Communication Strategies of Telkom Indonesia in Increasing ESG GoZero% Brand Awareness

[1]Farida Pramesti, [2]Lusy Mukhlisiana**

[1]S-1 Hubungan Masyarakat, Fakultas Komunikasi dan Ilmu Sosial, Universitas Telkom, Indonesia
[2]Magister Ilmu Komunikasi, Fakultas Komunikasi dan Ilmu Sosial, Universitas Telkom, Indonesia
E-mail: **lusymukhlisiana@gmail.com

Abstrak

Penelitian ini menganalisis urgensi perusahaan untuk membangun reputasi dan meningkatkan kesadaran stakeholders terhadap program GoZero%. Penelitian ini bertujuan untuk mengetahui strategi komunikasi yang dilakukan Telkom Indonesia kepada pihak internal maupun eksternal dalam menyosialisasikan program ESG GoZero%. Penerimaan pesan dikaji melalui teori Elaboration Likelihood Model dan teori Resepsi. Penelitian ini menggunakan pendekatan kualitatif dengan metode studi kasus. Data diperoleh melalui wawancara mendalam, observasi, dan dokumentasi terhadap tujuh informan. Hasil penelitian menunjukkan bahwa strategi komunikasi internal dilakukan melalui media internal seperti website internal, pelatihan, dan nota dinas. Sedangkan strategi komunikasi eksternal menggunakan media sosial dan website perusahaan. Telkom Indonesia mengimplementasikan strategi branding yang mencakup brand positioning, brand identity, brand personality, dan brand communication. Kesimpulan dari penelitian ini menunjukkan bahwa komunikasi yang terstruktur dan konsisten, baik secara internal maupun eksternal, mampu membangun brand awareness ESG GoZero% serta memperkuat reputasi perusahaan di mata para pemangku kepentingan.

Kata Kunci: *Elaboration likelihood model, GoZero%, komunikasi korporasi, sustainability branding, Telkom Indonesia*

Abstract

This study analyses PT Telkom Indonesia's communication strategy for enhancing brand awareness of its, ESG GoZero%. The research identifies communication approaches targeting both internal and external stakeholders to promote this initiative. Using a qualitative case study methodology, data were collected through in-dept interviews, observations, and documentation from seven informants. Message reception was examined through the Elaboration Likelihood Model and Reception Theory. Finding reveal distinct communication strategies : internal channels include the company website, training sessions, and official memos, while external strategies leverage social media platforms and the corporate website. Telkom Indonesia employs comprehensive branding elements encompassing bran positioning, identity, personality, and communication, implemented through a three-stage process of planning, implementation, and evaluation. The study concludes that structured and consistent internal and external communication successfully builds ESG GoZero% brand awareness and strengthens stakeholder relationships, ultimately enhancing the company's sustainability reputation in the market.

Keywords: *Corporate Communication, Elaboration Likelihood Model, gozero%, Sustainability Branding, Telkom Indonesia*

INTRODUCTION

PT Telkom Indonesia Tbk or hereinafter referred to as Telkom Indonesia currently has an ESG sustainability program, namely "GoZero%-Sustainability Action by Telkom Indonesia". The results of pre-research observations carried out by researchers show that The GoZero% program is a sustainability initiative by Telkom Indonesia that has been improvised from the previous ESG program called EXIST. Telkom Indonesia implements a communication strategy to increase stakeholder awareness of the new Environmental, Social, and Governance (ESG) program. During the pre-research interview with GoZero% management, data was obtained that the stakeholders referred to in this case are internal stakeholders, namely employees and management, and external stakeholders, namely the community, government, investors, and customers. In carrying out a communication strategy to internal parties, Telkom Indonesia conducts socialization to management and employees. Meanwhile, to increase awareness to external parties, Telkom Indonesia actively disseminates through digital media, namely through social media platforms, mass media, events, and the official Telkom Indonesia website telkom.co.id. Telkom Indonesia, part of a State-Owned Enterprise (BUMN), has implemented a sustainability program to be responsible for the company's business impact. This is done by committing to the impact of business sustainability through Environmental, Social, and Governance (ESG) practices.

The "GoZero% – Sustainability Action by Telkom Indonesia" program, better known as GoZero% which was inaugurated on November 15, 2024, presents the company's commitment to creating a positive impact of sustainable business based on the environment, society, and governance. This is part of the corporate value and is carried out to realize a competitive nation and provide added value for stakeholders. The implementation of ESG through GoZero% has an important role for business and society through various innovative initiatives.
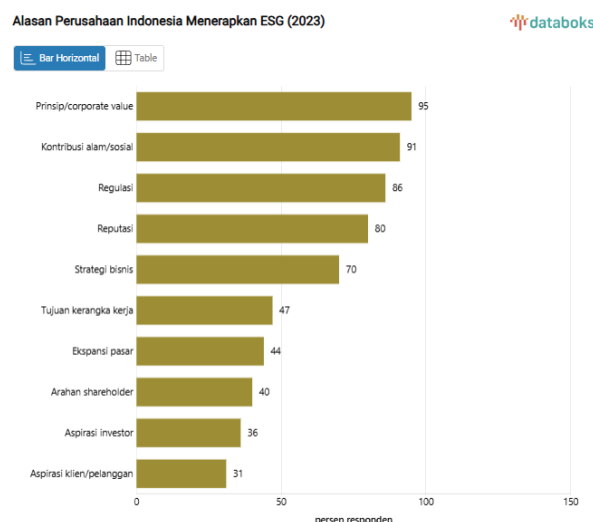

Figure 1. Reasons for Implementing ESG in Indonesian Companies
Source: databoks.katadata.co.id, 2024

Based on Figure 1 regarding statistical data related to ESG implementation in Indonesia, it is known that the reasons for Indonesian companies to implement ESG are based on several things. As many as (95%) of 162 companies implement ESG because of corporate value or company principles. Furthermore, (91%) are motivated by environmental and social

contributions, as many as (86%) are based on regulations, (80%) are based on reputation, and (70%) are based on business strategy (databoks.katadata.co.id , 2024). This is proof that ESG practices in companies are not only an implementation of principles but also a tool to improve the company's reputation, which can be the basis for decision-making in investing. Meanwhile, Telkom Indonesia's ESG assessment was also revealed by the Indonesia Stock Exchange (IDX). This stock trading market acts as a liaison between companies and investors who want to invest. IDX has a role in ESG assessments as a form of responsibility and transparency in promoting the sustainability of companies listed on the stock exchange.

