CSR Evolution: Overview of Changes in CSR Implementation and Communication Pattern in Its Contribution to Tourism: CSR's Study of Tourist Village 'Seribu Bunga' Jorong Tabek, West Sumatra – 'Kampung Berseri Astra' PT Astra Internasional Tbk

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Abstract: The purpose of this study is to describe Astra's CSR initiative that is driven by the company's values that are communicated in the form of a KBA program. This study used a qualitative method. Case studies have focused on Astra Kampung Berseri program in Jorong Tabek, Solok, West Sumatra which has successfully changed the village into a tourists' village which is known "Kampung Seribu Bunga". CSR implemented was driven by the company's values. Corporate communication becomes the spearhead for Astra in implementing KBA CSR. Through corporate communication, Astra shares its values to stakeholders. The synergy that was built in the implementation of CSR has made the community able to empower their potentials in developing the tourism village. In addition, tourism communication is also used in developing tourism at KBA Astra. Finally, this study concluded that CSR that emerged from corporate initiatives resulted in beneficial value-added in the long term for CSR stakeholders. can empower tourism potential and local wisdom in an area so as to provide value-added to the community, where this value-added will return to the company in the form of positive image enhancement and good reputation

1 INTRODUCTION

The topic regarding Corporate Social Responsibility (CSR) survives in its popular position and dynamically revolves in the academic and practical business world. CSR becomes so significant and inherent with the existence of the company. The nature of the implementation seems to be mandatory and becomes the burden and responsibility that needs to be fulfilled by the operating company. CSR is also believed to be able to encourage an increase in the positive image and reputation of the company.

The significance of CSR for business continuity and the existence of the company can be observed from studies that have been carried out. Banu Dincer dan Caner Dincer (2013) examined the effect of CSR on perceptions, and the study found that CSR has a significant effect on shaping the perception of companies, and media plays an important role in corporate CRS communication.

Line Schmeltz (2014) also examines CSR by exploring companies that adopted and synchronizing their values system into CSR implementation and compare them with companies that implement CSR without adapting and synchronizing their value systems. The study found that companies that did not make the value system as their CSR foundation faced more complex challenges in communicating the social responsibility of the company. From those two studies can strengthen the author's statement in the first paragraph.

Looking at the terminology aspect, CSR is a popular term. However, according to Matten and Moon dalam Knudsen (2013), CSR is overlapping with some concepts such as business ethics, corporate philanthropy, corporate citizenship, sustainability, and environmental responsibility and a several other terms. There is another term that was made popular by Kotler dan Lee, called Corporate Social Initiative (CSI). But, unfortunately, not many academics nor business practitioners pay serious

intention to that term. According to Kotler and Lee (2005: 3-4), CSI is a form of shifting of CSR nature and practice from the traditional way to a more contemporary way.

Many companies in the world have implemented CSI. Some of them have been reviewed by Kotler and Lee, such as McDonald's Corporation, Ben & Jerry's, Aleve, The Body Shop, etc. Each of those companies has made a tremendous contribution to society both within and outside of their area of business operation. One of them that was reviewed by Kotler and Lee is CSR that was implemented by Dell with the National Cristina Foundation (NCF). Kotler and Lee found that the CSR practices implemented by Dell and NCF are more than the CSR general practices. With the initiation of CSR programs implemented by Dell and NFC, Kotler and Lee found that they have been practicing CSI format. CSI implemented by Del with NFC are able to improve the welfare level of the society around Texas (Kotler dan Lee, 2005: 33-36).

