

Management Communication Rumah BUMN Through CSR Programs in Forming Digital Economy Ecosystem for MSME actors

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ABSTRACT

Research purposes is For know Management Communication Rumah BUMN through CSR Program in to form Digital Economy Ecosystem for UMKM actors . Research done with Approach qualitative with method descriptive . Informant chosen through purposive sampling and snowball sampling techniques. Data collection techniques : study literature , study field . Research results 1) Planning started with perform profiling (identification) needs) audience , meetings and briefings, stakeholder mapping , timeline preparation , filtering communicator (source) , selection training messages (themes) , utilization of social media , and curation UMKM participants . 2) Organizing : implementing job descriptions, empowering participant internship , mobilizing source power (human , facilities and infrastructure) , creating a comfortable , conducive and inspiring environment , as well as do coordination and monitoring. 3) Implementation : Training comprehensive , UMKM assistance , networking improvement , and reward and punishment, impact implementation of CSR programs in ecosystem digital economy . 4) Control based on KPI (Key Performance Indicator) hierarchy , and carry out evaluation in a way periodic

Keywords : Management Communication , Planning , Organizing , Implementation . Control

INTRODUCTION

In Indonesia, the conditions Micro, Small and Medium Enterprises (MSMEs) are still face various challenges , such as capital constraints , low access to technology and markets, as well as lack of digital and financial literacy . In addition , the COVID-19 pandemic has give impact significant to the sustainability of MSMEs, forcing Lots perpetrator business For adapt with digitalization and innovation strategies business . Government and various party Keep going make an effort give support through various programs, such as help capital , training entrepreneurship , as well as facilitation market access , both at the level national both global and local. With development increasingly digital technology and ecosystem progress , UMKM is expected can more empowered compete and contribute more big in push growth Indonesian economy .

Research conducted For analyze , how much important management communication For build and manage connection The Giver help as communicator in to weave Work The same with member organizations involved in do communication . As known objective management communication is For arrange activity communication in order to be able to walk with smooth and achieve effective results . In the research conducted , researchers focused on researching about implementation management communication conducted by the Rumah BUMN (State - Owned Enterprises) in Bandung. The Rumah BUMN was established on the Ministry of State-Owned Enterprises initiative that works The same with BRI (Bank Rakyat Indonesia), while function Rumah BUMN as room together that facilitates development and empowerment MSME (Micro , Small and Medium Enterprises) actors .

Results of the research known that Rumah BUMN in Bandung provides training programs sustainable that will help equipping MSME actors to manage business they with more well , because of this program guided directly by professional mentors in their fields . Bank Republik Indonesia (BRI) as a BUMN that focuses on the segment business micro , small , and medium enterprises (MSMEs), manage and supervise the Rumah BUMN through the *Social Entrepreneurship & Incubation Division* . This is commitment and responsibility BRI's answer to participate contribute in build economy national , which then implemented in the 3 Rumah BUMN through the *Corporate Social Responsibility (CSR)* program .

Basically the term responsibility answer social company show that connection companies and society No only viewed in context relation economy only , but also in form relation social . All forms activities carried out companies on the environment and society , not Again limited just to build connection Good with give assistance , medical treatment , clean water sources , free entertainment , or in a way incidental give gifts , basic necessities , but more Far in form participation active company in help solve problem environment . One of the company's programs that is shown For to weave harmonious communication with public outside company (*External Public*) and very relevant with existence environment around company or community is CSR activities . CSR activities are a efforts made by the company For to build interaction with public For create each other understanding , mutual have , company understand need environment and society , on the other hand the environment and society also feel benefit from existence company in their territory , so created prosperous life , harmonious relationships and sustainable activities (*Sustainability*) . (Eka Surya , Jurnal Ijaber no.4 Volume I, 2015)

The CSR program is a program implemented by the company as form not quite enough answer answer to the community, and things this is what must implemented by each company , for improvement development economy and resources Power man with give contribution and commitment For increase quality life society . CSR as part from effort development sustainable Already as it should be become global interests that can implemented start from scale local . CSR is commitment from A business or company For behave ethical and giving contribution to development sustainable economy . In addition , CSR can increase level life individuals , families , and organizations . CSR does not only carried out by companies big , but also done by companies scale micro , small and medium . (WBCSD 1999 in Margahana , 2020). Rumah BUMN through the CSR program studied is form not quite enough BRI's answer is no only operate business but also prioritize need society and improve a country's economy based on digital and technology or what is called as Digital Economy Ecosystem .

