

Telkomtelstra Communication Strategies for Development in Promoting Sustainable Development Goals

Telkomtelstra Estrategias de comunicación para el desarrollo en la promoción de los Objetivos de Desarrollo Sostenible

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Resumen: Los Objetivos de Desarrollo Sostenible (ODS) son el plan que consta de 17 objetivos para lograr un futuro mejor y más sostenible. Telkomtelstra es una empresa conjunta de telecomunicaciones que manifiesta su compromiso implementando una estrategia de comunicación de desarrollo para difundir los ODS entre sus empleados y consumidores. Este estudio empleó un método cualitativo descriptivo mediante la realización de entrevistas con Michelle Marietta Secoa, Especialista Junior en Compromiso Corporativo de Telkomtelstra, y una revisión de la literatura sobre varias fuentes. Los resultados indican que Telkomtelstra aplicó estrategias basadas en los medios, estrategias de diseño instruccional, estrategias participativas y estrategias de marketing para promover los valores de los ODS. Estas estrategias deben desarrollarse utilizando las redes sociales para que sean más efectivas. Otras empresas

Abstract: Sustainable Development Goals (SDGs) are the blueprint consisting of 17 goals to achieve a better and more sustainable future. Telkomtelstra is a joint venture telecommunication company that manifests its commitment by implementing a development communication strategy to spread SDGs to its employees and consumers. This study employed a descriptive qualitative method by conducting interviews with Michelle Marietta Secoa, Telkomtelstra Corporate Engagement Junior Specialist, and a literature review on various sources. The results indicate that Telkomtelstra applied media-based strategies, instructional design strategies, participatory strategies, and marketing strategies to promote SDG values. These strategies need to be developed using social media to make them more effective. Other companies can adopt these strategies to achieve SDGs by 2030.

pueden adoptar estas estrategias para lograr los ODS para 2030.

Keywords: SDGs, Communication Strategy for Development, Telkomtelstra.

Palabras clave: ODS, Estrategia de comunicación para el desarrollo, Telkomtelstra.

1. BACKGROUND

Sustainable Development Goals (SDGs) are an agenda containing 17 goals to achieve by 2030. SDGs were declared on October 21, 2015, replacing the previous program, MDGs, as common development goals until 2030, agreed by many countries in the United Nations Forum (Patiung, 2019). In contrast to the MDGs, the SDGs implementation requires strong and effective partnerships between local, provincial, and national governments and other actors, including civil society and the private sector (Guha and Chakrabarti, 2019). The principles of partnership in achieving the SDGs include building trust, equal collaboration, active participation, accountability, and mutual benefits.

Civil society has taken strategic steps to implement the SDGs in Indonesia. Other stakeholders, including the private sector and academics, also performed the same actions (Panuluh and Fitri, 2016). The business sector's role in supporting the SDGs achievement relies on its responsibility, sustainability, and development-oriented framework (IHRB, 2015). Business sectors have begun implementing sustainability measures as part of the Corporate Social Responsibility or CSR initiatives (Borin and Metcalf in Anwar and El-bassiouny, 2019). It contains interrelated and integrated aspects, i.e., economic, social, and environmental aspects. The business sector should prioritize business ethics, fair trade, and employee benefits (Darajati, 2018). Meanwhile, the business sector should improve energy efficiency, use renewable fuels and green technologies, and minimize waste in the environmental-economic aspect.

Before the SDGs implementation, many companies have attempted to apply the sustainability concept in their scope for the past few years. However, the SDGs improve the companies' expected standards while introducing a new framework for conducting business and general criteria for reporting progress (Verles and Vellacott, 2018). Given the newness of SDGs, most enterprises remain struggling to change their sustainability efforts to align with and achieve the SDGs (Jonas in Redman, 2018). Achieving the SDGs could unlock economic opportunities worth at least 12 trillion dollars a year by 2030 and generate up to 380 million jobs (Lopez, 2020).

The companies implement the SDGs at the levels of communication, tactics, and strategies aimed at internal and external stakeholders. At the communication level, the companies explain the SDGs to be achieved internally. Companies utilize products, services, and/or operating locations to improve the

SDGs achievement at the tactical level. Meanwhile, the companies prepare plans to achieve the SDGs more optimally at the strategic level. The advantages of implementing the SDGs include identifying future business opportunities, increasing the company's sustainability value, strengthening stakeholder relations, adhering to policy developments, stabilizing society and markets, and using standard languages and goals (Bertazzi et al., 2016).

