

Beyond Conventional CSR Theory: The Development of the PUSAKA KELUANG CSR Program as a Systemic Social Innovation

Iwan Ridwan Faizal¹, Dedi Zikrian S², Rara Ayuni Rahmadani³, Fatika Hastigerina Ananda⁴, Dedo Kevin Prayoga⁵

¹Manager CID Pertamina Hulu Rokan Regional 1, Indonesia

²Sr Officer CID Pertamina Hulu Rokan Zona 4, Indonesia

³Officer CID Pertamina Hulu Rokan Zona 4, Indonesia

^{4,5}Community Development Officer Pertamina EP Ramba Field, Indonesia

Email: rara.rahmadani@pertamina.com

Copyright © 2026 Iwan Ridwan Faizal et al. This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Abstract. This study aims to examine the evolution of conventional Corporate Social Responsibility (CSR) toward systemic Corporate Social Innovation (CSI) through the implementation of the PUSAKA KELUANG Program by PT Pertamina EP Ramba Field and the community of Keluang Village. A qualitative method was employed with a desk research approach, examining social innovation documents and utilizing primary data obtained from program coordinators and beneficiaries. The findings indicate that the integration of four main pillars, including health, environment, economy, and food security, has successfully addressed the village's structural problems. The program has proven successful because it places vulnerable groups, such as women and underprivileged communities, to be able to change vulnerability into resilience. It can be concluded that corporate social innovation cannot run independently but instead requires integrated multisectoral collaboration that can overcome sectoral egoism, as well as the application of bottom-up, creating shared value (CSV) principles to foster ecological resilience and sustainable communal self-reliance.

Keywords: Corporate Social Innovation, Creating Shared Value, PUSAKA KELUANG, Vulnerable Groups, Multisectoral Collaboration.

A. INTRODUCTION

Over the past few decades, the concept of Corporate Social Responsibility (CSR) has significantly developed. CSR, which was previously viewed merely as an effort to generate profit, has evolved into an endeavor to create shared value with communities surrounding the company (Latapí Agudelo et al., 2019). The evolution of this perspective was certainly not an instantaneous process. The interplay between theory and practice, particularly through corporate social innovation initiatives, has generated new conceptions within CSR theory. In practice, CSR and corporate social innovation occasionally intersect. Nevertheless, quite a few of them have several characteristics that are contradictory and more profound (Popoli, 2017; Roszkowska-Menkes, 2018).

In certain cases, companies that implement CSR programs are considered to have fulfilled national regulations and are even recognized as complying with global norms (Segerlund, 2016). However, scholars who seek theoretical foundations beyond conventional CSR practices believe that planning and implementing CSR programs alone are not enough. CSR programs should be more innovative. Corporate social innovation can even mediate the relationship between corporate performance and greater profitability (Ruggiero & Cupertino, 2018).

Criticism of CSR programs that are implemented without sufficient attention to innovation suggests that such programs become stagnant and originate solely from the initiative of one party, namely the company (Popoli, 2017). However, the situation differs significantly when corporate

CSR implementation begins to openly embrace innovation. Initially, CSR programs and corporate social innovation efforts share similar objectives, one of which is paying considerable attention to addressing various community issues around corporate operations, such as health, education, poverty alleviation, and numerous other challenges.

In practice, similar aspirations do not always underlie implementation. CSR programs that are implemented but closed to innovation tend to produce passive beneficiaries, dominated by a single program implementer, namely corporate facilitators. Ultimately, it causes social issues within operational areas to continue a persistent budgetary burden that is never integrated into the company's core business processes (Popoli, 2017; Roszkowska-Menkes, 2018). At this point, the present study begins by examining an innovative and more integrated CSR initiative known as PUSAKA KELUANG (Pemberdayaan untuk Kesejahteraan melalui Keterpaduan Alam Desa Keluang).

PUSAKA KELUANG is implemented by several community groups in Keluang Village, Tungkal Ilir District, Banyuasin Regency, South Sumatra. Its primary objective is to address the village's structural challenges in an integrated manner across multiple sectors, namely the environment, health, economy, and food security. Developed collaboratively by several community groups in Keluang Village and PT Pertamina EP Ramba Field since 2022, the program seeks to address various environmental, health, economic, and food security issues within the village without neglecting the most affected populations. The program directly positions vulnerable groups, particularly women, at the forefront of its implementation.