Ecosystem digital economy is draft related economy close with use and utilization digital technology , which includes stages production , distribution and consumption goods and services . According to Javaid et.al in KeAi journal explains that "The digital economy refers to activities the economy that started from connect individuals , businesses , devices , data, and operations through digital technology . Its scope is online transactions in various sectors and technologies , such as the Internet, technology mobile , big data , and technology information and communication . (Javaid et.al, 2024). Can it is said that digital economy is activity or activity economy that involves and is based on digital technology and the internet. In terms of Here , the digital economy is in room scope ecosystem digital economy formed by various mutual parties connect and collaborate within room scope . The digital ecosystem must supported by readiness infrastructure , digital talent , digital governance , and digital regulation . Therefore Therefore , the Ministry of State-Owned Enterprises formed a Rumah BUMN to realize Digital Economic Ecosystem for MSMEs .

Micro, Small and Medium Enterprises (MSMEs) are classified as a business entity is operating company in a way individual or incorporated business entity law or No bodied law (Law) Information and Transactions Electronics , 2016) (as listed in Article 1 paragraph 22, ITE Law) (Meinarni , et al., 2021:1). Currently , the number of SMEs in Indonesia is experiencing improvement , with majority is perpetrator business micro . Therefore that , the importance role companies and government in help empowerment UMKM actors become very important . Empowerment of UMKM can done with facilitate UMKM actors with special programs so that they can develop ability his efforts . This is exemplified by Rumah BUMN Bandung through its CSR program which helps empowering public For increase development sustainable economy . For implement matter mentioned , it is necessary management or coordination with various party related . Therefore that , the importance communication and coordination in reach objective together . According to research (Namani, in Setiawan, 2018) on *Small Places can*

Change the World mention that existence technology information , especially the internet has significant impact to the sustainability and operation of MSMEs which are suspected become factor main from development MSME actors

Based on description said , then research conducted aiming For analyze Management Rumah BUMN Communication Through CSR Programs in to form Digital Economy Ecosystem for MSME actors based on initiative and responsibility answer social Bank Rakyat Indonesia (BRI) company through Rumah BUMN in his role as stakeholders interests in the formation of the Digital Economy Ecosystem (DEE) and empowerment of Micro, Small and Medium Enterprises (MSMEs), with focus on three element key from Management Communication : planning , organizing , implementing , and controlling

LITERATURE REVIEW

Development Communication

Communication development aiming For push development . Development requires society that has awareness for those who have level low letters , income low , and conditions social economy to be given information about ideas

and skills that have not been they know in time short . They also have to have and be given motivation . This is explained by Nora C. Quebral as quoted by Rochajat Harun & Elvinaro Ardianto in his book " *The purpose of development communication is requires that a mass s to advance development. Development s of people with low levels of literacy and income, and the socio economic attributes that go with it, first of all be informed about and motivated to accept and use a body of unknown sizeable ideas and skills in very much less time than that process would normally take* (Goals of communication development that is For reach sustainable development . Development wants that a group masses of people with level literacy (literacy) letters) and income low , and attributes socio-economic that they must changed , first all become open about information and motivated For Can receive and use in a way a massive amount of unfamiliar ideas and skills in time short compared to with the process taken in normal condition)" (Quebral: Development Communication, in Readings in Development Communication edited by Juan F. Jamias, in Harun & Ardianto , 2012)

Communication and Development sees A change as a social process that is not can separated in life social society . There is a number of definition from communication development according to experts , including definition communication development according to Peterson (2000) as quoted by Dilla in his book Communication development : " Development Communication is organized business in a process of communication and media use increase level social and economic , which from aspect general taking place in a developing country developing " (Peterson 2000 in Dilla, 2012:115). Meanwhile that , communication development in a deeper sense wide in matter this also includes fields knowledge other communications such as : communication social and cultural , communication politics and policies communication , as has been stated by Tehranian (1979) about role communication in development quoted by Suma Dilla in his book entitled Development Communication : "The role of communication development is part from a policy communication that is overall from a country" (Tehrani, 1979 in Dilla, 2012:116).

A community is generally defined as a group of people who share a common purpose, who meet certain needs, who live in close proximity and interact on a regular basis. There are shared expectations for all members of the group and responsibilities derived from those expectations. The group respects and considers the individuality of others in the community. Most importantly, there are community leaders who are responsible for the success of each community event, depending on the needs of the community and the feelings of the individuals themselves. Community leaders are individuals who seek to influence others to take responsibility for their actions, their achievements and the welfare of the community. Community development refers to initiatives undertaken by the community through partnerships with external companies or organizations to empower individuals and community groups, by providing those groups with the skills they need to effect change in their communities.

Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) According to World Business Council for Sustainable Development (WBCSD, 1999), Corporate Social Responsibility (CSR) is commitment from a business or company For behave ethical and giving contribution to development sustainable economy . In addition , CSR can increase level life individuals , families , and organizations . CSR does not only carried out by companies big , but also done by companies scale micro , small and medium . (WBCSD 1999 in Margahana , 2020).

Impact social CSR more carry on emphasized by Preuss, Heikkinen, and Barkemeyer (2024). Their study show How CSR initiatives to address challenge more social wide , growing trust social , and create environment positive business . For SMEs , alignment between objective business and needs social This is profit strategic . The role of CSR in build resilience during crisis is prominent theme in literature . Lirios (2024) discusses How CSR initiatives strengthen connection community , enabling MSMEs to navigate crisis like COVID-19 pandemic . With push collaboration and support vulnerable communities , CSR increases ability adapt and recover organization . Sahoo and Mohanty (2024) propose a strategy for post-crisis MSME recovery , with emphasize importance CSR driven approach . Findings they disclose that CSR initiatives that address need public No only increase resilience business but also strengthens trust society . Insight This highlight role CSR as a business strategy and tool For impact social .

CSR is increasing acknowledged as source superiority competitive for SMEs. Mu, Li, and Hussain (2024) highlighted how CSR improves satisfaction customers and effectiveness operations in hotel SMEs . Findings they disclose that CSR driven businesses have more position Good For fulfil hope customers , grow loyalty , and encourage growth . Similarly, Jamil et al . (2024) emphasized mark CSR strategy in increase profitability and trust stakeholders interests . With align CSR initiatives with objective business , UMKM can create mark together , which is profitable organizations and stakeholders his interests .

The CSR program of Rumah BUMN is a commitment and social responsibility of the company in terms of improving the economy, where the activities or programs implemented must be consistent and sustainable and provide a positive impact on the UMKM audience. As the CSR concept according to Caroll quoted by Yuliana & Djalaluddin in the *CSR Book* where *Economic Responsibility* is the responsibility answer main in the a business For carry out activity economy to produce goods and services for the community with the aim of creating business profits.

Digital Economy Ecosystem

Ecosystem The digital economy was first coined by Don Tapscott in his book entitled " *The Digital Economy: Promise and Peril in the Age of Networked Intelligence* " in 1995. The digital economy is A draft related economy close with use and utilization digital technology that includes stages production , distribution and consumption goods and services . The meaning of from digital ecosystem according to Barykin et al. in the Journal of Open Innovation entitled Economics of Digital Ecosystem states that : "*Digital ecosystem is a self-organizing, sustainable system 6 with digital platforms at the base, which forms a single information environment where the parts of the ecosystem can interact when no hard functional ties between them exist*" (Digital ecosystem is a system that can arrange himself itself and sustainably on digital platforms as basically , and that will to form environment information single Where part from member ecosystem can interact when No There is bond strong functional among they)" (Barykin et al., 2020)

Micro , Small and Medium Enterprises (MSMEs)

MSME is part from business entities . In the book UMKM Goes Online: E-Commerce Regulation explains that the business entity is operating company in a way individual or company combination , both bodily law or no (Information and Transaction Law) Electronics , 2016) (stated in Article 1 paragraph 22, ITE Law) (Meinarni , et.al., 2021:1). (Information and Transaction Law Electronics , 2016) Business Entity as a entity deep law activity its operation aiming For get profit (Meinarni , et.al., 2021: 1) .

Stakeholder theory is one of contributing theories For advance management communication and management knowledge and innovation in implementation of MSMEs. Ramos Cordeiro, Lermen , and Mello (2024) conducted review literature systematic about practice management knowledge in MSMEs, which emphasizes role interaction stakeholders interest in push innovation . findings they disclose that effective engagement with

stakeholders interests , such as employees and partners external , enhancing knowledge transfer , leading to solutions innovative and improvement dexterity organization . In addition , Riccio Armendariz (2024) explores role management stakeholder - driven change interest during digital transformation of MSMEs. This study disclose that involving stakeholders interest in the process of taking decision during transition technology helping MSMEs bridge gap between practice traditional and modern innovation . Insight This underline importance inclusivity stakeholders interest in push knowledge -centered growth and adaptation in SMEs .

Collaboration stakeholders interest in push practice sustainable supported more continued by Singh and Mukherjee (2023), who explore implementation principle economy circular in SMEs. Empirical study they disclose that involvement stakeholders interest in a way active — especially through partnership with suppliers and communities — encouraging success implementation practice business sustainable . Findings This strengthen idea that interaction stakeholders interest play a role important in align SME operations with must environmental and social .