Indonesia has official Philanthropy, and Business Platform for achieving SDGs in Indonesia launched on Friday, July 27, 2018, in Jakarta (Bappenas, 2018). It proves the commitment of philanthropy and business actors in achieving the SDGs through collaboration with various parties, especially the government. Many companies in Indonesia recognize the importance of achieving the SDGs. Telkomtelstra is one of the companies that actively and consistently strive to achieve the SDGs.

Telkomtelstra is a joint venture between Telkom Indonesia, a leading company engaged in the largest telecommunication sector in Indonesia, and Telstra Corporation Limited (Telstra), the largest telecommunications and electronic media company in Australia. Telkomtelstra was founded in 2014 and provides managed ICT solutions designed to support business continuity, improve operational efficiency and productivity, and protect business information, allowing enterprises to focus more on their core business and end customers.

Telkomtelstra has manifested its commitment to achieving the SDGs, especially Goal 5: Gender Equality, by implementing a development communication strategy aimed at the community and related stakeholders. The communication strategies for development can be defined as communication planning and management in disseminating messages to invite the community to be involved in the development process (Ramadhani and Prihantoro, 2020). Hence, practical communication actions are primarily determined by the communication strategy. On the other hand, no good communication strategy will likely affect the communication process (especially mass media communication) and have a negative effect (Roennfeld, Permatasari, & Kyrychenko, 2021). The Academy for Educational Development (AED) categorized communication strategies for development into four types, i.e., media-based, instructional design, participatory, and marketing strategies.

The media-based strategy focuses on media utilization adjusted to the criteria of the audience. The frequently used media include conventional, mass, and social media, with their respective advantages and disadvantages. This strategy is considered the easiest, most popular, and least effective technique (Astuti, 2017). *Instructional design strategy* is a strategy that emphasizes individual learning through three stages, namely planning, implementation, and evaluation. *The participatory strategy* is carried out through non-formal education activities, such as training. This strategy considers community

cooperation and personal growth essential in organizing activities (Astuti, 2017). *Marketing strategy* is a strategy focusing on the customers' needs and wants. This strategy adds value and maintains a long-term relationship, which benefits businesses, society, and ecology (Kumar et al., in Niyi and Olatunde, 2018).

Research on the role of the private sector in promoting the SDGs had been conducted by Jun and Kim (2021) entitled "*From Stakeholder Communication to Engagement for the Sustainable Development Goals (SDGs): A Case Study of LG Electronics.*" This research analyzed the communication of the stakeholders' roles in supporting the SDGs. The data were collected from various sources without any interviews. This research focuses on stakeholders' communication and engagement using stakeholder theory, so it does not discuss the spread of the SDGs. This study does not look at the role of social media in the space of the SDGs.

Other research was conducted by Lopez (2020) entitled "*Connecting Business and Sustainable Development Goals in Spain*", analyzing the CSR in realizing the SDGs. This research focuses on several companies, but it does not explain CSR in detail. This research investigates the implementation of CSR for the community without considering the roles of employees and social media to promote the SDGs. This research does not focus on the internal and external communication processes in advancing the SDGs.

Research on corporate communication strategies in disseminating the SDGs was conducted by García-Sánchez, Amor-Esteban, and Galindo-Álvarez (2020) with the title of "*Communication Strategies for the 2030 Agenda Commitments: A Multivariate Approach*". The research analyzed the strategies adopted by 69 companies in disseminating the SDGs through content analysis. The analysis was carried out by paying attention to the terms used on the websites and the company reports. It does not analyze the communication made by the company's stakeholders and the role of employees and social media in spreading the SDGs.

Several previous studies do not explain the roles of stakeholders, employees, and social media in promoting the SDGs. Therefore, the researcher researched the communication strategies for development performed by Telkomtelstra to promote the SDGs. This study aims to determine the communication strategies for development carried out by Telkomtelstra in advancing the SDGs, especially Goal 5: Gender Equality.

