of sources is a widely used method, which strengthens the validity of research findings by cross-checking data across different sources data collected from SMEs participants, mentors, and public relations managers were compared to ensure consistency and reliability. This process helps to reduce potential bias, ensuring that the conclusions drawn are based on a variety of perspectives, both in terms of time and individuals involved. By employing data triangulation,

researchers can analyze information from various perspectives whether through time, location, or individuals involved enhancing the reliability and accuracy of the data (Bhandari, 2022). This method helps ensure that the data is credible by identifying patterns and discrepancies that might not emerge from a single data source. The triangulation process also supports a more holistic understanding of the research problem and reduces potential bias by integrating multiple forms of evidence (Oberoi, 2024).

Results and Discussion

PT Angkasa Pura Logistics (APLog), a subsidiary of PT Angkasa Pura I (Persero), organized its first CSR program in 2022, providing training for SMEs fostered by the Bekasi, Bogor, and Jember Regencies Government. This activity took place at the Swatantra Building of Bekasi Regency, the DPRD Building of Bogor Regency, and the Office of the Regent Jember, welcomed with joy by the support from Perkopum, the DPRD of Bogor Regency, the Department of Cooperatives & SMEs of Bekasi, Bogor, and Jember Regencies, as well as the National Standardization Indonesia, through the Public Relations division.

The Synergy Program: Rising Together with SMEs was held in three regions, collaborating with local governments and SMEs cooperatives, on varying schedules. The topics taught were financial management, digital marketing, and national standards of Indonesia. Two internal speakers and one external speaker were brought in. On October 13, 2022, the training was conducted at Swatantra Building, Bekasi. Then, on November 8, 2022, it was held at the DPRD Building in Bogor, and the last one was organized on December 12, 2022, at the PB Sudirman Hall, the Jember Regent's office. These three programs were conducted offline, where SME participants with the highest post-test results were selected for intensive online mentoring. The selection of SMEs was an agreement between APLog and local governments through the SMEs cooperatives, selecting active and productive SMEs with micro/small qualifications aimed at being able to export or already exporting their products.

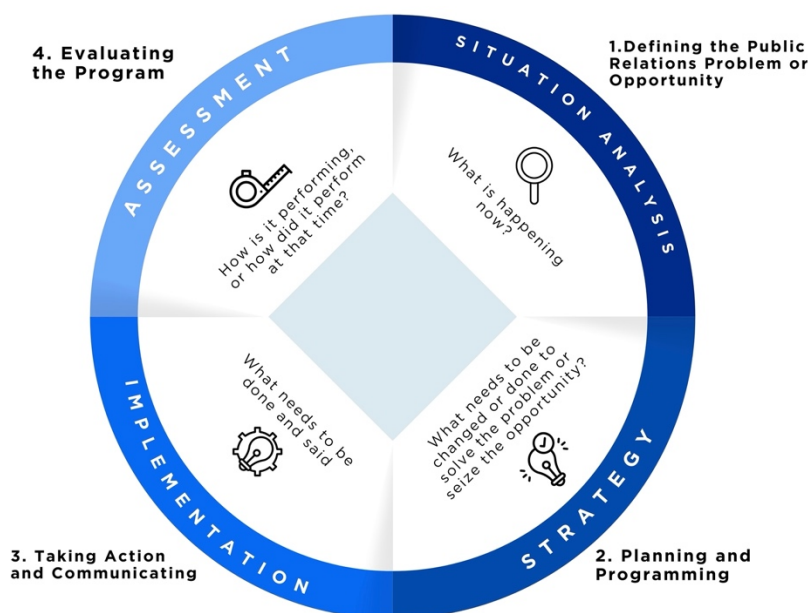


Figure 2. Four Stages of Public Relations (Broom & Sha, 2013)

Defining Public Relations Issues or Opportunities (Situation Analysis)

In the "Synergy: Rise Together with SMEs " program, Public Relations at PT Angkasa Pura Logistics went through several steps to define problems (or opportunities). First, problem identification. APLog's public relations started the process of defining problems (or opportunities) by identifying issues related to the Pandemic, which caused SMEs businesses to decline and have minimal income. Besides, APLog was relatively unknown to SMEs and the public, as it was more recognized as Angkasa Pura, which only dealt with logistics, but APLog had a product for SMEs called Siap! Express.