In exploring Kotler and Lee's study, we are interested in conducting this research. Conducted by PT Astra International Tbk (Astra), a diversified multinational company headquartered in Jakarta, Indonesia. This company was established in 1957 under the name of PT Astra International Incorporated, which changed its name in 1990 to PT Astra International Tbk. Since 2013, Astra has formulated its CSR's activities in the form of CSI through a program called 'Kampung Berseri Astra' (KBA). A program developed based on the company initiatives that develop the community by integrating four pillars of sustainable social contributions (education, health, environment, and entrepreneurship) in one village community. Until now, Astra has developed 81 KBAs that spread in 34 provinces in Indonesia. This activity is intended to support the strengthening of healthy paradigm and Nawacita program suggested by the President of the Republic of Indonesia Joko Widodo to build Indonesia by strengthening regions and villages within the framework of the unitary country.

Observing the news in one of the well-known business media in Indonesia, SWA Magazine, in the past three years has been reporting about Kampung Berseri Astra (KBA) that has grown massively, has made us interested in making it a case study. According to Palupi (2017), from many of Astra CSR programs, most Astra's Kampung 'Berseri (Bersih, Sehat, dan Produktif/Clean, Healthy and Productive)' (KBA), have succeeded in developing tourism village. One of which is KBA Jorong Tabek in West Sumatra.

Jorong Tabek was once a slump area, but now it has transformed into a village of a thousand flowers or Kampung 'Seribu Bunga' in Minang and at present has become one of tourists destinations in West Sumatra. Even nowadays, the community of Jorong Tabek has shown a change in their mindset which they now give more attention to the effort of making their village more beautiful with the climate that is suitable for growing beautiful flowers that will attract tourists to visit.

The implementation of CSR that changed the 'appearance' of the village from a slump area to a village which is nicknamed 'a thousand flowers' (Seribu Bunga) was certainly not an easy attempt. Moreover, to change the mindset of the community so that they can behave according to the expectations of the CSR contributor will never succeed unless they go through an effective communication process. This phenomenon also attracted us in conducting this research. The research is focused on finding out how CSR pattern is implemented by Astra and how the CSR communication pattern implemented by corporates ultimately become the driving force in developing tourism, by reviewing the CSR KBA case study in Jorong Tabek, Solok, West Sumatra. This research not only suggests about CSR implementation by corporations but also further elaborate on a new wave of CSR, which is known as CSI that should receive more attention from both companies and organizations.

2 LITERATURE REVIEW

2.1 Corporate Social Responsibility and Corporate Social Initiative

Revisiting the history of its emergence in 1960 until 1970s, the of CSR was aimed to avoid legitimate crisis due to concerns about the company's negative impact on society. (Knudsen, 2013: 35). In line with what was mentioned by Knudsen, CSR was initially created to avoid negative social impact, business ethics problems, and corporate management. (Nelson, 2004; 68). Knudsen's and Nelson's view can explain that in the beginning, CSR was created as demand for the company's operation responsibility. In other words, it can be said that it is a form of obligation and compensation due to the negative impacts of the company's operations.

In the course of its implementation, there has been a change in the company's mindset towards

CSR. According to Populi, the company's responsibility to only generate profits is no longer relevant in the midst of synergies between companies, countries, markets, and society since the post-industrial era. Populis's opinion shows that CSR is more than just fulfilling its obligations. At present, CSR has become a tool that is highly considered in building the company's reputation. It's implementation, however, is still identical with its mandatory nature because it considered as a responsibility that must be fulfilled by the company. Although it seems mandatory, the significance of CSR for companies demonstrates positive trends.

As mentioned by Ilies, the company's social responsibilities and public relations have currently become the point of reference in the communication activities and company's image in the context of the society in which they operate (Ilies , 2011: 6). This demonstrates the condition as mentioned by Dincer and Dincer (Ilies , 2011 : 6) that CSR currently has moved for the margin to the mainstream CSR has become the main medium of communication between corporates and their stakeholders. Even Kin and Lee argue that currently, CSR has gained popularity in the business world (Kim dan Lee, 2010 : 283).