Management Communication

Rumah BUMN Communication Management through Program *Corporate Social Responsibility* (CSR) in Forming a *Digital Economy Ecosystem* to Help Perpetrator MSMEs. Based on problem micro which has been explained above is part of communication management, where communication management is a way of building and managing communication resources depending on the context and needs of the organization or company where communication management is applied. As the definition of Communication Management according to Parag Diwan in Abidin "Communication Management is a process of using various communication resources in an integrated manner through stages or planning processes, organizing, implementation, And control elements of communication to achieve predetermined goals" (Diwan in Abidin, 2015: 131).

METHODOLOGY

Research Design use method qualitative with use approach descriptive . for analyze How Rumah BUMN does management communication as well as how Rumah BUMN implements CSR programs in help perpetrator increase economy UMKM actors . In addition study this will also discuss how the processes implementation of CSR programs especially For increase ability and empowerment for MSME actors . Research this will also to study How management communication applied in build connection with MSME actors, as well as implementation of the CSR program that has been implemented in increase Power competition company .

Data analyzed in the study This is results interviews conducted with related parties close with planning , organizing , implementing and controlling in implementation and aspects of MSMEs. Selection Informant set based on Withdrawal Technique Informant in a way *Purposive Sampling*. Or often also called with sampling considerations . According to Dr. Riduan , MBA in the book Basics Statistics say that :

"Purposive Sampling is sampling techniques used researcher If researcher have considerations certain in taking sample or informant For objective certain . Only those who are experts and who are worthy give consideration For taking samples / informants required . Therefore That , this sampling technique suitable For studies cases in which aspects from case representative single observed and analyzed " (Riduan , 2010: 20) obtain research data , researchers use Informants consisting of from two category , namely informant key as many as 3 informants Supporter as many as 5 people were selected based on activity those who are estimated can explore his understanding and experience in a way Details in implementing MSMEs as a CSR Program of Rumah BUMN.

Data analyzed through analysis thematic used For analyze the qualitative data collected from interviews , documents , and observations . This method is very suitable For identify patterns and themes in study qualitative (Braun & Clarke, 2006). The data analysis process follows six step sequentially : 1) Habituation with data through review comprehensive to transcript interviews , documents , and notes field . 2) Encoding with labeling concepts main related with involvement stakeholders interest in CSR projects . 3) Identification theme with grouping code to in category more thematic wide , such as participation society , influence companies , and sustainability project . 4) Comparison cross case in three CSR projects for identify similarities and differences in role stakeholders interests and results project . 5) Interpretation with connect findings with existing literature about CSR in SMEs and theory

stakeholders interest . 6) Validation through triangulation , ensuring that conclusion supported by various data source .

DISCUSSION

1. Communication Planning

Planning carried out by Rumah BUMN Bandung in the research This focuses on internal CSR programs forming a Digital Economy Ecosystem, especially in context empowerment of MSMEs. CSR programs become activity Home BUMN Bandung. Planning in CSR program activities of Rumah BUMN Bandung in forming a digital economy ecosystem is For help empowerment MSME actors , become very important Because in stages planning there is a number of planning that will be managed among them , planning communicator , planning messages , and media planning . CSR program planning, Rumah BUMN Bandung is carried out through several stages or strategies. Planning is carried out by internal parties of the company, namely coordinators, administrative staff and mentors to find out what is needed by the audience, and efforts to build and align the company's vision, mission and goals, in addition to exploring information about the needs and desires of its audience. This aims to identify and explore the company's target audience, namely MSME actors.

The planning carried out is not only designing and implementing CSR programs but also building a vision, mission and ensuring the success or effects produced, which have a significant impact on the audience and the company. Reviewing the planning of Rumah BUMN Bandung through its CSR program, the internal parties of Rumah BUMN Bandung, namely the Coordinator, Administrative Staff, and Mentor/Coach play a key role as actors in planning activities. Their main task is to prepare and ensure that the CSR program is implemented properly in accordance with the objectives. As the implementer of the CSR program, Rumah BUMN Bandung is also a facilitator for MSMEs, for that Rumah BUMN Bandung is responsible for managing and organizing all activities or activities carried out in empowering MSME actors . The planning stages carried out by Rumah BUMN are as follows:

a. Profiling (Needs Identification)