The problem identification showed that APLog, as a logistics company, had a responsibility to provide training and business management guidance with financial management, digital marketing, and Indonesian national standards to three fostered SMEs areas chosen: 92 from Bekasi Regency, 52 from Bogor Regency, and 127 from Jember Regency in 2022. Out of these, a select number of SMEs would be further mentored by experts from APLog, amounting to 5 SMEs from Bekasi Regency, 5 from Bogor Regency, and 11 from Jember Regency, taking place from November 22, 2022, to January 24, 2023.

Second, collaboration with local governments and SMEs cooperatives. APLog's Public Relations collaborated with local governments and SMEs cooperatives as initial research to determine the target audience to align with their goals. In this process, Public Relations chose SMEs from Bekasi, Bogor, and Jember Regencies as priorities and made

them the target of the program. This was because SMEs was a potential target for the company's services, especially Siap! Express.

Third, research and surveys. In this process, APLog's Public Relations relied on local governments and SMEs cooperatives to gather data about SMEs that aligned with APLog's goals. The success of the public relations program was not assessed using specific public relations evaluation tools but was instead reviewed based on participant enthusiasm, the progress of SME participants during their training, and whether these SMEs became partners or customers of APLog. Researchers observed that during this phase of defining problems, APLog's Public Relations developed a program in response to the Pandemic's negative impact on SMEs. The initiative aimed to provide training and guidance to SMEs in collaboration with local governments and SMEs cooperatives, ensuring appropriate targets and objectives. However, the research was deemed insufficiently thorough or detailed, and success indicators were not established from the outset.

Planning and Programming (Strategy)

In formulating the planning process, deep and continuous research was required before determining communication tactics and targets. Before implementing this program, PT Angkasa Pura Logistics planned to assist SMEs in growing, developing, and receiving support to improve SMEs business management literacy, especially in Digital Marketing, Financial Management, and SNI (national standards). PT Angkasa Pura Logistics planned this by conducting research, online and offline meetings with local governments and the Department of Cooperatives and SMEs (Dinkopum) until the SMEs training activities were held.

Vision and Mission

This program had a vision and mission to focus on SMEs development and branding for the logistics business line directed at SMEs to eventually make use of PT Angkasa Pura Logistics' shipping service, Siap! Express.

Setting Targets

The selected targets were SMEs lacking knowledge in using social media,

especially Instagram, and proper financial recording. Therefore, the synergy program aimed to improve SMEs business management literacy by observing SMEs interest in enhancing their skills and mentoring SMEs according to participants' needs. The program targeted 100 participants from each area. Based on the explanation above, the program also sought to identify potential SMEs that needed mentoring to grow and expand, with the goal of advancing SMEs into international markets.

Setting Objectives

The objectives, as implemented by Public Relations at PT Angkasa Pura Logistics in the CSR program "Synergy: Rise Together with SMEs" guided the program and became the standard for its execution. The main objective was to improve the company's image and brand PT Angkasa Pura Logistics among SMEs and, more specifically, its shipping service, Siap! Express. However, this statement was not in line with the SMEs participants who were not yet familiar with PT Angkasa Pura Logistics because it was a subsidiary of PT Angkasa Pura I. The program also lacked promotion due to reliance on press releases through the company's website and social media. Identified issues include information that reached one SMEs, indicating that APLog did not distribute information widely to the media, and only to less-known media.

Setting Strategy

This program targeted SMEs affected by the Pandemic, which had caused a decline in their businesses. In the current digital era, internet technology is extensively utilized, making digital adaptation essential. Therefore, the strategy was tailored to SMEs that lacked an understanding of how to effectively use social media and had insufficient financial recording skills. The program focused on enhancing the business management literacy of SMEs, particularly in social media usage and financial management, while also emphasizing the importance of adhering to Indonesian national standards for their products.

Researchers noted that in the planning phase, the Public Relations team at PT Angkasa Pura Logistics, which initiated the CSR program "Synergy: Rise Together with SMEs," incorporated aspects such as policy development, organizational structure design, program design, provision of human resources, area mapping, funding sources, and

regulatory guidelines. However, the research conducted during this phase was considered insufficiently detailed, and clear success indicators were not established from the outset.