By analyzing the definition of CSR that was stated by Kotler and Lee, there seems to be something different. Kotler and Lee (2005) defined CSR (company's social responsibility) as commitment and discretionary (wisdom) of the company to improve social welfare through free business practices and the company's contribution of resources. This key element and definition is the word discretionary (wisdom). In this sense, it does not refer to responsibilities carried out, which was based on mandated law or that is moral or ethical. Instead, it refers to voluntary commitments made by businesses in choosing and implementing practices and making this contribution. Such commitments must be demonstrated so that the company can be explained as social responsibility and will be fulfilled through the adoption of new business practices and/or contributions, whether monetary or non-monetary. The term community welfare in this definition includes human conditions as well as environmental problems.

Regarding the implementation of CSR, Kotler and Lee also convey different views which were different from the general explanation of CSR. According to Kotler and Lee (2005: 3-4), CSR implementation of CSR should start from the company's initiative. CSR, which starts from initiatives and company's policy voluntarily without a tendency to associate with legal provisions, is more specific and different from CSR in general. This practice has a greater positive impact compared to CSR that is generally known and implemented by most companies. This practice, according to Kotler and Lee, is more accurately called CSI. Corporate Social Initiative (CSI) is the main activity that is carried out by a company to support social goals and to fulfill the commitment to corporate social responsibility. The term corporate social initiative is used to describe the great effort that was carried out under the umbrella of corporate social responsibility.

Kotler and Lee explained that CSI is a form of a shift from obligation to strategy. CSI conception proposed by Kotler and Lee also refers to 1994 ceminal article in the Harvard Business Review written by Craig Smith. In his article, Smith identifies "The New Corporate Philanthropy." Smith described it as a company initiative as a chance to make a long term commitment to certain social problems and initiatives; providing more than just cash contribution; sources of fund from business units as well as philanthropy budgets; a form of strategic alliances; whereby doing all this is a way to improve business goals. Thus it can be viewed that there are differences between CSR in general with CSR that was mentioned by Kotler and Lee, where they come up with the term CSI.

2.2 Corporate Communications

In the implementation of CSR or CSI, corporate communication becomes the main activator that transforms the company's messages to the stakeholders who receive CSR. Cornelissen (2011: 5) argues that corporate communication is a management function that offers a framework for effective coordination of all internal and external communications with the overall goal to build and maintain the reputation that is beneficial to groups of stakeholders where the organization depends upon. Lorange emphasized that corporate communication creates a strong relationship with stakeholders (Lorange, 2005).

Corporate communications gained great attention from scientists and the business community due to the changes in the global business environment. Many scientists believe that there is an influence of corporate communication management (CCM) on organizational performance, but there is a lack of studies on the validation of these theoretical assumption related to this. The assumption appears from the study that Corporate Communication

Management (CCM) would have a positive effect on the financial performance and the achievement of the company's mission (Mohamada, et al, 2014 : 119).

The explanation made by Mohamada et al indirectly intends to emphasis the significance of corporate communication. In line with Johan and Noor (2013) who stated that corporate communication is important for companies because through communication, companies make contact with their customers, suppliers and other elements both internal and external organization. On the other hand, corporate communication is very important for companies to create the best reputation of the company.

Fleisher (1998) associates corporate communication with the steps taken by companies to communicate company values. According to him, an organization must focus on their core strategic communication activities and communicate it to the stakeholders (e.g., through campaigns, image management, branding, and corporate reputation and media relations) in an effort to project corporate values to their stakeholders.

Werther and Chandler also observe corporate communication through different approaches, associating it with CSR. According to Werther and Chandler (200), CSR is relevant to be considered with regard to corporate communication and corporate identity. When associated with the implementation of CSR Werther and Chandler's explanation indirectly wants to convey that in designing CSR program, a company identity that summarizes company's values must be communicated to the stakeholders in so that they understand the company's identity and values that provide CSR to them.

Schmelz explanation can strengthen this matter. According to (Schmeltz, 2004 : 3), this idea about corporate identity and values is central to the corporate communication that can strongly build and protect their reputation Schmeltz, 2004 : 3). Melewar firmly explained that corporate communication in implementing CSR provides value which in turn will enable companies to gain their strategic goals. (Melewar, 2008).