Telkom Indonesia's ESG assessment is given by IDX and the Financial and Development Supervisory Agency (BPKP). The results of the ESG assessment by BPKP show that Telkom Indonesia's ESG has increased as evidenced by the predicate "Very Good". The increase in value obtained by Telkom Indonesia shows the company's sustainability commitment which is also supported by the formation of a sustainability unit in early 2024 (Tirto.id, 2024). However, based on the assessment results by IDX, it states something different. Telkom Indonesia's ESG value by IDX in 2024 as of November 13, 2024 has decreased from the previous year, which was ranked 34th, shifting to 48th place. The ESG value measured by IDX is considered to be getting better if the number is lower. This is considered because the lower the value, the company has better exposure, good company management, and minimal controversy (Melinda & Wardhani, 2020). Businesses that maintain minimal controversy ratings tend to earn positive public perception because they exhibit openness and responsibility in their operations (Brighi et al., 2023). Meanwhile, in 2024, Telkom Indonesia experienced a decrease from a value of 27.09 to 28.18.

The decline in Telkom Indonesia's ESG value allows for a negative assessment from investors. This is because Telkom Indonesia's position in the previous year, leading to the top ranking in the telecommunications sector, was replaced by a competitor company, PT XL Axiata Tbk. However, the renewal of Telkom Indonesia's ESG program to GoZero% and the formation of a sustainability unit can be one of the efforts expected to increase Telkom Indonesia's ESG value again through a branding strategy.
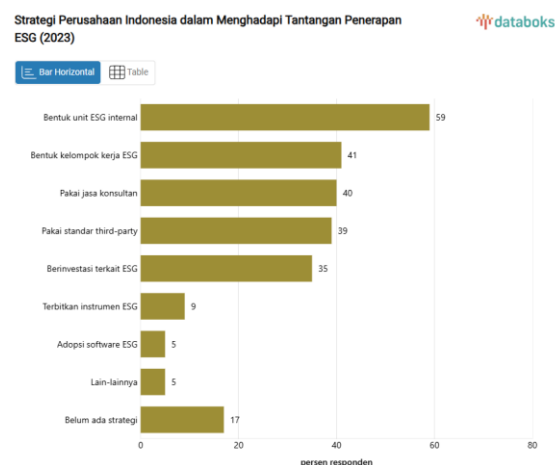

Figure 2. Strategies for Facing ESG Challenges
Source: databoks.katadata.co.id, 2024

Figure 2 shows the most widely used corporate strategy in facing ESG challenges: forming an internal ESG unit. This is evidence that in facing ESG challenges, Telkom

Indonesia needs to form a sustainability unit that can be a company solution in increasing stakeholder awareness regarding ESG. This shows that the company is fully committed to sustainability initiatives so that the programs being run can be implemented more efficiently and more focused on strategic matters.

Telkom Indonesia's efforts to increase awareness to stakeholders regarding the GoZero% program as an ESG program need to be carried out through a communication strategy to internal and external parties. Understanding the GoZero% Telkom Indonesia program is important. Understanding by internal parties can be a support for the company itself in implementing the ESG program. This is a form of commitment from internal stakeholders to create a sustainable impact for the future. Employee awareness and involvement in the ESG program is one of the company's efforts to build public trust which ultimately also affects the company's reputation (Bowo & Junaedi Hendro, 2023).

In this study, the researcher refers to several literature reviews from previous studies relevant to the title of this study, written by Maura with the title "ESG Campaign Analysis by Public Relations of PT Telkom Indonesia through the Digiland Platform" (Maura, 2024). Using a case study approach, the study explains how ESG communication is carried out by Telkom Indonesia's public relations through the Digiland platform. The study found that Telkom Indonesia has several campaign flow approaches, starting from issue management campaigns in corporate campaign theories, and has implemented all stages of The Nine Steps of Strategic Public Relations in planning and implementing public relations campaigns regarding ESG through the Digiland platform. The study focuses on the analysis of PT Telkom Indonesia's ESG campaign through certain platforms. In this study, the author focuses more on PT Telkom Indonesia's branding strategy to increase stakeholders' ESG brand awareness.

In addition to the above research, another research is relevant to this research, namely "ESG Initiatives and Branding in the Food and Beverage Industry (US)" by (Lu, 2024). The research explains ESG initiatives and branding in the food and beverage industry. The analysis in the study revealed that aligning ESG practices with the company's identity and goals can increase brand equity, build consumer trust, and provide a competitive advantage. The relevance of the research was found in the ESG branding initiative. The gap that differentiates it from the author's research is in the industrial sector and corporate value, which are also different, so it is expected to produce different outputs according to the company's identity displayed to the public.

Awareness of sustainability initiatives through the ESG GoZero% program by Telkom Indonesia is something that needs to be understood by stakeholders. Therefore, an appropriate communication strategy is needed by Telkom Indonesia to all parties, both internal and external, to increase brand awareness of the ESG GoZero% program. This study aims to find out how Telkom Indonesia carries out the communication strategy to increase brand awareness of ESG. This research uses a case study approach in qualitative research methods obtained from a series of data collection techniques in the form of observation, interviews, and documentation.

This study uses the Elaboration Likelihood Model (ELM) theory by Petty & Cacioppo (Petty & Cacioppo, 1986) and the Reception theory by Stuart Hall to understand the message encoding/decoding process (Hall, 2019). It is supported by (Gelder, 2004) which is followed by several main concepts, namely brand positioning, brand identity, brand personality, and brand communication. These theories and concepts are used to find out how Telkom

Indonesia's communication strategy uses the concepts of communication strategy and branding strategy and uses the ELM theory and Reception theory on how the message creation process can be understood to increase brand awareness ESG GoZero%

LITERATURE REVIEW
Elaboration Likelihood Model Theory

Elaboration Likelihood Model (ELM) is a theory developed by Richard Petty and John Cacioppo. This theory explains how communicators process persuasive messages which are then also related to decision-making by the communicant (Petty & Cacioppo, 1986). Both are interrelated but can show different results through different processes. ELM theory explains that there are two ways that someone can use in processing information, namely through the central and peripheral routes. The central route used when processing information tends to have more lasting results. Meanwhile, the peripheral route usually involves a less critical understanding without understanding the argument more deeply. This is usually supported by factors of liking, credibility, and mood that allow for low elaboration. Meanwhile, the information process through the peripheral route tends to change temporarily (Petty & Cacioppo, 1986).