2. RESEARCH METHODS

This research employed a descriptive qualitative method. A qualitative method is a method that produces data in the form of words or verbally from sources. Qualitative research aims to explain the phenomenon as deep as possible through in-depth data collection (Kriyantono, 2016). Researchers conducted

interviews with Michelle Marietta Secoa, Telkomtelstra Corporate Engagement Junior Specialist. The determination of the informant was carried out based on the purposive sampling technique, namely the sampling technique for data sources with specific considerations (Putri, 2017). The data were obtained from questions related to the communication strategies for development performed by Telkomtelstra. The direct interview was conducted on Friday, December 13, 2019. The data obtained from the interview were then integrated with the literature review results from various literature, media, and sources. The literature review can be valid supporting data because it is obtained from the survey results of scientific articles, books, and other sources relevant to a particular issue, area of research, or theory and, by so doing, provides a description, summary, and critical evaluation of these works (Ramdhani, Ramdhani, and Amin 2014).

The collected data were then analyzed to obtain research results. According to Mezmir (2020), there are four stages of qualitative data analysis; familiarization, data reduction, data display, and concluding. The researchers carried out these four stages to determine the communication strategies for development used by Telkomtelstra. Firstly, familiarization was applied by analyzing the interview results and the supporting data related to Telkomtelstra activities. Secondly, data reduction was made by answering the research questions based on the framework. Thirdly, data display was performed by highlighting the crucial points obtained from the data reduction. Concluding was done by creating a statement related to the communication strategies for development used by Telkomtelstra. Finally, data interpretation can be subjective-scientific because it is based on the theory selection and the researchers' logic in interpreting the results (Kriyantono, 2016).

3. RESULT AND DISCUSSION

Telkomtelstra paid excellent attention to the SDGs goals, especially goal 5, namely Gender Equality, by providing equal opportunities for women to work in its company. In addition, Telkomtelstra also provided freedom for its employees to work from home (WFH). This policy was enforced so that the employees, especially female employees, could work while performing their duties as a mother. Telkomtelstra also conducted internal activities to increase its employees' awareness regarding gender equality issues. These internal activities were a part of the communication strategy development carried out by Telkomtelstra. In addition to internal activities, the communication strategies for development carried out by Telkomtelstra are as follows:

3.1. Telkomtelstra Media Based Strategy

This strategy utilizes media to disseminate information related to Telkomtelstra activities. The media used are social media and mass media which have fundamental differences. In contrast to mass media, social media does not have a permit/legality in disseminating information. Furthermore, the person spreading news through social media is usually anonymous (Azman 2018). However, social media can spread information widely in a short time. In addition to mass media and social media, interpersonal communication can also be a means to share information.

To maximize the development of its communication strategies, Telkomtelstra employed interpersonal communication, mass media, and social media. Interpersonal communication spreads the SDGs due to its effectiveness in influencing or persuading others. The distance between the people communicating influenced this effectiveness, the narrative delivered, and the use of body language. Interpersonal communication was performed by sharing information related to the SDGs with the employees and customers. Those who understood SDGs became Telkomtelstra agents to continue spreading gender equality values. Interpersonal communication was carried out by making narratives and adding a touch of humanist values to gain the customers' trust, as expressed by Michelle in the following statement:

“For us, it is also important to trust each individual. The information should be conveyed verbally in the form of storytelling by adding humanist values.”

The mass media that Telkomtelstra often utilized was online media that provided information to the broader community regarding the SDGs activities carried out by Telkomtelstra. Mass media was used for its simplicity, popularity, and affordability. The use of mass media could not be separated from Telkomtelstra's desire to present a positive image to the broader community. In involving the mass media, Telkomtelstra utilized the assistance of the Public Relations Agency (PR), which had collaborated with various journalists in Indonesia, as stated by Michelle in the following statement:

“We collaborate with a PR agency and its journalists. If we need to publish news and certain information, we ask for their cooperation to publish it through the mass media, national and local newspapers, and online media.”

The use of new media supports mass media since it is a new development of media people use to interact with each other. Its character, a digital form, certainly makes it easier to exchange information and various other activities. Telkomtelstra uses several media such as Instagram (@telkomtelstra) with 1,224 followers as of October 28, 2020, Twitter (@telkomtelstra) with 2,000 followers as of October 28, 2020, Youtube (telkomtelstra), and website (www.telkomtelstra.co.id). Besides, other organizations, employees, and the communities often tagged Telkomtelstra in their posts regarding various SDGs activities organized by Telkomtelstra.