In the first stage of planning, namely Profiling, Rumah BUMN Bandung places research as a crucial initial step. By understanding the needs, preferences, and constraints of MSMEs in depth, the programs offered can be more targeted and in accordance with the needs of business actors. Profiling MSMEs allows Rumah BUMN Bandung to design a training activity plan that is relevant and in accordance with the level of ability of business actors. In this stage, intense two-way communication between Rumah BUMN Bandung and MSME actors is the key to the success of the program. Through dialogue and meetings, Rumah BUMN Bandung can dig deeper information and build strong relationships with business actors. A humanistic and personal approach such as building "chemistry" with MSME actors also shows Rumah BUMN Bandung's commitment to providing optimal services. As explained in the results of the interview with key informant one, the results of profiling or identification of audience needs show that MSMEs generally face three main obstacles, namely access to competence, access to markets, and access to capital. Rumah BUMN Bandung responds to this challenge by offering comprehensive solutions, ranging from training, mentoring, to access to financing, trying to build a shared understanding with its audience to jointly realize their goals.

b. Meeting and Briefing

After conducting profiling or identifying the needs of the audience, Rumah BUMN Bandung then held meetings and briefings with both internal and external parties. These activities were carried out by Rumah BUMN Bandung as a planning stage of the CSR program. The purpose of conducting meetings and briefings as explained by the first key informant is to explore needs and examine obstacles and find solutions. Meetings and briefings are also very effective instruments in implementing the Rumah BUMN Bandung program. This activity is not only a means of communication, but also a catalyst to encourage innovation and collaboration in order to support the growth of MSMEs. This activity also involves various perspectives, comprehensive and innovative solutions can be found to overcome the problems faced by MSMEs

c. Stakeholder Mapping

Rumah BUMN Bandung collaborates with various stakeholders in this case the Ministry of BUMN, BRI, Community, stakeholder partners and business actors or MSMEs and bridges various activities involving communication activities. Stakeholder mapping is not a static process, but must be carried out periodically to identify changes in the environment and stakeholder needs. Through stakeholder mapping, Rumah BUMN Bandung can systematically identify who are the parties that can make a positive contribution to the CSR program. Stakeholder mapping is a very valuable tool for Rumah BUMN Bandung in managing its CSR program. By involving various stakeholders, Rumah BUMN Bandung can create a more comprehensive, innovative program that has a positive impact on MSMEs.

d. *Timeline Compilation*

The preparation of the timeline is a very important step in ensuring the success of the Rumah BUMN Bandung CSR program. The timeline is a series of activities that will be carried out by a company. The preparation of the timeline carried out by Rumah BUMN Bandung in the preparation stage is recognized as a very important stage and requires sufficient time. This shows that Rumah BUMN Bandung realizes that the success of a program is highly dependent on careful planning.

At this stage, Rumah BUMN Bandung also prepares all administrative matters carefully. Administrative processes, such as budget submission and publication, are carried out systematically. This ensures that all aspects of the program are well controlled. Based on the results of observations that have been made, the first Key Informant said that the purpose of preparing this timeline is also to determine the flow of implementation or work. With a clear timeline, all parties involved can work together effectively and achieve the program goals that have been set.

e. *Communicator Screening (Resource Person)*

The selection of the right resource person has a very significant impact on the success of a training program. According to Bagong Suyatna as quoted by Annisa Suherman, stated that: "A resource person is the role of a resource person or an informant who has data that will be extracted from certain people who have value in mastering the problem to be researched and have sufficient insight expertise" (Suyatna, in Suherman, 2016). The resource person selection process carried out by Rumah BUMN Bandung shows their commitment to providing quality training programs to MSMEs. Rumah BUMN Bandung uses two selection schemes, namely through submissions from prospective resource persons and through internal proposals. This shows flexibility in finding the right resource person. Rumah BUMN Bandung has clear selection criteria, including business experience, experience as a speaker, educational background, and good communication skills. In addition, the selected resource person must be in accordance with the training theme and the profile of MSME participants. In the resource person screening process, there are things to consider, namely the financial aspect. The budget for selecting resource persons needs to be adjusted by Rumah BUMN Bandung to find quality resource persons at a cost that is in accordance with the available budget.

f. *Message Selection (Theme)*

Choosing the right message or theme to be delivered to the audience is also considered very important because it can affect participant motivation, participation levels, and the overall success of the training program. An interesting and relevant theme will make participants more enthusiastic about participating in the training and absorbing the material presented. The training themes chosen by Rumah BUMN Bandung are always relevant to the needs and developments of the business world, especially in the digital era. Rumah BUMN Bandung involves various parties in the theme determination process, both internal and external (UMKM participants). In addition, Rumah BUMN Bandung also applies a learning method that combines theory and practice to improve participant understanding. An interesting and relevant theme will make participants more enthusiastic about participating in the training and absorbing the material presented. The process of determining the training theme at Rumah BUMN Bandung shows their commitment to providing quality and beneficial training programs for UMKM participants.