From the explanation about corporate communication presented above, it can be seen that the relationship between CSR, corporate values and identity, and corporate communication. In forming CSR program, it must begin from corporate values and identity. In other words, companies must make the company's values and identity as the "spirit" in the implementation of the Company's CSR. In order

to implement CSR, a company needs an effective corporate communication in order to be able to transform values and identity in the effort to achieve company's goal while at the same time sharing value and corporate identity of the company to the stakeholders.

2.3 Reputation

The implementation of CSR through corporate communication, in turn, is an effort to achieve a company's reputation. According to Johan and Noor (1230), a company reputation is one of the important intangible assets for many companies. Businesses that are lacking in important assets can encounter difficulties. The reputation of a company can be built through corporate communication. To build a strong reputation, a company must have strong communication to communicate with the stakeholders.

The explanation regarding corporate reputation is again related to corporate communication. Due to that, communication made by the company to the stakeholders basically has the ultimate goal in gaining corporate reputation. The main targets in the implementation of corporate communication are the stakeholders.

2.4 Tourism

Many life sectors can be targeted by CSR companies. One of which is the tourism sector. The tourism sector currently also plays an important role because tourism will relate to other sectors, especially the economy.

E Guyer Freuler in Prastowo and Budiana (2016: 47) formulated the definition of tourism. Freuler mentioned that tourism in the modern sense is a phenomenon of the present that is based on the need for health, changing of atmosphere, conscious and growing (love) towards beauty of the nature and in particular due to the increasing contacts with various nations and social classes as a result of development of commerce, industrial growth and the improvement of transportation medium.

From those definitions, it can be viewed that the tourism sector is related to other sectors. The development of the tourism sector is related to commerce, industry, and means of transportation. By developing the tourism sector, it can also be the motivator for economic growth in a region.

2.5 Local Wisdom

The tourism sector is related to local wisdom. According to Prastowo and Bunianam (2016: 47), the development of tourism is expected to be able to develop and promote local culture to be introduced to the whole world as the country identity. Supported by Nugraha, Perbawasari and Zubair (2017: 232), stated that tourism based on local wisdom, recently has become commodity for promoting tourism that is offered to the public as tourist attraction. Local wisdom itself when packaged in tourism communication can become an element of the formation of local branding of a place (Nugraha, Perbawasari, dan Zubair, 2017: 232).

According to Nugraha, Perbawasari, dan Zubair (2017: 235), local wisdom consists of two words i.e. wisdom and local. Local means local, and wisdom means wisdom. So local wisdom is ideas, values, and local views that are wise, full of wisdom, has good values, embedded and followed by members of the society. Whereas according to Kriyantono (2014: 345), local wisdom is local thoughts or ideas are consisting of wise values, wisdom, goodness that are internalized from generation to generation so that it is followed by its members of the society.

From the references presented above a connection can be drawn to understand the flow of thought of this research. CSR has become a supporting component for companies in achieving their reputation, wherein the implementation of CSR, the company is conducting corporate communication to transfer company's values and identity so that they are internalized to company's internal and external stakeholders. The implementation of CSR can be applied to various sectors, and one of which is the tourism sector. Tourism sector that was built through CSR can serve to preserve and local wisdom of a region. In turn, CSR that has succeeded in providing added value to stakeholders will provide feedback to improve the positive image and reputation of the company.

3 RESEARCH METHOD

This study uses a qualitative approach. According to Bogdan and Taylor, the qualitative approach is research procedures that produce descriptive data in the form of written or spoken words from people and observable behavior. According to Strauss and Corbin (2003) qualitative method is referred to as the type of research where the findings are not obtained through the statistical procedure or other forms of calculation.