By positioning vulnerable groups as active agents of change in the village, the program has evolved from being a conventional CSR program into a systemic social innovation. This practice represents an excellent example of elaboration within the ongoing debate surrounding CSR theory. Accordingly, this paper aims to delve deeper into how innovatively implemented CSR programs tend to be more accepted by the surrounding community. Furthermore, more innovative program implementation creates opportunities for integration into community structures, thereby becoming systematized within the everyday practices of society. Indirectly, the story behind the implementation process of the PUSAKA KELUANG Program also contributes to the development of CSR theory and corporate social innovation.

B. METHOD

This study employed qualitative research based on a desk research approach. The desk research approach, commonly referred to as secondary research, enables researchers to examine the research objectives without directly collecting primary data in the field (Bassot, 2022). Although the researchers did not collect primary data, this secondary study nevertheless utilized direct data access obtained from those responsible for the PUSAKA KELUANG Program, including beneficiaries and program facilitators who constituted part of the unit of analysis. Therefore, despite relying on secondary data, the available information was still assessed and selected based on its quality and credibility.

In addition, desk research is also a relevant and practical research approach for highlighting innovative programs such as PUSAKA KELUANG. This approach can be employed to reconstruct the cyclical dynamics within the "innovation journey" (Oeij et al., 2018). It enables researchers to examine how a social initiative can be accepted and systematically integrated into the everyday structure of community life sustainably. In its application, this method is used to examine several program documents, including the Social Innovation Document. Furthermore, the analysis is

employed to elaborate on the evolution of Corporate Social Responsibility (CSR) practices from conventional models toward systemic social innovation, particularly through comparison with critical literature on CSR and social innovation.

C. RESULTS AND DISCUSSION

1. The Evolution of CSR Practices: From Conventional CSR to Systemic Social Innovation

Over the past few decades, the paradigm of Corporate Social Responsibility (CSR) has undergone a fundamental evolution, shifting from a philanthropic approach toward corporate social innovation (Halme & Laurila, 2009). This shift may have occurred because CSR and efforts towards innovative programs influence each other, even though the impacts are very varied (Ratajczak & Szutowski, 2016). Previously, conventional CSR programs were often criticized for their reactive nature and focus on reputation rather than prioritizing beneficiaries as the primary objective (Popoli, 2017; Roszkowska-Menkes, 2018). During that period, the development of CSR stagnated because CSR programs were deliberately separated from the company's core business strategy.

Gradually, as companies became more aware of the need to innovate within their CSR programs, the integration of social and environmental issues surrounding corporate operational areas became a necessity. Over time, this approach proved far more effective because companies adopted a praxis referred to as two-sided actions. According to Setiawan (2025), two-way communication between companies and other stakeholders, such as village communities and local governments, is more likely to generate participatory dialogue that simultaneously strengthens corporate legitimacy, enhances trust in cross-stakeholder relationships, and promotes business sustainability as well as corporate reputation. In practice, local communities are invited to collaboratively address various social, environmental, food security, and related issues, while being positioned as active and equal subjects in the process (Dmytriiev et al., 2021; Popoli, 2017).

In further developments, the transition from conventional CSR programs toward more innovative CSR approaches has increasingly become a concern for many companies, particularly in developing countries. For example, several companies in India implement CSR programs targeting at least two groups of beneficiaries, namely employees and local communities. In fact, these beneficiaries often hold markedly different perspectives regarding CSR implementation. Beneficiaries from local communities tend to advocate for more targeted CSR programs in which they can understand the objectives, program content, operational modalities, and mechanisms for ensuring the success of CSR initiatives (Fonceca & Jebaseelan, 2017). This phenomenon is consistent with the challenges faced by conventional CSR programs in previous decades, which continued to operate despite the considerable gap between corporate interests and local interests that was difficult to reconcile.

This explains why conventional CSR approaches that are highly firm-centric are not only vulnerable to generating public skepticism but also frequently fail to uncover and address social problems, particularly structural ones (Cortese et al., 2024; Villagra et al., 2016). Therefore, to achieve transformation whereby CSR programs can address the structural issues of society, an innovation ecosystem is necessary. Such an innovation ecosystem is necessary to ensure that empowerment initiatives can accommodate diverse interests, promote more cooperative strategies, and facilitate the transfer and exchange of knowledge, thereby fostering communal self-reliance (Cortese et al., 2024; Zhou et al., 2020).