Taking Action and Communicating (Implementation)

In the implementation phase, this program, "Synergy: Rise Together with SMEs" went through the CSR management process. This program had activities both online and offline. Offline activities lasted for one full day, while online mentoring lasted for three months. In this process, Public Relations faced some problems or issues. The following is an elaboration of the implementation phase:

Delays

One problem that occurred during the offline event was a delay. This delay happened because the opening ceremony took longer than expected. Time overruns in the mentoring activity also occurred, as the mentors often exceeded the allotted time for their presentations.

Differences in Test Formats

Post-test formats varied across regions. In Bekasi, the post-test format was in the form of an essay. This was different from the post-test format in Bogor and Jember. This difference in post-test format can affect the standardization of SMEs in the 3 regions.

Shortening of the Online Mentoring Period

Originally planned for three months, the online mentoring period was shortened to one month in Bekasi and Bogor, and only one day in Jember due to time constraints and resource limitations. This condition had an impact on the quality and quantity of mentoring activities, where SMEs from Bekasi and Bogor could not be fully equipped with the knowledge and skills needed to manage their businesses.

Technical Meeting Challenges

Technical meetings organized by Public Relations at PT Angkasa Pura Logistics were considered too informal. The technical meeting also did not provide an opportunity for SMEs participants to give input regarding the mentoring activities. The technical

meeting was also informed of just seven days before the event. Time constraints and mentor availability issues also became a problem for technical meetings.

The results showed that although there were problems, the implementation of the program managed to provide knowledge and enlightenment to SMEs. The SMEs participants' enthusiasm was seen in the questions they asked the speakers. The high post-test scores showed that the program provided knowledge and enlightenment to SMEs.

Evaluating the Program (Assessment)

The 'Synergy: Rise Together with SMEs' initiative lacked a comprehensive evaluation mechanism for its CSR activities, including the absence of established success indicators. The evaluation conducted during the program focused primarily on program execution and reporting. During the program, the Public Relations team at PT Angkasa Pura Logistics did not monitor the mentors closely. Mentors also conveyed that the program did not align with the concept of CSR sustainability.

While monitoring was carried out by the Public Relations team, its implementation was not maximized. The monitoring activities were more focused on administrative matters, such as signing MoUs with SMEs and mentors, and reporting mentoring activities. On-the-ground monitoring was less optimal, particularly in assessing the quality of the mentoring activities. When SMEs were asked about the quality of mentoring, they all gave the same answer, indicating a possible agreement among them regarding the mentoring activities' quality.

Table 2. Research Findings Summary

Critical Aspects	Constructive Aspects
There was no Technical Meeting conducted by Public Relations with the internal team and relevant speakers it was limited to two-way communication only.	The Public Relations team should have conducted formal technical meetings with the internal team and relevant speakers.
Pre-event briefing was not conducted.	There should have been a briefing for the internal team and relevant speakers one day

	before the event.
There is no program continuity for both offline and online seminars.	It's just about providing new knowledge (Financial Management, Digital Marketing, and SNI) for SMEs participants.
Less focus on business management literacy issues because the material is very basic.	The speakers should create a syllabus of the material before teaching it to SMEs participants.
The number of shipping vouchers distributed did not meet the quota.	Participants should have been reminded about the free shipping vouchers provided by APLog during the offline event.
The difference in the post-test format in each region (Bekasi Regency using essays, Bogor Regency using multiple-choice, and Jember Regency using multiple-choice).	The format of the post-test questions given to participants should have been predetermined from the beginning to use the same format and model to ensure it could be used for measuring success indicators and evaluation.
There was a difference in the number of participants in each region.	Public Relations needs to conduct in- depth research through primary and secondary research, in addition to using data from local governments, to determine the number of participants in each region so that the total number of participants can meet the target and align with the objectives.
The task collection and organization provided by PR to the internal team were not orderly.	It's necessary to designate a Point of Contact (PIC) for task collection and file organization.
The Digital Marketing coaching matriculation appeared to be less effective and efficient due to the absence of practical sessions for Instagram Ads and Techniques for	The Digital Marketing coaching matriculation appeared to be less effective and efficient due to the absence of practical sessions for Instagram Ads and Techniques for Taking Photos and Videos, as they were conducted online.

Taking Photos and Videos, as they were conducted online.

The duration of material presentation was not proportional or suitable for the event schedule on the day of the program.

The mentors felt directionless regarding the curriculum for each district and were unfamiliar with the audience due to a lack of research conducted by public relations.

The difference in the number of participants from the originally planned 100 people was different from the actual execution.

There were internal obstacles due to conflicting event schedules, resulting in the CSR implementation appearing rushed and with inadequate human resources.