Reception Theory

This theory examines how the communicant receives and understands the message conveyed by the communicator through three ways of thinking. The first is the Dominant way. In this situation, the media conveys the message (encoding), then the audience accepts the message completely (Hall, 2019). The second is the Negotiation way, a situation where the audience accepts part of the message, but rejects its implementation. The third is the Opposition way, a situation where the audience interprets the message (decoding) by rejecting the message because of different views (Hall, 2019).

Communication Strategy

Communication strategy is the communication planning needed in delivering messages. Meanwhile, communication strategy involves planning and management to achieve certain goals (Effendy, 2009). Meanwhile, communication strategy is a way to organize the communication process, starting from planning, implementation, to evaluation to achieve a goal (Anggara & Sugandi, 2022).

Branding

Branding is the process of designing, planning, and communicating a name and identity to build or manage a reputation (Chandra et al., 2024). According to Kotler the definition of branding is giving a name, term, sign, symbol, design, or a combination of all of them, which aims to identify the brand and differentiate it from competitors' goods or services (Kotler & Keller, 2016). However, branding itself is not limited to product differentiation. It is also related to trademarks, visual characteristics, credibility, perception, logos, images, impressions, characters, and consumers' perceptions about the product (Fauzi, 2021).

Branding Strategy

Branding strategy according to Schultz & Barnes is defined as an activity that manages all elements that aim to create a brand (Schultz & Barnes, 1999). Gelder states, "The brand strategy defines what the brand is supposed to achieve in terms of consumer attitudes and behavior" which means that brand strategy defines what a brand should achieve in relation to consumer attitudes and behavior (Gelder, 2004). Brand strategy is also a management that

aims to regulate all brand elements in relation to attitudes and behavior (Putra & Listiani, 2018). According to Gelder (2005), three aspects are included in the branding strategy: brand positioning, brand identity, and brand personality. Meanwhile, Schultz & Barnes added one aspect, namely brand communication (Schultz & Barnes, 1999).

Brand Awareness

According to Kotler, brand awareness is the ability of consumers to store a brand in their memory and make it unique compared to other brands. While other opinions say that brand awareness is the public's potential to identify and remember that each brand is part of a specific product category. Shimp defines brand awareness as the ability of a brand to appear in the minds of consumers when they are thinking about a particular product category and how easily the name appears (Shimp, 2009). Brand awareness as the ability of a prospective buyer to recognize or recall that a brand is part of a particular brand category (Aaker, 1991).

Environmental, Social, and Governance (ESG) PT Telkom Indonesia

The term Environmental, Social, and Governance (ESG) refers to a set of criteria used to assess a company's operations and performance regarding sustainability and ethical impact. ESG encompasses three main aspects: environmental responsibility, social justice, and corporate governance practices. Recent literature emphasizes the growing importance of ESG in sustainable finance, demonstrating that ESG is a crucial factor influencing company value and investment decisions (Yildiz et al., 2024). According to MSCI, ESG is an investment decision-making process considering environmental, social, and governance factors and financial factors and the literature concludes that ESG lowers the cost of capital and contributes to shareholder value (Postiglione et al., 2024). Based on this, ESG is a sustainability concept that prioritizes environmental, social, and governance aspects that can be used as a reference in making investment decisions. PT Telkom Indonesia's sustainability commitment has been implemented since 2006, demonstrated through the transparency of sustainability reports. Telkom Indonesia's ESG program was launched in 2023 under the name EXIST which has now been updated to GoZero% and is the company's effort to realize sustainability and create added value for stakeholders.

RESEARCH METHODOLOGY

This research method uses a qualitative case study approach. According to Denzin and Lincoln, qualitative research is conducted in a natural context, aimed at interpreting phenomena that occur (Denzin & Lincoln, 2009). According to Robert K. Yin, the case study research method can be the right strategy to answer research questions that emphasize how or why, especially when researchers have limited time to control the events being studied, and when the research focus is contemporary phenomena (Yin, 2013). This study aims to determine the concepts built by subjects around certain phenomena or events using qualitative methods.

The paradigm applied in this study is the constructivism paradigm. According to Denzin & Lincoln, the Constructivism Paradigm is oriented toward a reconstructed understanding of social reality, which is formed through the experiences and interpretations of society (Simatupang, 2021). This study uses the constructivism paradigm to construct PT Telkom Indonesia's strategy to increase ESG GoZero% brand awareness to internal and external stakeholders.

The subject of this study is part of the Group Sustainability and Corporate Communication of PT Telkom Indonesia as the manager of the ESG GoZero% Telkom Indonesia program. The researcher set the object of the study on the communication strategy carried out by PT Telkom Indonesia to increase brand awareness of ESG GoZero%.

.

This study uses informants as supporters in collecting data. In this study, there were seven informants consisting of 3 informants who compiled the ESG GoZero% communication program and strategy, one informant who received messages internally in the company regarding ESG GoZero%, one informant who managed external communication media, and two informants who received messages on social media related to ESG GoZero%.

Table 1. The Informants

No	Initials	Remarks	Criterias
1	NVW	Informan 1 *Senior Officer Branding & Reporting – Group Sustainability*	The informant is an employee of PT Telkom Indonesia who understands the substance of the GoZero% program from its initiation, especially technically.
2	APV	Informan 2 *Senior Officer Branding & Activation – Corporate communication*	The informant is an employee of PT Telkom Indonesia who has studied the communication and branding strategies of the GoZero% program, starting from message preparation, communication style, to audience mapping
3	APR	Informan 3 *Officer Branding and Reporting – Group Sustainability*	The informant is an employee of PT Telkom Indonesia who understands program communication that focuses on delivering or disseminating messages.
4	DEG	Informan 4 *Officer Digital Content Management – Corporate communication*	The informant is an employee of PT Telkom Indonesia who studies communication strategies, especially social media execution in conveying messages to external stakeholders..
5	DKT	Informan 5 *Executive Support to SVP – Group Sustainability and Corporate communication*	The informant is an employee of PT Telkom Indonesia who received the ESG GoZero% message within the company.
6	AYN	Informan 6 *Follower* Instagram @telkomindonesia	The informant is a follower of the Instagram account @telkomindonesia who received a message regarding ESG GoZero% as an external stakeholder.
7	ASD	Informan 7 *Follower* Instagram @telkomindonesia	The informant is a follower of the Instagram account @telkomindonesia who received a message regarding ESG GoZero% as an external stakeholder.