3.2. Telkomtelstra Instructional Design Strategy

According to Astuti (2017), an instructional design strategy focuses on individual learning aimed at a fundamental goal. The instructional design strategy has several processes, such as planning, implementation, and evaluation. Telkomtelstra employed this strategy to its employees in understanding human development issues, especially those related to gender quality, through internal and external activities.

Internal activities carried out were the White Ribbon Campaign and Brilliant Connected Women held for two weeks as Telkomtelstra's support for the UN Day for the Elimination of Violence Against Women, celebrated on November 24. In carrying out these activities, in 2016, Telkomtelstra collaborated with various institutions to organize a training program for its employees on the importance of fighting violence against women. The institutions involved included the Family Welfare Consultation Institute (LK3), the Ministry of Social Affairs of the Republic of Indonesia, the Australia and New Zealand Association (ANZA), and the Pulih Foundation.

The collaboration with various institutions resulted in several activities such as volunteer training, counselling service to several schools, consulting service through "Anti-Galau" (anti-distress) cars, watching a movie entitled *Perempuan Punya Cerita* by Nia Dinata, sharing session with Firliana Purawanti, the author of The book *O Project*, culinary bazaar, fundraising program, and self-defence classes for Telkomtelstra employees.

Through this activity, the employees are expected to become campaign agents verbally or on social media to disseminate the importance of gender equality. The employees who followed the training program will also participate as speakers at several events to raise diversity inclusion, gender equality, and human issues. Therefore, Telkomtelstra provided social media policy to support its employees in disseminating this knowledge. In addition, Telkomtelstra also regularly sends weekly emails to the employees regarding internal activities, Corporate Social Responsibility (CSR), as well as awards received, as stated by Michelle in the following statement:

"...we invited them to be involved, as speakers, for example, in the Brilliant Connected Woman session. Then we also have internal communication by sending weekly emails to tell them what our CSR is doing this week, or what is the CSR department doing."

In addition, Telkomtelstra also provided socialization to several campuses through the Telkomtelstra Apprenticeship and Graduate Development Program (GDP), which conducted roadshow recruitment on October 3-17, 2019 at several universities such as the Universitas Indonesia, Institut Teknologi Bandung, Bina Nusantara, and Universitas Telkom. During the roadshow, Telkomtelstra inserted

a socialization session to promote gender equality, explaining the importance of the business sector in promoting gender equality and developing policies related to women's economic empowerment. In addition, Telkomtelstra also provided an understanding regarding gender equality in the Science, Technology, Engineering, and Mathematics (STEM) business which was dominated by men, as expressed by Michelle as follows:

"... we visited three or four universities in Jakarta and Bandung and recruited several new members. At the same time, we also hold a session on gender diversity in the STEM sector. STEM is a science, mathematics, technology, and engineering company. We chose this company since it has deficient women employees ..."

3.3. Telkomtelstra Participatory Strategy

The participatory strategy emphasizes community collaboration and personal growth. Astuti (2017) explained that this strategy is not concerned with how much information is learned but instead emphasizes one's participation in sharing knowledge or skills. The participatory plan emphasizes cooperation between several institutions to share information, such as Telkomtelstra collaboration with other organizations or institutions.

The collaboration with other parties is considered essential because Telkomtelstra had limited knowledge regarding the implementation of Nawacita and SDGs. Telkomtelstra collaborated with organizations that were more expert on Nawacita and SDGs to help the company implement CSR properly. In addition, the collaboration also allowed both parties to exchange information, especially related to research data held by other organizations, as expressed by Michelle as follows:

"The company doesn't have deep knowledge about the SDGs and their implementation. That's why we need help from other parties such as NGOs, communities, or institutions that are experts in their fields. Therefore, the collaboration is considered significant to help the company implement CSR or business activities in line with the SDGs."