g. *Utilization of Social Media (Publication and Information)*

Utilizing the use of social media by Rumah BUMN Bandung is the right step to increase the visibility of CSR programs and reach a wider target audience. According to McCay-Peet and Quan Haase quoted by Eriyanto in

the book Analysis of social media networks (2021) explains that "Social media is a web-based service that allows individuals, communities, and organizations to collaborate, interact, and build communities that allow them to create together, share and engage with content created by its users (Peet and Haase, in Eriyanto, 2021:59) Based on the results of observations and interviews, Rumah BUMN Bandung in its use of social media chooses a platform that suits its target audience. Instagram and TikTok are the main choices because they can reach the younger generation and millennials. With the right strategy, social media can be a very effective tool for promoting programs and building a strong MSME community.

2. Organizing Rumah BUMNs through *Corporate Social Responsibility (CSR) Programs*

The next stage after planning is organizing, Rumah BUMN Bandung through the CSR Program organizes by establishing and managing various relationships with both internal and external public of the company. In this organizing process, Rumah BUMN Bandung is under the supervision of BRI Setiabudi. All tasks and activities carried out must be in accordance with the established SOP

1. Running *Jobdesc*

In carrying out *Jobdesc* according to the provisions of the Bandung Rumah BUMN company which coordinates, becomes a liaison between external and internal parties, establishes cooperation with *stakeholders*, *monitors*, manages UMKM Development Programs and Activities, and Develops Communication and Publication Facilities. While the Administration Staff is tasked with managing and storing important documents related to Rumah BUMN activities, Organizing Office Equipment, and Conducting data collection on program participants.

2. Empowerment of *Internship*

Internship Empowerment carried out by Rumah BUMN Bandung done by Coordinator, administrative staff and internal core members of Rumah BUMN consisting of, administrative division, *marketing division*, and creative division, but the three divisions managed by the Internship section of Rumah BUMN, the Coordinator of Rumah BUMN Bandung, explained that Rumah BUMN Bandung also empowers the community by opening *internship opportunities*. The *internship program* organized by Rumah BUMN Bandung is certainly a very good initiative in order to empower the community and develop the UMKM ecosystem.

3. Resource Mobilization (People, Facilities and Resources).

The organization carried out by Rumah BUMN Bandung is not only about organizing the organizational structure, but also on the management of various resources such as employees, infrastructure, and facilities as well as partnerships with external parties. With a focus on empowerment and utilization of human resources, especially internship participants, in addition to showing Rumah BUMN Bandung's commitment to empowering the younger generation and providing opportunities for them to contribute. Rumah BUMN Bandung as a facilitator for MSME actors also facilitates several infrastructure facilities such as meeting rooms or *co-working spaces*, where these facilities can be utilized by MSME participants who want to hold meetings related to their business. Rumah BUMN is also a *millennial basecamp* where Rumah BUMN Bandung has provided the use of a *wifi network* for MSME participants.

4. Coordination and *Monitoring*

Rumah BUMN Bandung coordinates and monitors not only with UMKM participants, but also with BRI as the company that manages Rumah BUMN. In managing various company relationships, internal Rumah BUMN is the Coordinator and administrative staff. Regulating functional relationships by coordinating between BRI in this case BRI Pusat and BRI Setiabudi branch, from both departments Rumah BUMN Bandung reports all CSR program activities to the PIC Manager Team of BRI Setiabudi Micro Business, and likewise with BRI Setiabudi which through the Micro Business Manager gives instructions to Rumah BUMN Bandung, so that information can be obtained and the extent of the success of the UMKM actors can be known.

3. Implementation of Rumah BUMN through *Corporate Social Responsibility (CSR) Program*

The CSR program of Rumah BUMN Bandung BRI Setiabudi which focuses on the formation of a *digital economy*

ecosystem for MSMEs is a strategic step in supporting the growth of the digital economy in Indonesia. The main objective of this program is to empower MSMEs to be able to compete in the increasingly competitive digital era. The stages or steps taken in the implementation are very dynamic.

a. Comprehensive Training.

