

HOW COMPANY MANAGE STAKEHOLDER ENGAGEMENT FOR REDUCING PLASTIC WASTE IN INDONESIA ?

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Abstract

In the past several years, the increasing trend of mountain climbing in Indonesia has reportedly raised environmental problems, especially regarding to very big volume of rubbish left behind mountain climbers. Plastic waste threatens Indonesia tourism industry in mountain areas. The government stated that the continuously increasing plastic waste threatens to ruin Indonesia's tourism sector. Mineral water industry is one of the government's primary focuses in its plastic waste reduction. As Indonesia's largest plastic-bottled mineral water brand, Aqua is pledging to remove more plastic from the environment than it uses by 2025. The purpose of the research is to get descriptive analysis of how company can manage its stakeholder engagement for reducing plastic waste in Indonesia. This research employed qualitative discourse analysis method with case study around Aqua's efforts for reducing plastic waste in Indonesia and data collected from digital media. The principal results of the research show that Aqua made good collaboration between the Trashbag Community Indonesia, The Ministry of Environment and Forestry, and media journalists on the program " Sapu Jagad 2017 " by removing 5 tons of rubbish from Indonesia's mountains. In conclusion, successful company must do stakeholder engagement and corporate social responsibility activities for supporting sustainable tourism development in Indonesia.

Key words : corporate communication; corporate social responsibility; stakeholder engagement; sustainable tourism development

1. Introduction

As one of the big countries in the world, Indonesia has ambitious target of reaching 20 million tourists by the year 2019. Since the tourism industry develops and grows rapidly in Indonesia, the title of " Wonderful Indonesia " is formed to invite both domestic tourist and foreigner to visit local tourist destinations. The various tourist destinations such as beaches, picturesque mountain range, forests with wildlife flora and fauna, cave and historical places are available in Indonesia. According to Rhett A. Butler, (2016), " Indonesia is an archipelago of more than 10,000 islands, Indonesia has a wide array of terrestrial and marine ecosystems, including parts of the world's third largest rainforest and the famed Coral Triangle. ". The biodiversity of flora, fauna, ecosystems, and cultural diversity are the promising attractions for tourism development in Indonesia. Regina Butarbutar and Soemarno (2013) said, " Ecotourism and nature-tourism are suitable to improve the tourism standing, based on their nature and heritage tourisms, the local social capital, and its tourism carrying capacity."

Nature tourism activities become more popular as an enjoyable tourism activities in the form of camping grounds, rising bicycle, hiking, rock climbing and rafting. However, we must realize that tourism is one of the main sources of pollution for Indonesia. Soheila Khoshnevis Yazdi (2012) emphasized that tourism development can have both positive and negative impacts on destinations. Sustainable tourism development attempts to find a balance between these impacts to create an improved quality of life for the host community and the destination. What's the meaning of sustainable tourism development ?

World Tourism Organization on United Nations Environment Programme (2009:9) explained, " Sustainable tourism development meets the needs of present tourists and host regions while protecting and enhancing opportunity for the future. It is envisaged as leading to management of all resources in such a way that

economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity, and life support system.”

In the past several years, the increasing trend of mountain climbing in Indonesia has reportedly raised environmental problems, especially regarding to very big volume of rubbish left behind by hikers. Plastic waste threatens Indonesia tourism industry in mountain areas. The government stated that the continuously increasing plastic waste threatens to ruin Indonesia’s tourism sector. The government has been working on ways to engage the private sector in its waste reduction efforts, especially plastic waste, by formulating a road map for businesses to reduce the amount of waste it produces.

The ministry’s waste management director general, Rosa Vivien Ratnawati told to Kahfi, (2019), The Jakarta Post journalist, “ We want to urge (businesses) to shift their paradigm in manufacturing their products, such as by using more environmentally friendly materials, as part of our efforts to cut down on waste production in the upstream.” Rosa said that ministry’s road map would cover three industries “ food and beverage manufacturing ; food and beverage services, and retail.