As an empirical example of this praxis, the PUSAKA KELUANG Program (Pemberdayaan untuk Kesejahteraan melalui Keterpaduan Alam Desa Keluang), initiated jointly by the community and PT Pertamina EP Ramba Field, can be regarded as a representation of a profound social innovation model. This program is not run solely at a charitable level; rather, it has been designed to address a range of more structural issues in Keluang Village, including the accumulation of up to 500 kilograms of household waste per day, the increasing degradation of peatlands, and the persistently high risk of stunting among children under five years of age (Social Innovation Document, 2025). Through a bottom-up approach, the program has successfully transformed various local vulnerabilities into a process of shared value creation aimed at achieving two primary objectives: corporate business sustainability and community welfare simultaneously (Popoli, 2017; Roszkowska-Menkes, 2018).



Figure 1. PUSAKA KELUANG Program

Source: Processed by Researchers (2026)

Specifically, the PUSAKA KELUANG Program implemented in Keluang Village, Tungkal Ilir District, Banyuasin Regency, was designed as an integrated community empowerment ecosystem targeting four principal pillars: health, environment, economy, and food security. The interventions within the program include a range of thematic initiatives that are interconnected within a single value chain. The first initiative, Climate Friendly Agri-Eco Culture Value Chain Program, or SIMBA TRUMPHANT, is an adaptive and environmentally friendly agricultural

innovation driven by Kelompok Wanita Tani (KWT) "Kekar Gemilang" to address the geographical challenges posed by peatlands and lowland swamp areas that are highly susceptible to flooding in Keluang Village. Technically, the program modifies traditional cultivation practices by implementing a hybrid drainage system and raised planting beds to achieve balanced water management, combined with the use of organic fertilizers and eco-enzymes produced from household waste processed through the implementation of the second program, Bank Sampah (SIMBA GO GREEN).

This radical innovative approach has not only succeeded in transforming marginal land into a productive asset with high resilience to extreme weather and climate change, but has also created an integrated economic and social value chain; in which the organic horticultural products generated are directly integrated into the third program, the community health post (Posyandu), known as SIMBA CERDAS, as raw materials for Pemberian Makanan Tambahan (PMT) aimed at preventing stunting among pregnant women and children under five years of age. Furthermore, as the fourth program and a continuation of educational efforts in schools, environmental education initiatives under SIMBA SEHATI have also been promoted (Social Innovation Document, 2025).

These four program interventions reflect the integration of multiple dimensions of the challenges that the people of Keluang Village seek to address, while simultaneously demonstrating the comprehensive nature of the program. Consequently, the CSR program no longer merely assists, but also focuses on addressing structural issues by building an innovation ecosystem in which new values, knowledge, and production systems can organically emerge within the community. This claim can be further elaborated through the program's success in intervening in at least three forms of systemic failure within Keluang Village: the absence of an efficient system, the existence of an inequitable system, and the lack of a system capable of optimizing local potential.

Long before the program was introduced, geographical isolation and limited healthcare facilities posed serious threats to the health of pregnant women and unborn children. Today, through capacity building for community health volunteers and village midwives, as well as the integration of Posyandu An-Nur as a comprehensive community health center, awareness of health issues, particularly nutrition, has significantly increased. In addition to health education, supplementary feeding interventions have also been intensified to reduce inequalities in nutritional distribution. Alongside these capacity-building efforts and nutritional interventions targeting mothers and children, more innovative initiatives have increasingly focused on optimizing local food resources, particularly for supplementary feeding programs. This innovative effort signifies that CSR has evolved into Corporate Social Innovation (CSI), successfully deconstructing and reconstructing structural failures into a new and more empowering social order (Popoli, 2017; Roszkowska-Menkes, 2018).

A similar effort can also be observed in the adoption of an innovative technology, namely a hybrid drainage system adapted from upstream oil and gas pipeline technology, which has been integrated with the local wisdom of Keluang Village through the SIMBA TRUMPHANT Program. Peatlands that were previously regarded as unproductive have become significantly more valuable because they can reduce the risk of waterlogging while simultaneously mitigating carbon emissions (Social Innovation Document, 2025). The outcomes of this hybrid technological adaptation, which can be operated by local communities, reflect the principles of open innovation, whereby knowledge transfer from the company to the community has taken place. This openness in the circulation of knowledge has also successfully created a center of excellence in which

community members, who were previously dependent beneficiaries, have transformed into pioneers of the program (Cortese et al., 2024).