Rumah BUMN Bandung as a CSR program must also have value, this will increase the appeal of Rumah BUMN Bandung as a CSR program. In bringing out this appeal, of course Rumah BUMN by creating varied training activities, is expected to be an advantage and encourage the audience to actively contribute to every training activity. The training programs or activities provided by Rumah BUMN start from daily activities such as seminars, workshops, bazaars, events to superior training programs, namely Pitchdeck and BRIncubator.

b. Assistance for MSMEs.

The training program held can help MSMEs to improve their skills and knowledge in the business field. In addition to the Pitchdeck program, there are also other excellent programs, namely the BRIncubator program and the BRllian program where the methods and concepts of the program are almost similar but there are some differences, for BRIncubator is a program for MSME actors who have businesses that are still in the early stages of development and need more comprehensive support.

c. Improve *Networking* .

Another excellent program is the BRllian program. The BRllian UMKM program is a training and mentoring activity for UMKM with Rumah BUMN Bandung, Business and Export Import Consultants who will accompany participants for 3 days. In the training, UMKM participants will learn how to build business competencies, access, capital, local and international markets.

d. *Reward and Punishment* .

Training activities at Rumah BUMN Bandung are made varied to encourage participants to follow each training program at Rumah BUMN Bandung. Of course, to encourage MSMEs who are willing to join and follow training consistently, an agreement needs to be made. As explained by the third Key Informant, Rumah BUMN provides *rewards* and *punishments* to every MSME who is willing to join . This approach aims to ensure that participating MSMEs are committed to the program and actively involved in the training sessions. This aims to ensure that they get maximum benefits from the program.

e. Effect of Implementation

CSR *Digital Economy Ecosystem Program* from the results of observations and interviews that have been conducted shows that the Rumah BUMN Program or ERD (*Entrepreneurship Development Program*) program has a significant impact on business actors, both in terms of business and personal, especially for the digitalization of the economy. Based on the results of observations and interviews, this program has proven to have a very significant impact, both in terms of business and personal for MSME actors. Such as increasing collaboration and market expansion, where this program facilitates collaboration between MSMEs and large companies and opens access to a wider market, such as hotels and modern markets.

In terms of developing business concepts and digital strategies, MSME actors receive training and mentoring to develop stronger business concepts and effective digital marketing strategies, in line with the 3C curriculum which includes access to competence , *commerce* , and *capital*. From the CSR program of Rumah BUMN Bandung, there is an increase in the competitiveness of MSME actors in the local and international markets. This program helps MSMEs gain access to larger funding sources and wider markets. This shows that the CSR Program of *Digital Economy Ecosystem* Rumah BUMN Bandung has made a very large contribution in encouraging the growth and development of MSMEs in Bandung.

4. Controlling Rumah BUMNs through *Corporate Social Responsibility (CSR) Programs*

In the control mechanism, Rumah BUMN Bandung needs to establish a performance measurement process for its CSR program. This process involves several important stages, starting from determining goals and targets, identifying stakeholders, to evaluating and adjusting the program.

a. KPI (*Key Performance Indicator*) hierarchy.

Based on the results of observations and interviews, the internal party of Rumah BUMN Bandung stated that the process of determining performance measures is based on the KPI (*Key Performance Indicator*) that has been determined. There is a KPI Determination Hierarchy starting from the ministerial level, the Ministry of BUMN has determined major goals and indicators

b. Periodic Evaluation .

The company conducts periodic evaluations to measure the extent to which targets have been achieved. This evaluation aims to make adjustments to the program and increase its effectiveness. All training activities carried out can be adjusted to the KPI and CSR program targets obtained from the results of each monthly evaluation will be reported in the form of administrative data and monthly reports or lapjobs. This emphasizes the importance of continuous evaluation in the Rumah BUMN Bandung CSR program to ensure the program remains relevant and effective. The evaluation results are not only used to measure achievements, but also as a basis for minimizing obstacles.

The control stage shows the importance of strict supervision and control in the implementation of the CSR program of Rumah BUMN Bandung to achieve the expected goals. Through the implementation of clear Standard Operating Procedures (SOP) and Job Desk, as well as continuous *monitoring* and *controlling* , it is expected that the CSR program can run in accordance with the established rules.

5. Rumah BUMN Communication Management through *Corporate Social Responsibility* (CSR) Program

Rumah BUMN Communication Management through Program *Corporate Social Responsibility* (CSR) in Forming a *Digital Economy Ecosystem* to Help Perpetrator MSMEs. As a CSR program, Rumah BUMN is a commitment and social responsibility of the company in terms of improving the economy of the community, where the activities or programs implemented must be consistent and sustainable and provide a positive impact on the UMKM audience. As the CSR concept according to Caroll quoted by Yuliana & Djalaluddin in the *CSR Book* where *Economic Responsibility* is the responsibility answer main in the a business For carry out activity economy to produce goods and services for the community with the aim of creating business profits.