Data collection techniques used in this study were interviews and literature studies. The data analysis technique in this study is descriptive. This qualitative descriptive study is a study that produces descriptive data in the form of words, both written and oral form people and/or observed behavior. This approach is directed at the background and the individual holistically. Descriptive in this research means that the data collected is in the form of words, images, and not numbers. This study contains data citation that can give an illustration/overview of the presentation.

4 RESULT

As a 62 years old company (established in 1957) Astra implements "Catur Dharma". They are the core values or basic corporate values set by William Soeryadjaya as the founding father. One of the Catur Dharma values is to raise Astra as a company that always aspires to become one company of the nation that participates in efforts to improve the welfare of the Indonesian people.

Therefore, Astra's business activities strive to implement a balanced mix of commercial aspects of business and non-business contributions, through sustainable social responsibility programs in the fields of education, environment, development of small and medium enterprises (SMEs) and health. So that CSR is an important part of the company's operations.

From the interview between the author with Riza Deliansyah, Head of Environment & Social Responsibility (ESR) Division of PT Astra International Tbk, Diah Suran Febrianti, Deputy Head of Environmental & Social Responsibility (ESR) Division PT Astra International Tbk, and Mohammad Taufan, CSR Manager PT Astra International Tbk, it is said that CSR implemented by Astra is a company initiative. According to Riza Deliansyah, since 1974, Astra has had a contribution initiative by establishing a special foundation to handle scholarships and education, which still continues to provide scholarships and is consistent to date. Then in 1980, Astra also created a special foundation for entrepreneurship. So, before the term CSR was widely known, ISO regarding CSR emerged, and CSR regulations were issued by the Indonesian government, Astra had already carried out programs that had not been referred to as CSR. The implementation is the actualization of Catur

Dharma Astra, which already is the value and identity of the company itself, in accordance with the wishes of Astra's founding father, William Soeryadjaya, so that Astra can contribute to the Indonesian people.

Diah Suran Febrianti explained, the Astra CSR program initiative was mostly driven by corporations. So, the programs carried out by Astra have not existed because there is a request from the government, nor because there is a need for regulation. Astra runs its contribution because it is driven simply by Astra's values, which are based on Catur Dharma Astra and Astra's four pillars of CSR: 1) Education; 2) Health; 3) Environment and 4) Entrepreneurship. In fact, many Astra CSR initiatives invite other parties to participate, such as the government and the community. Astra CSR is more synonymous with voluntary nature.

One of Astra's CSR initiatives is forming Kampung Berseri Astra (KBA) and subsequently Desa Sejahtera Astra (DSA). According to Riza Deliansyah, basically, those two programs are the same. The difference is about the implementation of Astra's pillars in the program. In the KBA program, Astra implements programs in accordance with Astra's four pillars of CSR programs, whereas DSA is only specifically for implementing entrepreneurship. Related to this, Diah said that the implementation of the KBA concept with DSA targeted different places, but there were some who carried out the two programs at once. Based on broad terms, DSA program has a wider range than KBA. But based on a pillar implementation, KBA program contains wider values than DSA.

Before the advent of KBA, there was the Astra Green Society, where Astra carried out CSR activities focused on only one specific aspect. For example, education, environment, health, and entrepreneurship. But in its journey, Astra evaluated that just by focusing on one particular aspect did not make meaningful changes, and the community was not becoming much better. Therefore, came the idea to integrate the four pillars into one program that was carried out as a whole. That is the program called KBA, where the initiative appeared in 2012 (Riza). Mohammad Taufan added, KBA in its implementation was the result of Astra group CSR collaboration. Although each of Astra's subsidiaries has a different program focus, in the KBA program they integrate the program's values altogether.

In 2013 the KBA in Warakas began as the first KBA. Success in Warakas, then IT spread to Sukolilo and other villages, and currently, there are 81 KBA locations in 34 provinces in Indonesia.