Source: Authors' processed data, 2025

In producing data that has validity and can be tested effectively, the researcher used data collection techniques through interviews, observations, and documentation. Then, to understand, process, and draw conclusions from the data obtained through the Miles and Huberman data analysis concept, the researcher can carry out several stages, namely the data reduction process, data display, and conclusion drawing/verification (Sidiq & Choiri, 2019).

Technical triangulation is used to validate the data obtained. Sugiyono stated that technical triangulation uses different data collections to obtain data from the same source (Alfansyur & Mariyani, 2020). In this case, the author will conduct technical triangulation based on data from observations, interviews, and documentation.

RESULTS AND DISCUSSION
Results

The emergence of a commitment to sustainability in Telkom Indonesia has encouraged the birth of a brand campaign that accommodates sustainability programs or initiatives by the company. GoZero% is Telkom Indonesia's sustainability brand campaign that houses various sustainability initiatives or programs. The brand campaign is a medium for communicating sustainability messages regarding the Environmental, Social, and Governance (ESG) aspects and Telkom Indonesia's sustainability actions to internal and external stakeholders.

"GoZero is a brand campaign that we carry for sustainability communication by Telkom. In terms of sustainability, what we raise is ESG, there is environmental, social, and governance." (Interview Results with DEG, March 13, 2025)

GoZero% is something new in the implementation of sustainability, this is also supported by the essence of the campaign which is always prioritized. Telkom Indonesia prioritizes the essence of GoZero% in every communication activity by displaying the company's real actions. This is a form of consistency that is carried out to demonstrate Telkom Indonesia's sustainability commitment.

"What we want to highlight is Telkom's commitment to sustainability. We want to show that we are responsible in environmental, social, and governance aspects. We focus on real action and positive impacts, so for consistency, we do it with initiatives including how to socialize it to stakeholders." (Interview Results with APV, February 18, 2025).

Telkom Indonesia uses GoZero% to shape culture through communication and movement within the company. With the GoZero% campaign, Telkom Indonesia seeks to internalize sustainability values. In addition, GoZero% was also created because there are still different perspectives in society regarding ESG sustainability. Therefore, the birth of GoZero% also plays a role in straightening out stakeholder views regarding ESG through communication activities.

"The short-term goal is actually more about sustainability within the company. At the communication level, what we can do is communicate internally, we make policies, we make regulations, we disseminate them to subordinates, training. This is actually culture, the movement forms a culture that can lead to change. So, as a corporation, what we can do is make movements like bringing tumblers, less paper." (Interview with NVW, February 18, 2025).

"Because there are many different views on sustainability in society, some see it as risk opportunities, just a communication campaign, some see it as CSR, or SDGs, from there we have to communicate it." (Interview with NVW, February 18, 2025).

In communicating with stakeholders, the GoZero% name and logo play an important role in emphasizing the existence of the GoZero% brand campaign as Telkom Indonesia's sustainability initiative. This element is also a characteristic that distinguishes the company's sustainability from others. To continue to represent the values of sustainability, the identity of the GoZero% program is made to remain relevant to the program's objectives. It can provide an impression that is easy for the public to remember. All elements of the GoZero% identity, such as color, logo, and font, are carefully considered to make it easier to communicate the program to the audience.

"That's the brand statement, so if people ask where our program is, our program has the GoZero sustainability stamp. So we see that this brand symbolization is important as a form of a company's commitment statement that is concerned with this area." (Interview Results with NVW, February 18, 2025)

"Why "GoZero"? We want to get to the point that we want to go towards zero negative impact. We chose the name so that it is relevant to the initial goal. We created a name that is short, easy to remember, easy to pronounce, so that when it is communicated to various parties it is easy. We designed the logo and colors to represent the values of sustainability visually." (Interview Results with APV, February 18, 2025)

The background, essence, goals, and identity shown by GoZero% in echoing sustainability are an advantage. The branding aspect is one of the main advantages in implementing the GoZero% program. Telkom Indonesia is a pioneer in branding and specifically focuses on this aspect as a form of commitment to sustainability. This commitment is also supported by the structural position of AVP Branding and Reporting, which plays a role in accommodating the company's branding strategy.

"Our advantage is that we are pioneers in branding, we really focus on branding as a form of commitment to sustainability as well. This is also supported by the existence of the position of AVP Branding and Reporting which accommodates it." (Interview Results with NVW, February 18, 2025)

Not only considering brand identity in conveying messages related to GoZero%, Telkom Indonesia also considers the personality of the brand campaign to provide appeal through the GoZero% campaign. Telkom Indonesia tries to convey a communication style in messages by showing sensitive values related to sustainability, both in environmental, social and governance aspects.

"The communication style that we show is related to the values of environmental sensitivity, diversity, equality, inclusivity, and governance itself, we show it through action and communication." (Interview Results with NVW, February 18, 2025)

In addition to communication style, Telkom Indonesia also pays attention to the preparation of messages to be conveyed to internal and external audiences. In order for the essence to be conveyed, the company compiles messages based on the material topics of sustainability that it already has. The message is compiled in simpler language and packaged in the form of educational content for external parties, as well as in the form of policies to movements for internal parties.

"The compilation of the message from the materiality topic, we always refer to that. The factors that are considered so that the message is effective are by using language that is easy to understand because not everyone understands, maybe education is also needed for the community in the form of socialization or simpler posts. If the form of internal messages is more towards movements, programs, policies, and service notes." (Interview with NVW, February 18, 2025)

To ensure that GoZero%'s ESG message remains relevant to the audience, the company tries to package the message in an educational form combined with existing trends, and is

adjusted to current issues. Meanwhile, the company tries to relate it to employees' daily work to provide relevance to the sustainability message internally.

> "For campaigns, we definitely make it relevant. Like what's trending among young people, just relate it. We try to educate from different perspectives and try to see what the audience's response is like." (Interview with NVW, February 18, 2025)

> "The message is adjusted to current issues, what's going on. For example, on the 20th there will be a waste awareness day. The content will be adjusted later, when it's close, the content will talk about waste." (Interview with APR, February 18, 2025)

> "We use communication that is easy to understand and remains relevant to the context of daily work." (Interview Results with APV, February 18, 2025)

In measuring stakeholder perceptions, the company also measures communication activities that can be used as evaluation materials for both internal and external communications. Communication measurements are generally carried out through brand effectiveness by Telkom Indonesia's Corporate Communication to measure internal and external stakeholder perceptions. The measurement of the GoZero% program will specifically be carried out by the Sustainability Group.