In 2016 – 2017, Telkomtelstra collaborated with ANZA for collaboration-themed education. Telkomtelstra is the main sponsor of ANZA's Student Sponsorship Program, which supports tuition fee for disadvantaged elementary, junior high school, and senior high school students in Jakarta and its surroundings. Telkomtelstra employees also actively visited several schools, such as the Esa Bakti Foundation, located in North Jakarta's flood-prone area. During the visit, employees participated in cleaning the computer room and donated some chairs. Employees were also actively involved in volunteering activities to provide English language training and sports to children at the Esa Bakti Foundation.

In 2018, Telkomtelstra and Coca-cola held the Indonesian Women's Forum by involving IBCWE as a facilitator (Telkomtelstra, 2019). The Indonesian Women's Forum was established based on the collaboration between Telkomtelstra and several other private companies, which aimed to hold a forum attended by several speakers, i.e., Yohana Yembise as the Minister of Women's Empowerment and Child Protection and Erik Meijer as the President Director of Telkomtelstra. This forum raised the topic of *Gender Diversity in the World of Work* which aims to share knowledge, experience, and good practices in assessing women's role in the business sector. This forum resulted in six recommendations provided directly to Yohana Yembise. The six recommendations include:

First, gender diversity should be one of the company's commitments with measurable targets and strategies.

Second, the recruitment and promotion process should be transparent with the methodology and criteria announced.

Third, implementing flexible working hours, including flexible time and place, by building an integrated support system in monitoring, measuring targets, and clear supporting facilities (depending on the work type).

Fourth, within six months, the "Anti-Harassment Work Unit" should be formed, sponsored and led by decision-makers (leadership team) and the HR department to create an internal community.

Fifth, "Support Gender Diversity" should be one of the KPIs for every manager.

Sixth, company programs related to gender diversity can be determined as the KPI of employees and accounted internally and externally in the form of annual reports. Still, this KPI must go through an assessment process first.

On December 4, 2018, Telkomtelstra and Komnas Perempuan held a public discussion on "Women, Technology, and Sexual Violence". This general discussion gave an understanding to the public about the violence often experienced by women. Erik Meijer attended it as the President Director of Telkomtelstra and Mariana Amiruddin as the Head of Community Participation Sub-Commission of Komnas Perempuan. The speakers in this discussion included the representatives of Girls in Tech and the Support Group & Resources Center on Sexuality Studies (SGRC). Girls in Tech is a global organization engaged in the involvement, education, and empowerment of women in technology, and the SGRC is a youth-driven non-profit organization researching sexuality such as reproductive health, sexual rights, and sex education.

In 2018–2019, Telkomtelstra focused on gender equality issues and frequently collaborated with the Australian Embassy in Indonesia, UN Women, Ubud Writers Festival, Society of Women Engineers, Indonesian Business Coalition for Women Empowerment (IBCWE), National Commission on Violence against Women (Komnas Perempuan), and other institutions. On March 6, 2019, coinciding with Indonesian Women's Day, Telkomtelstra became a

member of IBCWE and started its concrete action to promote gender equality in Indonesia. As a member of IBCWE, Telkomtelstra will often be involved in events or activities organized by IBCWE and vice versa.

One of the IBCWE activities that Telkomtelstra participated in was Women Take Over: Leading in A Day, where female junior employees were given the opportunities to attend leadership training and participate in the activities of CEOs from various companies. This training equipped female employees to know what it took to become leaders and encouraged them to pursue their careers. Then, this event inspired Telkomtelstra to hold a slightly similar event that focused more on youth, namely Youth Take Over. Apart from Telkomtelstra, several other companies involved, i.e., Pan Brothers, Kantar, Blue Bird, L'Oreal, and Danone, were involved in the event.

In addition, Telkomtelstra also became one of 2,702 global companies signing the Women Empowerment Principle (WEP) from UN Women. By signing the WEP, Telkomtelstra has committed to encouraging shareholders and stakeholders to promote gender equality in terms of recruitment, market penetration, community service, and profit improvement. Also, Telkomtelstra was the only Indonesian representative in the panel discussion at the 2019 ASEAN Women CEOs Summit in Bangkok (Don, 2019). This event was a triennial event that brought together the private sector, social entrepreneurs, and officials of the European Union and the United Nations (UN). In the event, Chief Financial Officer of Telkomtelstra, Ernest Hutagalung, pointed out the private sector's role in implementing gender equality to achieve sustainable business growth.