Most KBAs are in DKI Jakarta, which is around 13 KBAs (Riza, 2019). The distribution of the Astra KBA can be seen in the following picture:
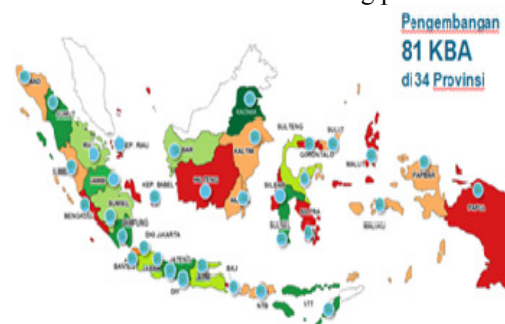

Figure 1: National KBA Distribution Map

Source: Mohammad Taufan, CSR Manager of PT Astra International Tbk

DSA also developed significantly. DSA started in 2017. At present, there are around 370 DSA in 23 provinces. In July 2019 it is in the preparation stage, and Astra will launch and complete the DSA in 34 provinces, with 270 new DSA. Thus it will reach a total of 640 DSA, which is spread in a quarter of districts throughout Indonesia. The success of this massive development was carried out by Astra by creating a successful pilot project, then the model of the pilot project was immediately disseminated and carried out simultaneously (Dyah, 2019).

In developing KBA, Astra goes in line with existing local potential. For example, when a KBA has tourism potential, Astra would actually support it by providing training facilities related to tourism. Astra would also collaborate with the Ministry of Tourism in developing tourism-themed built villages. Whereas for other KBA which is not tourism-themed, Astra would dig and develop its existed values so that the village can still be 'touristy'. For example, in KBA with environmental themes, Astra would develop community education tours.

KBA Pinang Tangerang, Lengkong Kulon Bumi Serpong Damai, Tangerang, and Pekanbaru, are the ones that do not have tourism potential. Then Astra developed educational tourism by empowering local wisdom there. So in principle, all KBA activities must be directed to be "tourism" in various forms. Nowadays, there are already 13 tourism-themed KBAs, while the others are still on tourism developing program whose potential are also quite good (Wisnu, 2019).

Especially for tourism, Astra is making efforts to empower what is carried out by the surrounding

community, or based on the local wisdom of the region, which is the essential point of the KBA program. One of them is in Jorong tabek, Solok, West Sumatra. In 2018 Astra initiated the KBA CSR program there. Astra manages cultural performances of local people in the form of pencak silat and so on. The activity involved many people and gave rise to an extraordinary crowd. The activity invited a lot of interest in tourism. There are activities of pounding chips, making palm sugar, and much more. The activity eventually became the driving force that embeds a new identity into the village with the name "Thousand Flowers Village". Even though previously in the village, there were only a lot of sugar cane trees, which were one source of the people's income. The excellent climate for the growth of various beautiful flowers makes Astra encourage people to manage intensively. At the moment, the village is developing into a tourist village that is crowded with tourists, or just a tourist haven that leads to the tourist spots of Danau Diatas and the Danau Dibawah.

In building a tourism village in Jorong Tabek, Astra encouraged the community to prepare a homestay and provided training to 30 major stakeholders. In this activity, Astra facilitated training to form tourism villages and facilities, in the form of goods provided by Astra in the form of spray and pillowcases for homestays. There also where Astra held a cultural festival.

In building tourism, before entering and managing tourism resources at a point, Astra informed from the outset that Astra would only open a road and would not routinely enter the village. So that this can make the community understand, that during collaboration, there must also come many lessons and experiences that they can absorb from Astra, in order to be able to continue building their tourism villages.

In building KBA, Astra has built a spirit of competition to produce better villages. Before carrying out the festival, Astra has provided training equipped with complete modules, so that the community is ready to manage their homestays. Astra conducts training on how to manage a village, its institutions, its position. Thus when Astra began to reduce its intensity and release the village, everyone there was ready to grow consistently to build and maintain the sustainability of their tourist villages.