Not conducting evaluations, only relying on checklists.

There should have been speaker briefings, and the timekeeper should have been strict in reminding about the execution time.

There is a need for a pre-test to assess the participants' knowledge levels and to serve as preliminary research for public relations. This would also serve as an initial assessment to differentiate the participants' knowledge levels.

The issues in the program were caused by APLog's lack of awareness of the situation, resulting from shallow pre-research. Additionally, the program did not begin by addressing the core issues faced by SMEs but instead focused solely on location determination.

The scheduling of time and human resources should be determined from the beginning, and open volunteer opportunities should be available, with speakers involving professionals if possible.

Evaluation reporting should be conducted with accountability and transparency.

The "Synergy: Rise Together with SMEs" program by PT Angkasa Pura Logistics (APLog) doesn't align with sustainability, accountability, and transparency as outlined by Crowther and Aras (2016). However, there are areas for improvement. In terms of sustainability, the program supports long-term growth by providing SMEs with key skills in financial management, digital marketing, and national standards. While this fosters a sustainable business

environment, the impact could be better measured with clearer success indicators, such as tracking business performance or export readiness after training.

Regarding accountability, APLog worked closely with local governments and SMEs cooperatives to select participants, ensuring the program targeted active, productive SMEs. However, the evaluation of success relied on post-test results and participant enthusiasm, which is insufficient. More robust accountability measures, such as feedback surveys or tracking business outcomes, would help better assess the program's impact. For transparency, the program was open in its planning and stakeholder involvement, particularly in selecting SMEs based on export potential. However, there was a lack of transparency in evaluating the program's effectiveness. Clearer criteria for selecting SMEs for ongoing mentoring and assessing progress would have enhanced the program's credibility and trustworthiness, the program falls short in terms of the economic, social, and environmental pillars of CSR (Arfiansyah & Prabawati, 2016) and the Triple Bottom Line framework (Zaharia & Zaharia, 2021).

The findings of this study indicate that the "Synergy: Rising Together with SMEs" program conducted by PT Angkasa Pura Logistics faced several challenges, particularly in the planning and implementation stages. Compared to previous research, APLog's program has the potential to address both immediate and long-term needs. While it effectively engaged SMEs through training and mentoring, it lacks sufficient follow-up mechanisms to measure sustained impact on SMEs growth and digital literacy beyond the initial training. The lack of measurable outcomes and feedback mechanisms hinders the program's ability to fully align with CSR principles, ensuring that its effects extend beyond short-term support.

Based on the theoretical framework of the four stages of Public Relations by Broom and Sha (2013), this research highlights weaknesses in the problem definition and program evaluation phases. One significant issue was the lack of in-depth research on the target SMEs, leading to a misalignment between the program's objectives and the participants' actual needs. In the context of the CSR conceptual framework, the findings reveal that the program does not fully adhere to core CSR principles such as sustainability, accountability, and transparency (Aras & Crowther, 2016). These results align with previous research, such as the study by Dharmacahya et al. (2022), which pointed out the suboptimal impact of CSR programs in supporting SMEs during the pandemic.

The following recommendations aim to improve various aspects of the 'Synergy: Rise Together with SMEs' initiative. First, Research and Planning. Conduct in-depth research at the program's initiation to identify specific challenges faced by SMEs, assess their training needs, and design the curriculum accordingly. This can be achieved by conducting surveys, interviews with SMEs, and analyzing industry reports. Tailor content based on the findings to ensure relevancy and applicability to participants.

Second, Communication. Improve communication and consistency by ensuring that all stakeholders, including internal teams, local governments, and SMEs, are regularly updated and aligned throughout the program phases. A clear communication plan with regular check-ins, progress updates, and feedback loops should be created. Collaborative platforms can be used for consistent messaging.

Third, Learning Approach. Adopt a blended learning approach that combines online theory with offline practical sessions to create an interactive learning experience, particularly for skill-based topics like digital marketing. Developing an online learning platform for theoretical lessons and scheduling offline workshops for hands-on practice will ensure a balance between theory and practical application.

Fourth, Training Materials. Enhance financial management training by using visual aids, interactive case studies, and practical examples to simplify complex financial concepts. This can be done by integrating infographics, charts, and case studies into training materials and using real-life examples to contextualize financial concepts.