As beverage manufacturing, Aqua founded in 1973 as the pioneer of bottled drinking water in Indonesia, which then established a strategic partnership with Danone in 1998. To help reduce Earth’s waste, Aqua makes use of recycled materials to use for cardboard packaging, allowing its plants to generate less cardboard waste. As a company that has a mission to bring health and goodness to people, Aqua will always maintain a stability between business sustainability with nature preservation for the healthier Indonesia. Aqua also creates a new life cycle for the entire plastic packaging existing in the market, optimizes responsible collection of waste, and works towards 100% recyclable packaging.

For maximize benefits to the environment and minimize negative impacts, PT.Tirta Investama, the producer of Danone Aqua bottled water, develops and manages a good stakeholder relations both internal and external in all places in Indonesia. Who is stakeholders of Aqua ? Freeman on Joep Cornelissen’s book (2009:42) explained, “ A stakeholder is any group or individual who can affect or is affected by the achievement of the organization’s purpose and objectives “. There are some kinds of Aqua stakeholders such as customers, employees, distributors, suppliers, shareholders, government, media, and local communities.

Aqua strengthens double commitments for sustainable benefits that is manifested by renewing the focus and target of Aqua Lestari that will be achieved in 2020. There are four main pillars in Aqua Lestari : (1). The Protection of water resources ; (2). Packaging optimization and packaging waste collection ; (3). Sustainable product distribution ; (4). Reduction of carbon emissions. Those four pillars are supported by the pillar of community and community involvement because Aqua realizes that to make each initiative real requires the support of all stakeholder that the results achieved are right on target and guaranteed sustainability. (<https://aqualestari.aqua.co.id/en>)

The past few years, the increasing trend of mountain climbing in Indonesia has reportedly raised environmental problems, especially regarding to very big volume of rubbish left behind mountain climbers. Plastic waste threatens Indonesia tourism industry in mountains and forest areas. The government stated that the continuously increasing plastic waste threatens to ruin Indonesia’s tourism sector. As Indonesia’s largest plastic-bottled mineral water brand, Aqua handled corporate communication and corporate social responsibility program by participating through a collaboration between Trashbag Community and The Environment & Forestry Ministry on “ Sapu Jagad 2017 “ campaign. “ Sapu Jagad “ is a biannual event to collect trash on many mountains and forest area across Indonesia. The news about “ Sapu Jagad 2017 “ already published on several digital media in Indonesia, such as : kompas.com; mediaindonesia.com; thejakartapost.com; kontan.co.id; rri.co.id; tempo.co., and others. This research aims to make implementation of discourse analysis in news texts of digital media : kompas.com. All media texts have narratives, whether they are printed media, broadcast media or digital media.

Research Objectives

Based on the explanation above, this research seeks to :

1. Provide a comprehensive review of collaboration between Aqua and its stakeholders in handling “ Sapu Jagad 2017 “ campaign.
2. Get understanding of discourse analysis on article of news about how Aqua can manage stakeholder engagement for sustainable tourism development in Indonesia.

2. Method

This research employed quantitative discourse analysis method with case study about Aqua’s effort for reducing plastic waste in Indonesia that already published as a news texts in digital media as narrative. Anna De Fina and Barbara Johnstone explained (2015:158), “ narrative is embedded in social activity both on the level of interaction and on the level of discursive and social practice. Stories arise in the context of repeatable activities such as chat, courtship, and the socialization of newcomers, among many other things, and narrative serves different functions in different sociocultural settings.”

Unit analysis of this research is news article and some photos from Kompas.com with the title “ Imbas Tren Pendakian Gunung, Volume Sampah di Gunung Meningkat “ or *The Impact of The Mountain Climbing Trend, The Volume of Garbage on The Mountains Has Increased* by Wahyu Adityo Prodjo, August 18, 2017, 09:36 WIB.