In addition to corporate communication, tourism communication is no less important. According to Taufan, Astra does not directly engage in tourist communication with tourists. Tourism communication carried out by Astra is to stakeholders. There are a number of things Astra has done in tourism communication both formally and informally. Formally, tourism communication is carried out to introduce KBA and its driving figures through publications (advertisements, advertorials, and news) in the media (conventional and digital). Astra also presents the KBA drivers to become resource persons for events held within the Astra Group and external events. Informally, Astra also introduces KBA and its driving figures by presenting external parties, such as the media, at the KBA location through various activities such as the KBA Festival and workshop for Astra Group employees, journalists and bloggers.

Use of technology information in the implementation of KBA and DSA is now quite important, especially related to the effective dissemination of information to all parties and monitoring activities. Astra uses the website www.satu-indonesia.com, www.astra.co.id, and social media to introduce KBA and DSA to the wider community, in which there is a forum for communication and monitoring. Astra also informs the general public about KBA and DSA activities through websites and social media to reach the millennial generation target audience who is not touched by information through conventional channels. The tag that Astra has always used on social media is #KitaSATUIndonesia

Astra's social media channels consist of:
- Youtube:
https://www.youtube.com/user/SATUIndonesiaAards
- Facebook:
https://www.facebook.com/sangatastraterpadu/
- Instagram:
https://www.instagram.com/satu_indonesia/?hl=en
- Twitter:
https://twitter.com/satu_indonesia?lang=en

Especially for KBAs in Jorong Tabek Solok, communication established by Astra in the KBA program there to get high interest from the local community for the KBA festival there, was by inviting various parties to attend the Solok KBA Festival, such as local government, relevant ministry officials, mobilizers KBA, media and local residents, so that they feel like they own the KBA and experience themselves the Solok KBA (Wisnu, 2019) Festival.

In implementing CSR KBA, Astra provides in the form of programs and supports, not in the form of fresh funds (Riza, 2019). Astra creates conditions

that bind Astra with its partners as equal values (Diah, 2019). The values that are shared would make the community become internalized with Astra and its values, that are the same with what the community values. What was delivered is reflected in the actions and everything that Astra did at the KBA. Corporate communication is done more to share values and inspire the community.

Astra has succeeded in building tourism in Tabek. But Astra does not only implement CSR in its operational areas. Riza gave an example of Wakatobi, where there were no Astra company units operating, but Astra had a CSR program there.

After the KBA runs, the benefits felt by Astra in a material manner have never been specifically measured. But indirectly, the perceived benefits are the image of Astra that is getting better. Astra feels a tremendous influence related to image and reputation. Today, almost every day, Astra is invited to be a resource person at various events to share what Astra has done in its CSR initiatives so far. This has a tremendous positive impact on Astra (Riza, 2019).

Besides that, in the implementation of Astra CSR, it has continual improvement, where everything that Astra does is not a fixed price, but something that continues to grow and process, so that it can remain easy in evaluating and updating the system that has been made to be even better (Diah, 2019).

5 DISCUSSION

From the findings of the study above, we argue that the implementation of Astra CSR is more synonymous with CSI. This is examined from the contribution initiatives carried out by Astra long before CSR was known, at ISO, and regulated. As is known, according to Sefriani and Wartini (2017: 4), Indonesia has only mandated CSR in the form of regulation in 2007 since the enactment of Law Number 25 of 2007 concerning Investment and Law Number 40 of 2007 concerning Limited Liability Companies (PT). This fact can strengthen the results of this study, that the contribution programs implemented by Astra are initiatives of the company itself.