Fifth, Program Evaluation. Establish clear evaluation metrics by defining measurable success indicators from the beginning and conducting a structured evaluation at the end of the program to measure impact and identify areas for improvement. Key performance indicators (KPIs) such as post-training sales increase, digital literacy improvements, or business growth should be developed. Surveys, interviews, and performance metrics can be used for evaluation.

Sixth, Post-Program Support. Provide follow-up support by implementing mentorship or post-program follow-up systems to ensure that SMEs are able to apply learned skills and address any challenges they encounter after the program. A mentoring system or additional resources such as online forums or advisory sessions should be set up. Regular follow-ups should be scheduled to track progress and offer support.

Conclusion

Based on the evaluation conducted through this research on the CSR management of "Synergy: Rising Together with SMEs," it was found that in the phase of defining the problems or opportunities by APLog, the Regional Government, and the SMEs Cooperatives Office, there was a lack of in-depth research. These parties need to conduct more thorough research into the target market, participants, participant criteria, and content. A more comprehensive analysis at the planning stage would have ensured that the program addressed the actual needs of the SMEs involved.

In the planning and programming phase, inconsistencies and differences in actions and communication were observed. Several obstacles occurred during offline events, particularly with the online sessions on digital marketing. The online format hindered the practical application of the material, indicating that it was not an effective method for teaching skills that require hands-on learning. In the financial management material, there was no visual aid provided, and the discussions were limited to verbal case studies. This lack of engaging, visual content likely affected the participants' ability to grasp the material fully. Furthermore, during the program evaluation stage, the Public Relations Department did not conduct a thorough evaluation. Instead, the evaluation was limited to a checklist that merely indicated whether the program had been implemented. There were no defined success indicators from the start, making it difficult to measure the program's effectiveness.

The CSR program, "Synergy: Rising Together with SMEs," did not fully achieve its intended goals. The lack of thorough research, inconsistent execution, and inadequate evaluation process led to gaps in the program's impact. The online format for certain materials and the absence of clear success metrics hindered the overall effectiveness of the training. Therefore, while the initiative was well-intentioned, it failed to deliver the desired outcomes for the SMEs involved.

References

- Ahdiat, A. (2022). *5 Kendala terbesar UMKM Indonesia dalam melakukan transformasi digital* (Agustus 2022). Katadata. <https://databoks.katadata.co.id/datapublish/2022/11/14/banyak-umkm-belum-bisa-bisnis-online-ini-kendala-utamanya>
- Anderson, L. (2022). *The fundamentals of brand activation*. Ambitious. <https://www.ambitiouspr.co.uk/brand-activation/>