3. Result and Discussion

- *Brief Profile of Aqua*

Founded in 1973, Aqua Group is the pioneer of Bottled Drinking Water in Indonesia, which then established a strategic partnership with Danone in 1998. Aqua Group brings the mission of inspiring Indonesians about healthy and scientifically accountable Bottled Drinking Water. Aqua Group applies Danone’s values, which reflect unique business vision and ethics. The values of Humanism, Openness, Proximity, and Enthusiasm are fostered and continuously implanted in our employees to direct the company towards a better direction. (<https://aqua.co.id/en/corporate>)

As a manifestation of its vision and commitments to responsible management of its operation, Aqua developed Aqua Lestari initiative. The initiative roots back to the idea from Danone’s founder himself, Antoine Ridboud, about Dual Commitment : prioritizing the balance between business and social success. The Dual Commitment is also aligned with the idea from Aqua’s founder, Tirta Utomo, i.e. that business should give social contribution. Aqua Lestari initiative is operated by establishing partnership with employees and stakeholders. By implementing various social and environmental programmes ranging from upstream, middle to downstream, company also concerns with ecotourism problems in Indonesia. (<https://aqualestari.aqua.co.id/en/>)

Sapta Nirwandar said, “ Eco-tourism in Indonesia defined as activities of responsible travelling in intact areas or in areas which are named according to the role of nature. The purpose of such activities are : being to enjoy natural beauty, involving education, understanding, and supports conservation, as well as increasing the income of the local communities ”. There are 50 national parks in Indonesia ranging from sea, rivers, endemic species, rain forest, and mountains. Some of popular national parks in Java are Halimun Mount, Gede Pangrango Mount, Bromo Tengger Semeru, Mount Merapi, Mount Merbabu, and Mount Ciremai.

For reducing the impact of plastic waste in mountains area, Aqua participated in the Sapu Jagad 2017 campaign by handling stakeholder management. Brugha and Varvasovszky, (2000) and Wolfe and Putler, (2002) explained that the purpose of stakeholder management is to form, monitor, and maintain constructive relationships with the organization’s stakeholders, i.e. to understand their relative importance, to identify new or upcoming stakeholders, and to decide which strategies are important in building relationships with important stakeholders.

For conducting stakeholder management well, there are some principles of stakeholder management that company should implement. According to Andrew L. Friedman and Samantha Miles, (2006:151), one of the some principles is managers should work cooperatively with other entities, both public and private, to ensure that risks and harms arising from corporate activities are minimized and, where they cannot be avoided, appropriately compensated. This principle means that company should work cooperatively with government institution, local community, employees, and media journalists to ensure that risks and harms arising from Aqua products are minimized.

Sapu Jagad campaign was the good collaboration program that Aqua already participated on August 2017. Sapu Jagad is a biannual event to collect trash on 17 mountains and forest area across Indonesia. Based on Sapu Jagad 2015 data, around 2.4 tons or 600 bags of garbage was gathered from 15 mountains in Indonesia, consisting of 769 kilograms of plastic waste, 491 kg of plastic bottles and 213 kg of discarded cigaret butts, reported by kompas.com on thejakartapost.com, August 21, 2017. Before executing Sapu Jagad 2017 campaign, Aqua handled corporate communication activities with its stakeholders, such as employee relations, media relations, government relations and community relations. Joep Cornelissen (2009:5) said, “ corporate communication is a management function that offers a framework for the effective coordination of all internal and external communication with the overall purpose of establishing and maintaining favourable reputations with stakeholder groups upon which the organization is dependent ”.

In nowadays’ workplace, people come to work not just for earning an income or to do their job. They are coming into work for special purpose that give usefulness for their life. In Aqua company that pledges to remove more plastic from Indonesian environment, 111 employees participated in Sapu Jagad 2017 campaign as Aqua Volunteer Club. They took plastic waste from tourist destinations, such as Penanggungan mountain, Salak mountain and Batur mountain to Garbage Bank and Recycling Business Unit of Aqua Group. In other words, Aqua already supported sustainable tourism development in some mountains area in Indonesia as tourist destinations.