> "At the end of the year we have brand effectiveness, the measurement is related to the Telkom brand, maybe GoZero will also be measured. In general, Telkom Indonesia measures stakeholder perceptions, customers, and the government every year, the survey is by Corcomm. For GoZero, the measurement will be carried out by the Sustainability Unit. For social media, the measurement is assisted by a third-party agency for its performance." (Interview Results with NVW, February 18, 2025)

Telkom Indonesia uses several communication media in disseminating messages related to GoZero% to internal parties. The media used are internal media such as email blasts, Whatsapp blasts with the Omni Communication Assistant (OCA) platform, the Telkom Portal as an internal website, roadshows, e-learning, GoZero% logo placement, and Super Apps called Diarium which are used in conveying messages related to sustainability.

> "For internal communication media, we use Telkom's internal media one stop services Super Apps, called Diarium, at least once a month posting about sustainability, this is a form of GoZero branding. In addition, we conduct roadshows to 5 Telkom regions to disseminate GoZero. There is also mandatory e-learning training through the Digilearn platform for all TelkomGroup employees. Then we use Telkom's internal channels, namely email blasts, WA blasts, and internal websites, called Portal Telkom. In addition, we use bulletins as media, and display the visual identity of the GoZero logo such as logo placement in elevators, sorting bins, and reverse vending machines. (Interview Results with APR, February 18, 2025)

As for external stakeholders, there is a strategy for selecting communication media, namely by determining priorities. The Instagram platform is used as the main media to convey sustainability messages. Furthermore, the company uses TikTok, X, Threads, YouTube, Facebook and websites for media delivery to external stakeholders.

> "For the media we use, we make priorities, Instagram remains the main media because there we can still get positive sentiment. The second is that we focus on TikTok, although the treatment is slightly different. We also use X for maintenance, because many negative sentiments start from X. Threads also has the same treatment as X. We use YouTube for

documentary content. Finally, we use the website as a home for social media that is formal and informative in nature." (Interview Results with DEG, March 13, 2025)

The perception shown by stakeholders is of course also measured by the company. In measuring audience perception, Telkom Indonesia looks at the extent of stakeholder awareness of the company's sustainability commitment. In addition, the company also looks at stakeholder involvement and also the improvement of the company's reputation. As evaluation material, the company also tries to collect input from various parties so that the messages conveyed in the future can remain relevant to stakeholders.

> "We see how aware the public is of Telkom's sustainability action commitment. Then, we look at stakeholder involvement and see public perception, whether it is leading to a positive perception, whether it is relevant to ESG values, and whether there is an improvement in the company's reputation in the eyes of investors, the media, and the wider community. We will also conduct periodic evaluations of each communication activity and try to gather input from various parties so the messages we convey remain relevant, interesting, and effective." (Interview Results with APV, February 18, 2025)

Measurement of public perception on social media is also carried out. This is done to measure impressions and engagement using the Meta platform. As for measuring on a large scale such as a campaign, the company collaborates with the Corporate Media Analytic Center. This is done in order to find out public perception so that it can be used as a reference in creating future content.

> "We usually measure from impressions and engagement. We look at the interaction, look at likes, comments, shares, and saves. When the interaction is large, it means they like discussions like this. That is one of the considerations, to maintain the discussion of the content, usually we will make it for the next editorial plan, we look for something similar to what is currently hyped, what the audience likes." (Interview Results with DEG, March 13, 2025)

> "If we measure individual content, we do it directly from Meta, but if we want to see the campaign, we have our own tools. In Corcomm, we have a Corporate Media Analytic Center called it, we collaborate with Telkom's product, the name of the tool is Big Spider." (Interview Results with DEG, March 13, 2025).

Discussion

Based on the concept of communication strategy by Haris consisting of planning, implementation, and evaluation (Haris, 2014), Telkom Indonesia has a communication strategy in conveying the GoZero% message to external stakeholders. In the communication planning process in the internal scope, Telkom Indonesia packages its sustainability program as an ESG sustainability brand campaign. The program was created by prioritizing the program identity through the name and logo "GoZero% - Sustainability Action by Telkom Indonesia" which is expected to be top of mind in the minds of stakeholders. This is an advantage and brand positioning for the company and the sustainability program because Telkom Indonesia is still a pioneer and superior in branding the GoZero% ESG sustainability program.

In compiling messages, Telkom Indonesia through the Group Sustainability unit refers to the material topics in the sustainability report. The sustainability material topics owned by Telkom Indonesia are the main reference for the sustainability unit in conveying messages. The material topics have changed from the previous year, namely the addition of the Empower Our People pillar related to employee health and safety. The change in material topics is a form of adjustment to existing trends in the telecommunications industry and a form of

aspiration of internal and external stakeholders (Sustainability Unit PT. Telkom, 2025). Meanwhile, the message is made in a language that is easier to understand through a communication style that shows sensitivity values towards ESG and is packaged with simple arguments and data. This is then packaged in the form of policies, training, and initiatives relevant to employees' daily lives as a form of internalization of ESG sustainability values to internal stakeholders so that it can build a sustainability culture within the company.

Figure 3. Telkom Indonesia Sustainability Material Topics
Source: Sustainability Report Telkom Indonesia, 2025

In the planning process communication internally, Telkom Indonesia is packaging a sustainability program as an ESG sustainability brand campaign. Aaker's Brand Identity Theory states that strong brand identity consists of brand essence, brand personality, and brand positioning (Aaker, 1991). Creation program identity through the name and logo " GoZero %, Sustainability Action by Telkom Indonesia" in line with top-of-mind awareness concept by Keller in the Customer-Based Brand Equity (CBBE) model (Keller, 2013). There is one more research published in the Journal of Business Ethics shows that successful companies creating a distinctive brand identity for their CSR program achieved a 25% increase in stakeholder trust compared to companies that use approach communication generically (Du & Bhattacharya, 2010). Telkom Indonesia's findings as pioneer in branding the ESG sustainability program supports in line with Porter's first-mover advantage theory context communication sustainability (Porter, 1985). Use material topics in sustainability reports as reference compilation messages adopting Freeman's Stakeholder Theory (Freeman, 1984) and the GRI Standards materiality assessment concept. Research by Khan in Academy of Management Perspectives shows that companies that use a science-based materiality framework have 18% better ESG performance (Khan et al., 2016). Changing material topics with the addition of the "Empower Our People" pillar related to health and safety employees reflect application of the dynamic materiality concept by previous research (Calabrese et al., 2019). A longitudinal study on integrated reporting shows that adaptation material topics regarding change correlated stakeholder expectations positive with company reputation and financial performance (Eccles & Krzus, 2010). Legitimacy Theory explains that organizations need to keep adapting practice and communication with evolving social norms (Suchman, 1995). Telkom Indonesia 's adaptation to trend industry telecommunications and stakeholder aspirations confirm application of legitimacy theory in ESG communication context