On February 27, 2020, the CEO of Telkomtelstra, Erik Meijer, became the key speaker at PERHUMAS 2nd Strategic Internal Communication Conference (Perhumas, 2020). He highlighted the importance of internal communication to increase the use of the latest technology and human qualities. His message is following the SDGs values, which emphasize human values. On September 23, 2020, Erik became the speaker at the Dive Festival discussing 'How Technology Enable Diversity and Inclusion'. Due to its consistency in involving social activities in the technology sphere, Telkomtelstra received an award from the TOP CSR Award for the category of Top CSR Awards 4 Stars and Top Leader on CSR Commitment 2020 (Telkomtelstra 2020).

3.3. Telkomtelstra Marketing Strategy

According to Astuti (2017), marketing strategy is a communication strategy often found in social marketing. With this strategy, producers consider what consumers demand and expect regarding their products. Telkomtelstra implemented this strategy to assist Komnas Perempuan in receiving public complaints concerning the increasing problems experienced by women.

Telkomtelstra offers Cloud Contact Center technology to improve public access and the quality of complaint responses to receive complaints efficiently and effectively. This technology helps Komnas Perempuan to monitor the progress of cases that occur through calls from the database provided as described in Michelle's statement below:

"...this is the second year that we are helping Komnas Perempuan, so we are helping to provide a Cloud Contact Center. And if it's our contact centre, the volunteers can take calls anywhere, type in the form, and it'll run out right away. So it's like a database of all kinds faster."

Telkomtelstra signed an agreement regarding the implementation of Cloud Contact Center in conjunction with the public discussion on "Women, Technology, and Sexual Violence" on December 4, 2018. Azriana R. Manalu signed the agreement as the Chairperson of Komnas Perempuan, Ernest Hutagalung as the Telkomtelstra Chief Financial Officer, and Fiona Boyd as the Chief Executive Officer ipSCAPE, Telkomtelstra's partner for Cloud Contact Center. That Komnas Perempuan utilizes this technology is proof that Telkomtelstra is committed to helping Indonesian women complain about the problems they experience.

Telkomtelstra implemented four communication strategies for development in disseminating the SDGs, especially goal number 5, i.e., gender equality. Telkomtelstra realized the importance of gender equality in the workplace where women have equal opportunities to work in the STEM sector. In learning gender equality in its work environment, Telkomtelstra implemented communication strategies for development, carrying a message to treat women equally. Gender equality values were disseminated to employees, clients, and the community through interpersonal and group communication. Interpersonal communication is used to convey ideas, facts, and values to tell what they know and feel (Singh and IILalropuii, 2014).

The communication strategies for development implemented by Telkomtelstra has similarities with the study on LG Electronics (LGE) conducted by Jun and Kim (2021). LGE built communication with external stakeholders such as government, community, business sector, and academia. In addition, LGE also communicated with internal stakeholders such as employees. Telkomtelstra also built communication with these sectors. Contact was established to ensure the wider dissemination of the SDG values. Telkomtelstra realized that to disseminate the SDGs, it must cooperate with other sectors. Telkomtelstra also highlighted the importance of employees involvement as agents promoting gender equality.

According to the research conducted by Lopez (2020), several business sectors in Spain used social media to disseminate the SDGs values by using hashtags relevant to their CSR. The use of social media in disseminating the SDGs is to promote the SDGs widely. Telkomtelstra also uses this platform to

inform their activities related to the SDGs. By using social media, Telkomtelstra expects to spread the values of the SDGs more widely and quickly.

CONCLUSION

Telkomtelstra implemented strategies based on the media used, instructional design strategies, participatory strategies and marketing strategies to disseminate the SDGs values to its employees and consumers. The strategy used by Telkomtelstra should be developed so that the community can well receive its values. SDGs values can be spread through social media, especially Instagram and Twitter accounts with more than 2000 followers. Telkomtelstra can take advantage of the technology used better to reach consumers and the community regarding the SDGs values to be achieved. The strategy can be implemented by other companies so that the SDGs goals can be achieved together in 2030. Also, cross-sectoral collaboration ought to be carried out so that the benefits of the SDGs can be widely felt.

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