Sapu Jagad 2017 campaign supported by The Ministry of Environment and Forestry, Trashbag Community Indonesia, Aqua employees, and media journalists. Trashbag Community is a nature lover group who was formed on November 11, 2011 at Taman Nasional Gunung Gede Pangrango. The community has slogan “ Gunung Bukan Tempat Sampah “ and works together cleaning mountains in Indonesia. Headquartered at Kalibata Timur area in South Jakarta, Trashbag Community also educate climbers and students about how important to keep mountains clean as tourist destinations in Indonesia (<https://www.checkinjakarta.id/en>)

Many journalists already published good report about Sapu Jagad 2017 campaign to their public, such as *kompas.com*, *tempo.com*, *thejakartapost.com*, *suara.com*, *m.rri.co.id*, *mix.co.id*, *kumparan.com*, and *mediaindonesia.com*. Those good publications can make a good reputation for Aqua as the best quality of mineral water in Indonesia that are very care about environment problems. Based on the adaptation of stakeholder model of strategic management by Joep Cornelissen, Aqua already made good collaboration with its stakeholders in handling program “ Sapu Jagad 2017 “. Figure 1 explains that Aqua did two-way communication with Ministry of Environment & Forestry, Trashbag community, media journalist, and its employees so the company can perform its activity as corporate social responsibility in mountains area as part of tourist destinations in Indonesia. Moreover, Aqua supported for protecting nature reserves and forest from plastic waste. Furthermore, company can maintain good image and good reputation in society and support sustainable tourism development in Indonesia.

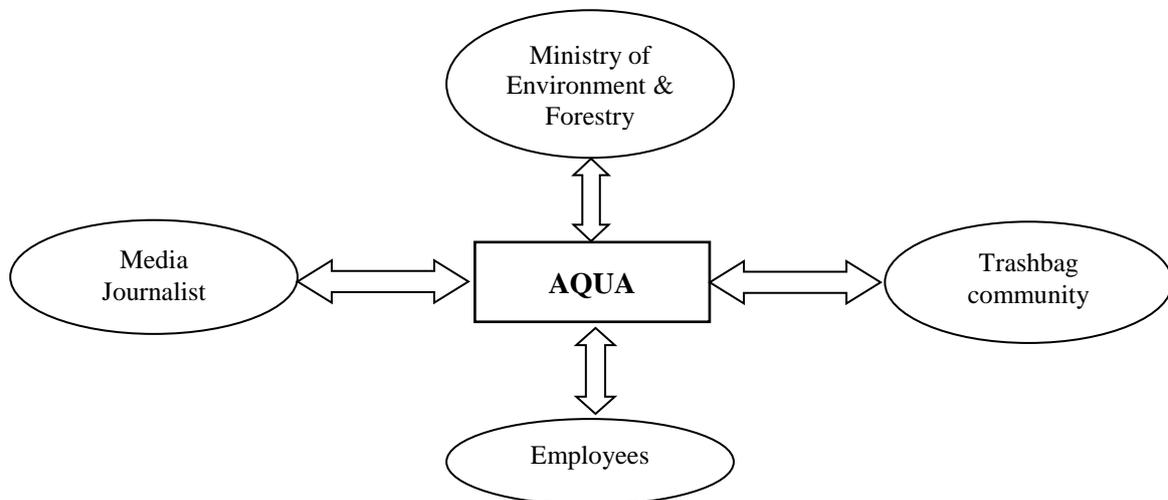


Figure 1. Aqua Model of Stakeholder Engagement

Polonsky & Speed (2001) said that corporate social responsibility involves broadly in environmental problems, social welfare, education, and global warming and could be classified into sponsorship, cause-related marketing, and corporate philanthropy. In regard to public relations in the society of the company, McWilliams, Siegel & Wright (2016) and Lai et al. (2010) emphasized that corporate social responsibility is an idea of sustainable development, involving in various levels in the society, from environmental problems to social welfare, education, and global warming. Another definition of corporate social responsibility explained by Lynda Bourne (2009), as the responsibility of an organization towards stakeholders (individual or groups) who may be overlooked or unfairly treated in the shareholder value model of organizational management.

In Aqua case, company took responsibility to remove more plastic from the Indonesian environment and educate consumers to be more creative in collecting and recycling their plastic waste into something of better value. Those engaging stakeholders is an essential part of public relation strategy for maintaining good image in society. James Noland and Robert Phillips (2010:48) emphasized that engaging stakeholders is a necessary part of strategy, because for a firm to determine its strategy without having first engaged its stakeholders would be, literally, to disengage its mission and vision from its identity.