At the implementation stage, the delivery of GoZero% messages within the company's internal scope uses a semi-formal communication style: employee engagement which are in

line with The Media Richness Theory (Daft & Lengel, 1986). This theory categorizing communication media based on ability for convey information complex and reduce ambiguity This is conveyed through various internal media. For example, the company conveys messages through official memos to convey a more formal policy. As for other messages, the company uses internal communication media such as Super Apps Diarium, Omni Communication Assistant (OCA), and the internal website Portal TelkomGroup. In addition, the company also conveys GoZero% messages through the GoZero% Bulletin which is conveyed through previous media. Then, to increase internal stakeholder awareness, the company disseminates the GoZero% program through roadshows, logo placement on office facilities such as trash bins and elevators, and conducts online and offline training related to the GoZero% ESG sustainability program to internal parties. Furthermore, at the evaluation stage, the company assesses the involvement of internal stakeholders in assessing internal stakeholder awareness of the GoZero% program. This can be a feedback loop as material for improvising the GoZero% program. The combination of formal and informal internal communication channels increases message retention by 35% (Welch & Jackson, 2007). Furthermore, The Employee Engagement Model by Kahn identifies three psychological condition: meaningfulness, safety, and availability (Kahn, 1990). Implementation of roadshows, logo placement in facilities offices, and online-offline training reflect effort creating psychological meaningfulness through a multi-touchpoint communication strategy.

Telkom Indonesia has implemented the concept of branding strategy in the GoZero% program by implementing elements of brand identity, brand positioning, brand personality, and brand communication in increasing brand awareness of ESG GoZero% through the stages of the communication strategy it has. Meanwhile, the internal response to the GoZero% message through various policies and initiatives within the company shows that the way the audience processes messages is through the central route and the message maker who creates persuasive messages. This is included in the dominant way of receiving messages based on the Reception theory, where the meaning of the message delivered and received is in harmony (Hall, 2019). Internal response to message GoZero % which shows processing through the central route confirms the Elaboration Likelihood Model (ELM) (Petty & Cacioppo, 1986). When employees processing CSR messages via the central route, the level of internalization and behavioral change increases by 45% compared to peripheral route processing (Kitchen & Panopoulus, 2010). Meanwhile, Reception Theory identifies three Reading positions: dominant, negotiated, and oppositional (Hall, 2019). Findings that meaning messages sent and received harmonious shows the dominant reading position, which according to previous research occurred when there is alignment between organizational values and employee personal values (Morley, 1980).

The communication strategy to increase external stakeholder awareness also goes through the same three stages: planning, implementation, and evaluation. In the planning stage, the preparation of ESG messages involves collaboration between the Sustainability Group, social media managers, and related units in creating messages that refer to the Sustainability Report and real actions taken by the company. Similar to messages for internal use, the messages are packaged in the form of education with simpler discussions and display sensitivity values in ESG aspects. The messages are packaged based on stakeholder preferences and age segmentation on social media. Telkom makes Telkom Indonesia's digital present a priority in presenting GoZero% ESG content so that it is more easily recognized by the audience. The external communication strategy differences approach for various stakeholders adopt Contingency Theory in communication (Cameron et al., 2001). organizations. Excellence theory shows that two-way symmetrical communication with stakeholder segmentation results in higher relationship quality (Grunig & Grunig, 1992).

Collaboration between the Sustainability Group, social media managers, and related units reflects the integrated communication approach of Duncan and Caywood (Duncan & Caywood, 1996). The study by Finch shows that cross-functional collaboration in ESG communication increases message consistency by 30% and stakeholder trust by 22% (Finch et al., 2016).

The GoZero% message is also created by combining visual identity and argumentation, namely by selecting images and colors that represent ESG aspects and using arguments to the point by maximizing seven words in the content title. To disseminate the GoZero% message to the Instagram social media @telkomindonesia as the main media, the company makes the GoZero% sustainability program a separate communication pillar, namely by disseminating it every Wednesday with the hashtag #SustainabilityTelkom and the GoZero% logo on the content that is consistently shown. While on the Instagram account @gozeroid, Telkom Indonesia consistently disseminates messages every Monday to Saturday with the hashtags #ElevateTheSustainability and #GoZero.

Telkom Indonesia uses a formal communication style to convey sustainability messages to investors and the government through website communication media, reports, official letters, and conference calls at the delivery or implementation stage. As for customers and the public, Telkom Indonesia uses a semi-formal, human interest, and relatable communication style which is conveyed through Instagram, Tiktok, X, Thread, YouTube, Facebook, websites, mass media, and certain events, such as the GoZero% Roadshow and Digiland as a message delivery medium. The communication style conveyed by Telkom Indonesia refers to the brand archetype that the company has determined in conveying messages, namely The Sage and The Everyman. This is in line with Carl Jung's identification of the archetype of The Sage which means wisdom and insight, and the archetype of The Everyman, which means relationships and simplicity (Build Momentum, 2024).

While in the evaluation stage, Telkom Indonesia measures the effectiveness of the GoZero% ESG message by looking at public perception on social media and whether there is a positive response that impacts the company. This is done through a survey and media analysis based on impressions and content engagement conducted by Corporate Media Analytic, a media analysis unit at Telkom Indonesia. Through this measurement, Telkom Indonesia can find out how stakeholders perceive the message, how the company's reputation is improved, and how stakeholder awareness of the GoZero% ESG program can be considered for improvising the next message.