After conducting a literature review and finding the results of studies in the field, it further sharpens our understanding that CSR and CSI are basically the same in terms of their "spirit". However, there are some differences. In our opinion, the fundamental difference between the two terms is in

nature, the target of implementation, and duration of implementation. The first difference is that CSR is mandatory because it is implemented as an effort to meet regulations that have consequences of sanctions, or demands of stakeholders to companies operating in their regions. This means that the impulse implementation comes from externally. While the implementation of CSI comes from company initiatives that are driven from the company's internal. The second difference is the target of implementation. The average CSR is only given to stakeholders around which the company operates whereas CSI is broader in nature and does not only target stakeholders where the company operates. The third difference is the period of implementation. CSR is short-term, while CSI is long-term.

From these identified differences, we see a "new wave" nature of the implementation of CSR. At the beginning of its birth, CSR was considered a burden and responsibility that the company must fulfill as compensation for the negative impacts it caused. On the way, there was a change in mindset towards CSR. CSR moves from the marginal side to the mainstream of the company's attention because it relates to the positive image and reputation of the company.

The next stage is when Kotler and Lee come up with CSI. This paper reinforces the study of Kotler and Lee. Through various findings in the research process and case studies reviewed, this paper emphasizes the existence of a new wave in the implementation of CSR, which turns out CSI is far more profitable for the company. CSI is more optimal in supporting the company's efforts to improve its positive image and achieve the best reputation.

In a literature study of corporate communication, it is said that corporate communication is used to communicate identity and values. All of this will improve the image and reputation of the company. We can confirm this opinion in this study. The corporate communication carried out by Astra is to share values with its stakeholders. The new findings obtained from this study are that these values succeed in remembering the management between the company and its stakeholders. Therefore, we emphasize that effective CSR implementation is not only on the number of figures issued by the company. But especially in developing tourism villages, the affirmation of the CSR program is on how effective the program is, to be able to empower the tourism potential and local wisdom that is owned by the region where the CSR is implemented.

In addition to corporate communication that promotes the sharing of values and corporate identity, tourism communication is important in implementing CSR related to tourism. Technological sophistication and communication today can increase tourism communication aimed at intensifying message delivery. Tourism communication conducted by CSR implementing companies is not directly related to tourists. Tourism communication is carried out by the company to its stakeholders. Although it is indirect, in the end, the tourism communication will also be able to send a message that the tourism villages they visit are guided or the result of the company's synergy of CSR with the community. Thus the company's image will increase, and the reputation will be better.

6 CONCLUSION

Contributing to the growth of world tourism can be done in various ways. This study shows that through corporation initiative, it is proven that a program that supports the development of tourism can be developed. Through "Kampung Berseri Astra' program, Astra has succeeded in developing tours villages spread across various places in Indonesia, including Tourism village 'Seribu Bunga' Jorong Tabek, West Sumatra.

In general, the key to success of the Astra CSR program is that the company's core values have been very strong. The Catur Dharma has become the corporate's culture as well as a compass that guides the growth of Astra in its journey and adapts changes that happen from time to time.

In addition to the company's core values, the success of Astra CSR program is also determined by the mature, measured, and systematic program planning. In every CSR implementation, Astra uses detailed Standard Operational Procedure (SOP) and principals in each phase. In the rules of the game. For example, in the implementation of programs, Astra does not provide support in the form of fund, but instead in the form of program and support. The goal is to create a condition that binds Astra with its partners in the same values. These values have made the community becoming internalized with Astra and Astra that are similar to those in the society.

The implementation of Astra CSR program that has continuous improvement where everything that is implemented by Astra is not a done deal, but something that continues to grow and processing and this creates findings that there is an evolution in the concept of CSR. There is a new CSR wave that is proven by this study which is genuine because it is driven by the company's internal, has boarder goals, and for the long term in nature.

In the end, the development of tourism through CSR, the synergy of company communication, and tourism communication can be moved simultaneously. Corporate communication functions as a shared value and corporate identity in implementing CSR; and tourism communication functioned to disseminate tourism information that was built by corporate energy and stakeholders. Both simultaneously can boost the company's image. The community is exposed and internalized with the company's values so that the company's reputation is increasing.

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