With qualitative discourse analysis method, this research wants to analyze article of news with the title “ Imbas Tren Pendakian Gunung, Volume Sampah di Gunung Meningkat “ or “ The Impact of The Mountain Climbing Trend, The Volume of Garbage on The Mountains Has Increased “ by Wahyu Adityo Prodjo on *kompas.com*. Four photos are used for supporting the news about Trashbag Community activities on Sapu Jagad 2017.

Based on Eriyanto's explanation about narrative structure (2015:257-258), Figure 2 indicates that in general, the news about "The Impact of The Mountain Climbing Trend, The Volume of Garbage on The Mountains Has Increased" consists of four structures: (1). Disruption, (2). Awareness of disruption, (3). Disruption solving, (4). Equilibrium.

• Narrative Structure :

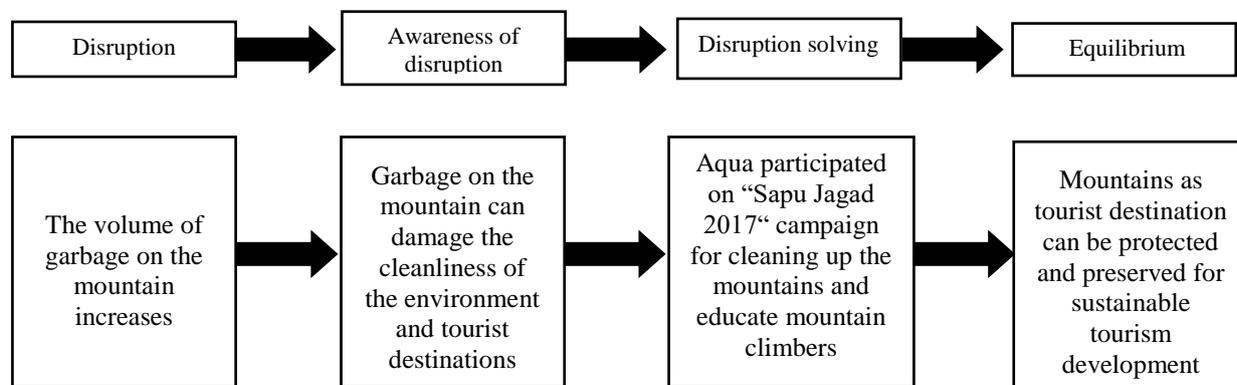


Figure 2. Structure Narrative of News Article from Kompas.com

First of all, the news headline *The Impact of The Mountain Climbing Trend, The Volume of Garbage on The Mountains Has Increased* describes the fact that the problem of garbage in the mountains needs serious attention because more people have a hobby of climbing mountains as one of the natural tourist destinations in Indonesia. The first photo below the news headline explains that some mountain climbers brought big plastic bag for collecting garbage in mountains area. Then, the news lead emphasized that if we don't care about garbage in the mountains so it can damage the environment. On the second paragraph, Kompas.com indicates Trashbag Community already had a record of environmental problems on mountains area in Indonesia.

On the next paragraphs, paragraph 3 until 5 explain about Trashbag Community's campaign, namely: Sapu Jagad 2015 that removed 2,4 ton garbage from 15 mountains area in Indonesia. Plastic garbage dominated with 36% or about 769 kilogram, plastic bottle garbage 23% or about 491 kilogram, and cigarette butt trash 10% or about 213 kilogram. On the sixth paragraph explains that the high volume of waste is also recorded on Mount Rinjani. Agus Budi Santosa, the Head of the Gunung Rinjani National Park Headquarters, reported last year, 1.5 tons of garbage were successfully transported from Mount Rinjani, West Nusa Tenggara (NTB). Then, second photo describes the atmosphere in the Ministry of Environment and Forestry (LHK) office where Trashbag Community got support from them to handle Sapu Jagad 2015 campaign. On paragraph 7 – 8, Agus Budi Santoso explains about *Clean Up* activity at Gunung Rinjani National Park on December 10-11, 2016 that already removed garbage 1,474.2 kilogram.