The GoZero% message delivered through Telkom Indonesia's social media is in accordance with the branding strategy concept by Gelder and Schultz & Barnes, which includes brand identity displayed through the essence and visuals of GoZero%, brand positioning shown through the form of a brand campaign sustainability program, brand personality packaged with the brand archetype The Sage and The Everyman, and brand communication packaged according to stakeholder preferences through various communication media. This is done with stages of communication strategy starting from planning, implementation, to evaluation. Based on the Reception theory, the audience's perception of the relevance of the GoZero% message shows that the audience can receive the message in a Dominant way. The impact of GoZero% messages on audience behavior and perceptions shows that the audience can fully accept sustainability messages. Based on the Elaboration Likelihood Model theory, changes in audience behavior show that the audience processes messages through the central route because GoZero% messages can motivate the audience.
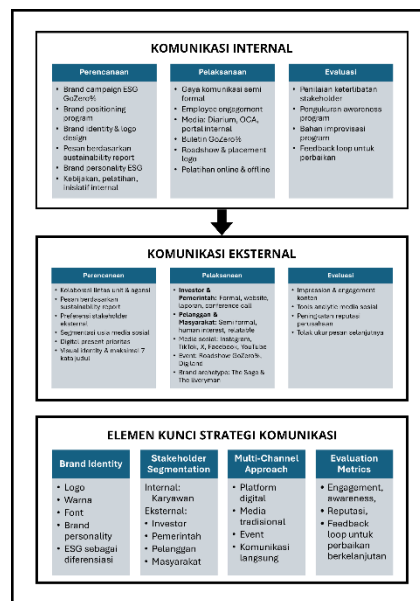
Figure 4. Model Komunikasi Strategi Komunikasi PT Telkom Indonesia dalam Meningkatkan ESG GoZero%
Source: Authors' analysis, 2025

Based on the visualization of the model above, the study shows that Telkom Indonesia implements a structured and comprehensive GoZero% ESG communication strategy through a dual-track approach that differentiates internal and external communication. This model describes a systematic communication cycle with interconnected three main stages: planning, implementation, and evaluation. The implementation of internal communication uses a semi-formal approach with a focus on employee engagement through various communication channels such as Diarium, Omni Communication Assistant (OCA), internal portal, and GoZero% Bulletin. This strategy is reinforced by roadshows, logo placement in various office facilities, and online and offline training programs that ensure a comprehensive understanding of the GoZero% program across all organization lines.

Meanwhile, external communication shows higher complexity because it must accommodate the preferences and characteristics of diverse stakeholders. External communication planning involves collaboration across units and agencies to create messages relevant to the preferences of investors, government, customers, and the community. The company implements a differentiation strategy in delivering messages, using a formal communication style for investors and the government through official channels such as websites, reports, and conference calls, while for customers and the community using a semi-formal approach that is more human interest and relatable through social media and events. The evaluation aspect in both communication strategies shows the company's commitment to continuous improvement.

CONCLUSION

Telkom Indonesia's internal communication strategy in increasing awareness of ESG GoZero% goes through several stages: planning, implementation, and evaluation. At the planning stage, Telkom Indonesia created the ESG GoZero% brand campaign as the excellence of the sustainability program, which is now the brand positioning of the program. The messages compiled are in the form of policies, training, and initiatives in the internal scope. Furthermore, at the implementation stage, Telkom Indonesia conveys messages to the

internal company using a semi-formal communication style, employee engagement through internal communication media, such as Diarium, Omni Communication Assistant (OCA), internal website portal.telkom.co.id, GoZero% Bulletin, roadshows and placement of the GoZero% logo on sorting bins, Reverse Vending Machines (RVM), and office lifts, also through official notes, as well as online and offline training. Telkom Indonesia assesses stakeholder involvement at the evaluation stage to measure awareness of the GoZero% program.

In addition, the company compiles messages based on the communication preferences of external stakeholders, namely investors, government, customers, and the community. It considers the age segmentation of the audience on Telkom Indonesia's social media. The GoZero% message delivered to customers and the public is through social media Instagram and Tiktok @telkomindonesia and @gozeroid, the X and Threads platforms @telkomindonesia, Facebook Telkom Indonesia, Youtube Telkom Indonesia, and the website telkom.co.id. In addition, the company also uses events such as the GoZero% and Digiland roadshows, as well as mass media as a medium for conveying the GoZero% message. The effectiveness of the message and awareness of external stakeholders is seen through impressions and content engagement on social media using analytic tools, as well as how to improve the company's reputation.

Suggestion

Further research can examine different research subjects within the company's internal scope so that it can find out different perspectives on the GoZero% program communication strategy, for example, similar research on Telkom Group subsidiaries to find out how sustainability communication is carried out in Telkom Group subsidiaries and to find out whether the communication strategy from the center is running effectively. And different research objects, for example, research focusing on the effectiveness of the GoZero% message delivery media to external parties. This can provide specific results to determine which media is most effective for delivering the GoZero% message.

For companies, delivering messages through GoZero% content on the @gozeroid account can utilize the collaboration post feature with the @telkomindonesia account with a more frequent frequency to reach a wider audience and increase account engagement. To increase stakeholder involvement, Telkom Indonesia can increase the activation of the GoZero% program, such as holding events with a sustainability theme involving communities, influencers, and other stakeholders. Telkom Indonesia can increase internal employee involvement in sustainability by creating interactive sustainability actions to increase employee and management awareness of the GoZero% sustainability program.

REFERENCES

Aaker, D. A. (1991). *Managing Brand Equity: Capitalizing on the Value of a Brand Name*. The Free Press.

Alfansyur, A., & Mariyani. (2020). Seni Mengelola Data : Penerapan Triangulasi Teknik , Sumber Dan Waktu pada Penelitian Pendidikan Sosial. *Historis*, *5*(2), 146–150.

Anggara, T. D., & Sugandi. (2022). Strategi Komunikasi Dinas Komunikasi, Informatika Dan Persandian (Dkip) Kabupaten Bulungan Dalam Pencegahan Penyebaran Hoax Tentang Covid 19 Melalui Media Sosial Whatsapp. *EJournal Ilmu Komunikasi, 10*(3), 56–68.

Bowo, A. B. P., & Junaedi Hendro. (2023). Analisis Pengaruh Pengembangan SDM, Lingkungan Kerja, Komitmen Organisasi dan Motivasi Terhadap Kinerja Karyawan : Literatur Review. *JEMSI (Jurnal Ekonomi, Manajemen, Dan Akuntansi)*, *9*(1), 10–18. https://doi.org/10.35870/jemsi.v9i1.895

Brighi, P., Della Bina, A. C. F., & Venturelli, V. (2023). The Impact of ESG Score and Controversy on Stock Performance. In *New Challenges for the Banking Industry* (pp. 213–252). Springer International Publishing. https://doi.org/https://doi.org/10.1007/978-3-031-32931-9_9

Calabrese, A., Costa, R., Levialdi, N., & Menichini, T. (2019). Integrating sustainability into strategic decision-making: A fuzzy AHP method for the selection of relevant sustainability issues. *Technological Forecasting and Social Change*, *139*, 155–168.