This discussion highlights the legal and regulatory aspects in the implementation and management of CSR program activities, with a focus on Rumah BUMN. Their main tasks involve providing information, facilitating, establishing cooperation And collaboration, arrange connection, manage And empowering public, build digitalization economy business, executor activity training, and monitoring of the entire communication network. Rumah BUMN Bandung BRI Setiabudi also applies a comprehensive approach as a strategy to improve the quality of CSR programs and produce richer and more relevant ideas. In the context of the CSR program, Rumah BUMN Bandung has succeeded implement Management Communication in program Its CSR.

CONCLUSION AND RECOMMENDATIONS

Based on results research obtained can known under the Rumah BUMN has rated succeed do planning in to build at a time help BUMN actors as their CSR program with do stages detailed planning , as Siagian (in Abidin, 2015:86) said that : " Planning is as a whole process thinking and determination in a way ripe from things to be done in the future come in frame achievement the goals that have been determined previously " (Siagian , in Abidin 2015:86). Researcher conclude looks clear process and stages that will be carried out by Rumah BUMN at the stage planning For reach objective that is ongoing Program *Corporate Social Responsibility* (CSR) in Forming *Digital Economy Ecosystem* for Help Perpetrator MSMEs.

Did not reach objective If the planning that is prepared with maximal and professional without organization that is also controlled with effective . BUMN Bandung House has duties and responsibilities answer For organize and manage various connection with interested party or involved in CSR programs. In organizing , communication hold role which is very important Because without effective and harmonious communication between Rumah BUMN and recipient help No can coordinate various matters concerning sustainability of CSR programs including to move its members For carry out duties and obligations . As according to Wiryanto understanding Communication organization is shipping and receiving various message organization within A formal and informal groups of a organization (Wiryanto in Romli , 2014:1).

The implementation of the CSR program of Rumah BUMN Bandung is of a nature dynamic, meaning no forever activity or activity done in the same shape, but all programs and activities designed for reach objective company that is for empowering UMKM actors. In the implementation this, all interested party follow involved start from *internal company*, *external companies*, *stakeholders*, to public specifically UMKM actors. For that, drive and activity all over party *internal* become key success implementation of this CSR program. At stage this too, all concrete activity program plan start implemented. This is along with what Abidin said about Implementation or *actuating* that is as business for move member organization for realize planning become reality, through various direction and motivation so that each Member can carry out activity optimally according to with their respective roles and duties" (Abidin, 2015:104). This name implemented by Rumah BUMN in Implementation of its CSR Program in empowering MSMEs through formation ecosystem digital economy. This program designed for overcome constraint MSME access to competence, market, and capital. The main objectives of this program is empowering MSMEs to be able to compete in the digital era.

Rumah BUMN does Control or supervision throughout network communication. Where at the stage This Rumah BUMN focuses on mechanisms control applied in the CSR Program of Rumah BUMN Bandung. They own system sufficient control comprehensive, starting from KPI determination, evaluation periodically, until Handling obstacles. Control or supervision is a process of determining size performance and retrieval action for reach objective organization.

Study conclude that Management Communication carried out by Rumah BUMN through the UMKM Program as a CSR Program is method build and manage source Power human beings who depend on context and needs organization or company as management. As Parag Diwan dalm Abidin said, "Management Communication as a process of use various source Power communication that is integrated through stages or the process of planning, organizing, implementing, and controlling elements communication for reach the goals that have been determined" (Diwan in Abidin, 2015: 131).

The implementation of communication management by Rumah BUMN has succeeded in improving the quality and effectiveness of the implementation of the organization's program activities in achieving and meeting the goals set in accordance with the agreement or applicable regulatory basis. Rumah BUMNi has succeeded in carrying out the four stages of communication management, namely planning, organizing, implementing, and controlling. This can be seen from the various efforts that have been made, Rumah BUMN Bandung has succeeded empowering program CSR-nya to audience MSMEs, stakeholders, including the wider community, work partners, and internal companies. This socialization is carried out through various channels, such as social media, websites, community events, and so on. Rumah BUMN Bandung has built a strong communication network with various parties related to the CSR program. Rumah BUMN Bandung also actively has strengthened the digital economy ecosystem by increasing the competence of MSMEs in the digital market with the provision of knowledge provided in its CSR program training activities. This is in accordance with what is expected and aimed at by the Ministry of SOEs and the BRI Department.

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