- Aras, G., & Crowther, D. (2016). *A handbook of corporate governance and social responsibility*. Routledge.
- Arfiansyah, R., & Prabawati, I. (2016). Implementasi corporate social responsibility Perusahaan Daerah Air Minum (PDAM) Surya Sembada Kota Surabaya (studi pada kran air siap minum (KASM) di Taman Bungkul Surabaya. *Publika*, 4(5). <https://doi.org/10.26740/publika.v4n5.p%25p>
- Bhandari, P. (2022). *Triangulation in research | guide, types, examples*. Scribbr. <https://www.scribbr.com/methodology/triangulation/>
- Broom, G. M., & Sha, B.-L. (2013). *Cutlip & center's effective public relations* (11th ed.). Pearson Education. https://books.google.co.id/books/about/Cutlip_and_Center_s_Effective_Public_Rel.html?id=orKKYgAACAAJ&redir_esc=y
- Chatterjee, S., Chaudhuri, R., Vrontis, D., & Thrassou, A. (2022). Corporate social responsibility in post COVID-19 period: Critical modeling and analysis using DEMATEL method. *Management Decision*, 60(10), 2694–2718. <https://doi.org/10.1108/MD-09-2021-1209>
- Dharmacahya, B., Padmaningrum, D., & Wibowo, A. (2022). Implementasi program corporate social responsibility PT. Pertamina terhadap pemulihan bisnis UMKM binaan akibat pandemi Covid-19. *Jurnal Kirana*, 3(1), 13–32. <https://doi.org/10.19184/jkrm.v3i1.29082>
- European Commission. (2023). *Corporate sustainability and responsibility*. https://single-market-economy.ec.europa.eu/industry/sustainability/corporate-sustainability-and-responsibility_en
- Haron, H., & Dewanti, R. (2022). Corporate social responsibility, micro, small, and medium enterprises and community development: Experiences of Malaysia and Indonesia. *ICCD*, 4(1 SE-Articles). <https://doi.org/10.33068/iccd.v4i1.446>
- Ibrahim, A. I., Erdiyana, L. K., & Nugraha, A. R. (2021). Implementasi corporate social responsibility PT. Pertamina (Persero) pada program siswa mengenal nusantara. *LONTAR: Jurnal Ilmu Komunikasi*, 9(2), 85–96. <https://doi.org/10.30656/lontar.v9i2.2363>
- Kementerian Keuangan Republik Indonesia. (2023). *Indonesia terus mendorong upaya pengembangan inklusi dan literasi keuangan UMKM di kawasan ASEAN*. Badan Kebijakan Fiskal. <https://fiskal.kemenkeu.go.id/publikasi/siaran-pers-detil/470>
- Kementerian Komunikasi dan Digital. (2022). *Dukung upaya peningkatan literasi digital pelaku UMKM*. Komdigi. <https://www.komdigi.go.id/berita/pengumuman/detail/dukung-upaya-peningkatan-literasi-digital-pelaku-umkm>
- Kristianti, L. (2024). *Pemerintah tingkatkan literasi digital pelaku UMKM*. Antaranews. <https://www.antaranews.com/berita/4341699/pemerintah-tingkatkan-literasi-digital-pelaku-umkm>
- Limanseto, H. (2021). *Dukungan pemerintah bagi UMKM agar pulih di masa pandemi*. Kementerian Koordinator Bidang Perekonomian Republik Indonesia. <https://www.ekon.go.id/publikasi/detail/2939/dukungan-pemerintah-bagi-umkm-agar-pulih-di-masa-pandemi>
- Moleong, L. J. (2017). *Metode penelitian kualitatif*. Remaja Rosdakarya.
- Muhammad, H. (2022). *79 persen UMKM di Jabar masih belum melek digitalisasi*. Republika. <https://sindikasi.republika.co.id/berita/rik8kd380/79-persen-umkm-di-jabar-masih-belum-melek-digitalisasi>

- Mukhlisah, W. (2021). *Dukung UMKM melek digital, Pemkab Jember akan dosialisasi inklusi keuangan*. Suara Indonesia. <https://suaraindonesia.co.id/news/peristiwa-daerah/61a8bb53e9664/dukung-umkm-melek-digital-pemkab-jember-akan-dosialisasi-inklusi-keuangan>
- Muntadliroh, M. (2017). Implementasi integrated corporate social responsibility communications di Kebun Raya Bali (studi kasus program pendidikan lingkungan hidup di Kebun Raya Bali). *Journal Communication Spectrum: Capturing New Perspectives in Communication*, 7(1), 42–60. <https://doi.org/10.36782/jcs.v7i1.1781>
- Oberoi, K. (2024). *Triangulation in qualitative research: A comprehensive guide [2025]*. Looppanel. <https://www.looppanel.com/blog/triangulation-in-qualitative-research>
- Qibtiyah, M. (2022). Implementasi CSR PT. Angkas Pura I Bandara Internasional Juanda sebagai upaya pemberdayaan ekonomi masyarakat ditengah pandemi COVID-19 melalui program UMKM WANI. *The Commercio*, 6(1 SE-Artikel Ilmiah IKOM), 48–58. <https://doi.org/10.26740/tc.v6i1.49316>
- Supriyadi. (2022). *Program CSR pelatihan UMKM APLog Th 2022 "Bangkit Lebih Cepat Bersama Sahabat UMKM."* APLOG. <https://www.aplog.co/global/web/index.php?r=news%2Fdetail&id=program-csr-pelatihan-umkm-aplog-th-2022-bangkit-lebih-cepat-bersama-s>
- Wahyuni, T. M., Nyoman, N., Pascarani, D., Agung, G., & Suryawati, A. (2017). Evaluasi tahapan public relations program corporate communication PT. XL Axiata (studi kasus pelaksanaan CSR XL future leaders tahun 2012-2016). *E-Jurnal Medium*, 1(1). <https://ojs.unud.ac.id/index.php/komunikasi/article/view/33390>
- Zaharia, R. M., & Zaharia, R. (2021). Triple bottom line. In D. Crowther & S. Seifi (Eds.), *The palgrave handbook of corporate social responsibility* (pp. 75–101). Springer.