Cameron, G., Pang, A., & Jin, Y. (2001). *Contingency theory: Strategic management of conflict in public relations.* Sage Publications.

Chandra, P. S., Eka Putri, S. S., Ilosa, A., & Putra, I. C. (2024). Pendampingan Optimalisasi Branding Pada Produk Kue Bangkit sebagai Makanan Tradisional. *Menara Riau*, *18*(1), 51. https://doi.org/10.24014/menara.v18i1.25127

Daft, R. ., & Lengel, R. (1986). Organizational information requirements, media richness and structural design. *Management Science, 32*(5), 554–571.

Denzin, N., & Lincoln, Y. S. (2009). *Handbook of Qualitative Research*. Pustaka Pelajar.

Du, S., & Bhattacharya, C. B. (2010). Maximizing business returns to corporate social responsibility (CSR): The role of CSR communication. *International Journal of Management Reviews*, *12*(1), 8–19.

Duncan, T., & Caywood, C. (1996). The concept, process, and evolution of integrated marketing communication. In *Integrated Communication: Synergy of Persuasive Voices* (pp. 13–34).

Eccles, R. G., & Krzus, M. P. (2010). *One report: Integrated reporting for a sustainable strategy*. John Wiley & Sons.

Effendy, O. U. (2009). Ilmu komunikasi, teori dan praktek. In *Komunikasi dalam sebuah organisasi*.

Fauzi, U. (2021). Pengaruh Branding Dan Digital Marketing Terhadap Keputusan Pemilihan Wedding Organizer Syariah. *Youth & Islamic Economic Journal*, *2*(1), 42–47.

Finch, D., O'Reilly, N., Hillenbrand, C., & Abeza, G. (2016). Standing on the shoulders of giants: An examination of the interdisciplinary foundation of sport management research. *Journal of Sport Management*, *30*(4), 442–463.

Freeman, R. . (1984). *Strategic management: A stakeholder approach. Pitman*. Pitman.

Gelder, S. van. (2004). Global brand strategy. *Journal of Brand Management*, *12*, 39–48. https://doi.org/https://doi.org/10.1057/palgrave.bm.2540200

Grunig, J. ., & Grunig, I. . (1992). Models of public relations and communication. In *Excellence in public relations and communication management* (pp. 285–325).

Hall, S. (2019). *Encoding and Decoding in the Television Discourse*. University of Birmingham Press.

Haris, A. (2014). *Strategi komunikasi dalam manajemen organisasi.* Pustaka Setia.

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, *33*(4), 692–724. https://doi.org/10.5465/256287

Keller, K. L. (2013). *Strategic brand management: Building, measuring, and managing brand equity* (4th ed.). Pearson.

Khan, M., Serafeim, G., & Yoon, A. (2016). Corporate sustainability: First evidence on materiality. *The Accounting Review*, *91*(6), 1697–1724.

Kitchen, P. ., & Panopoulus, A. (2010). Online public relations: The adoption process and innovation challenge, a Greek example. *Public Relations Review*, *36*(3), 222–229.

Kotler, P., & Keller, K. L. (2016). *Manajemen Pemasaran* (12th ed.). PT. Indeks.

Lu, Y. (2024). ESG Initiatives and Branding in Food and Beverage Industry (US). *Advances in Economics, Management and Political Sciences*, *93*(1), 93–97.

https://doi.org/10.54254/2754-1169/93/20241054

Melinda, A., & Wardhani, R. (2020). The Effect of Environmental, Social, Governance, and Controversies on Firms' Value: Evidence from Asia. In *Advanced Issues in the Economics of Emerging Markets* (pp. 147–173). Emerald Publishing Limited. https://doi.org/https://doi.org/10.1108/S1571-038620200000027011

Morley, D. (1980). *The nationwide audience: Structure and decoding.* British Film Institute.

Petty, R. E., & Cacioppo, J. T. (1986). The elaboration likelihood model of persuasion. In *Advances in Experimental Social Psychology* (pp. 123–205).

Porter, M. . (1985). *Competitive advantage: Creating and sustaining superior performance*. Free Press.

Postiglione, M., Carini, C., & Falini, A. (2024). ESG and firm value: A hybrid literature review on cost of capital implications from Scopus database. *Corporate Social Responsibility and Environmental Management*, *31*(6), 6457–6480. https://doi.org/10.1002/csr.2940

Putra, E. S., & Listiani, E. (2018). Strategi Branding dalam Membangun Merek Agency Agency. *Prosiding Manajemen Komunikasi*, *4*, 681–685.

Schultz, D. E., & Barnes, B. E. (1999). *Strategic Brand Communication Campaigns*. NTC Business Books.

Shimp, T. A. (2009). *Integrated Marketing Communications in Advertising and Promotion* (7th ed.). South-Western Cengage Learning.

Sidiq, U., & Choiri, M. (2019). Metode Penelitian Kualitatif di Bidang Pendidikan. *Journal of Chemical Information and Modeling*, *53*(9).

Simatupang, D. . (2021). Pemaknaan Generasi Milenial Terhadap Pemberitaan Strategi Pemerintah Mengenai Covid-19 di Kompas.com. *Nuevos Sistemas de Comunicación e Información*, 54–65.

Suchman, M. . (1995). Managing legitimacy: Strategic and institutional approache. *Academy of Management Review*, *20*(3), 571–610.

Sustainability Unit PT. Telkom. (2025). *Internal communication strategy report*.

Welch, M., & Jackson, P. . (2007). Rethinking internal communication: A stakeholder approach. *Corporate Communications: An International Journal*, *12*(2), 177–198.

Yildiz, F., Dayi, F., Yucel, M., & Cilesiz, A. (2024). The Impact of ESG Criteria on Firm Value: A Strategic Analysis of the Airline Industry. *Sustainability*, *16*(19), 8300. https://doi.org/10.3390/su16198300

Yin, R. K. (2013). *Studi kasus desain dan metode* (Revisi). Raja Grafindo Persada.