On the next paragraphs, The Minister of Environment and Forestry, Siti Nurbaya said that all of us have to be responsible for protecting the environment, not only government and Trashbag Community. Paragraph 11 – 12 explains that Trashbag Community was supported by The Minister of Environment and Forestry for Sapu Jagad 2017 campaign on August, 15-24, 2017 with 1.346 participants. Afterwards, third photo describes three young man as part of Trashbag Community removed bottle plastic waste in mountains area. On paragraph 13 – 17, The Chief Executive of Sapu Jagad 2017, Gerry Patra Prawira predicts that at least five tons of garbage will be collected by many participants from Nature Lovers (Sispala), Nature Lovers Students (Mapala), Climbers to Nature Lovers Group (KPA) and community members. Sapu Jagad 2017 campaign also gave education and persuasion for mountain climbers.

On paragraph 18, Kompas.com explains that Aqua Group supported Sapu Jagad 2017 campaign. Arif Fatullah as Senior Manager of Sustainable Development Aqua Group said that the involvement of Aqua in that campaign was part of the company's responsibility to be responsible for its plastic waste. On corporate communication perspective, that campaign is also a good event for public relations activities because Aqua's employee who participated on that campaign could interact with many kinds of people while removing more plastic from Indonesian mountains area.

Then, the fourth photo indicates a large pile of black and big garbage plastic bags with the words "Mountain is not a Trash Can". On the next paragraph, Arif said that plastic bottles can be useful if managed properly. Unfortunately, there are still many people throw litter. The last two paragraph describes information about 17 locations of the mountains that were targeted by Sapu Jagad 2017, namely: (1). Talang mountain (West

Sumatra), (2). Kerinci Seblat National Park (Jambi), (3). Pulosari Mountain (Banten), (4). National Park of Halimun Salak Mountain (West Java), (5). National Park of Ciremai Mountain (West Java), (6). Cikuray Mountain (West Java), (7). Slamet Mountain (Central Java), (8). Sindoro Mountain (Central Java), (9). National Park of Merbabu Mountain (Central Java), (10). Lawu Mountain (Central Java), (11). Penanggungan Mountain (East Java), (12). Welirang Mountain (East Java), (13). Batur Mountain (Bali), (14). National Park of Rinjani Mountain (West Nusa Tenggara), (15). Serang Mountain (West Kalimantan), (16). Nokilalaki Mountain & National Park Lorelindu (Central Sulawesi), (17). Bawakaraeng (South Sulawesi).

From those news article, kompas.com indicates Aqua company did corporate social responsibility by being a supporter of Sapu Jagad 2017 campaign with Trashbag Community and The Ministry of Environment and Forestry. Sapu Jagad 2017 campaign news review have been published by several mass media, such as kompas.com, media indonesia.com, the jakarta post.com, tempo.com., suara.com., mix.co.id., and detik.com. and the impact of these publications can form a positive image for Aqua and others. Many of mountains that being targeted by Sapu Jagad 2017 campaign are natural tourist destinations that are liked by many tourist from domestic and international, such as : National Park of Rinjani Mountain on West Nusa Tenggara and National Park of Halimun Salak Mountain on West Java. By participating in that campaign means that Aqua has participated in sustainable tourism development activities for the advancement of the world of tourism in Indonesia.

4. Conclusion

The topic of communicating space and environment has received greater attention in recent years. In the midst of the threat of plastic pollution that disrupts the environment at the sea and mountains area, some digital media already published about the efforts of companies, government, and communities for reducing plastic waste in mountains area as tourist destinations. As the result of narrative analyzing, kompas.com explains that Aqua company managed stakeholder engagement by doing corporate social responsibility program as a supporter of Sapu Jagad 2017 campaign with Trashbag Community, The Ministry of Environment and Forestry, and some journalists from several mass media.

By managing stakeholder engagement succesfully, company can also perform its corporate social responsibility to society as a part of corporate communication strategy. Consequently, from good publications on digital media, Aqua can gain good image and good reputation as a producer of bottled water with plastic bottles which cares about plastic bottles trash that are manufactured. The most important thing is that company can support sustainable tourism development in mountains and national parks area as tourist destinations for local travellers and international travellers, such as : National Park of Rinjani Mountain on West Nusa Tenggara and National Park of Halimun Salak Mountain on West Java.

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