The transformation of the PUSAKA KELUANG Program, which initially existed merely as a CSR initiative but has now evolved into a Corporate Social Innovation (CSI) program, is further evidenced by the institutionalization of this innovation through local policy instruments, namely the issuance of Village Head Decrees and Circulars promoting the Vegetable Planting Movement and community-based waste segregation (Social Innovation Document, 2025). This achievement in influencing local policy reflects a social innovation that has successfully framed a synergistic triadic collaboration among the local government, the intermediary organization PT Pertamina EP Ramba Field, and local actors from the Keluang Village community (Lukesch et al., 2020). This success also serves as a reflection that, whereas CSR was often previously misconstrued merely as an ethical insurance mechanism to enhance corporate reputation, the evolution of CSR into CSI, through the integration of the PUSAKA KELUANG Program into the company's core business, has affirmed the equalization of actors, fostered more open cross-sectoral innovation, and created social sustainability for communities surrounding the company's operational areas (Popoli, 2017; Dmytriyeu et al., 2021; Cortese et al., 2024).

2. From Passive Subjects to Agents of Change: The Centrality of Vulnerable Groups in PUSAKA KELUANG

The transformation of conventional CSR into CSI marks a significant shift in which marginalized communities are no longer viewed as passive recipients of charitable assistance (Amin & Di Pietro, 2025). The social innovation paradigm encourages programs to directly enhance the agency and capabilities of vulnerable groups to act independently rather than relying solely on initiatives from external actors such as corporations (Millard & Fucci, 2023). Such an approach is clearly reflected in the implementation of the PUSAKA KELUANG Program, an initiative that boldly positions vulnerable groups at the forefront of addressing various structural challenges in Keluang Village.

For many years, the people of Keluang Village have faced multidimensional vulnerabilities in which systemic failures have hindered the equitable provision of essential services (Social Innovation Document, 2025). Therefore, to gradually address these challenges, vulnerable groups were positioned not only as beneficiaries but also as active participants in program implementation. The vulnerable groups placed at the forefront of the program are diverse, ranging from women without productive economic activities, pregnant women facing risks of unsafe childbirth, low-income female heads of households, children under five at risk of stunting, school-aged children with limited knowledge of hygiene, to economically disadvantaged elderly groups. Before the program's intervention, these groups remained trapped within multiple layers of vulnerability and social invisibility due to limited access to adequate healthcare services, social recognition, and productive economic assets.

The manifestation of the PUSAKA KELUANG Program, which subsequently transformed into a social innovation initiative, emerged as an effort to dismantle the social invisibility of vulnerable groups through recognition, empowerment, and capacity building, thereby enabling community members to become citizens who consciously act to intervene in and shape their territorial realities (Mafra et al., 2024). Furthermore, urgent basic needs that had long remained unmet due to market or state failures can be addressed through a more bottom-up program design, in which spaces for collaboration between corporations and grassroots communities are created

more openly (Gupta et al., 2017). In addition, the strengthening of local institutions has become increasingly possible, particularly through the Kelompok Wanita Tani (KWT) Kekar Gemilang and Posyandu An-Nur, both of which have evolved into legally recognized entities playing significant roles in the development process of Keluang Village.

The involvement of vulnerable women's groups, in particular, has actively become a driving force behind transformations in social, health, and environmental governance within Keluang Village. Through their participation in SIMBA TRUMPHANT, for example, women who previously experienced limited social and economic roles have become capable of managing flood-prone peatlands and transforming them into adaptive agricultural land. The women's group organized under KWT Kekar Gemilang has also undertaken efforts to recycle household waste into eco-enzyme fertilizers that can be integrated into agricultural cultivation processes.

More interestingly, the agricultural products harvested from the adaptive farming system on peatlands are not merely sold by KWT Kekar Gemilang but are also supplied to the cadres of Posyandu An-Nur and subsequently distributed independently through PMT for children under five and pregnant women. Such circulation affirms that rural women possess strong resilience in sharing their ecological knowledge and are also capable of overcoming the pressures of vulnerability through forms of communal solidarity (Gupta et al., 2017). The most tangible manifestation of marginalized subjects becoming active agents of change in the village is embodied by Shela, a housewife who chairs KWT Kekar Gemilang and has emerged as a local hero. In addition, Susilawati has become a driving force for change, particularly in the health sector, where she actively encourages the community to overcome social inequalities, address stunting issues, and promote women's entrepreneurial independence (Social Innovation Document, 2025).

The function of local leaders originating from vulnerable and marginalized groups is consistent with the essence of social innovation, in which traditional structures of social power relations and the concentration of community capacity within a single gender role, particularly men, can be dismantled (Millard & Fucci, 2023). Ultimately, this reality demonstrates that the success of systemic social innovation fundamentally depends upon the inclusion of vulnerable and marginalized groups as the center of structural transformation within the community. Efforts to address poverty and vulnerability cannot effectively reach their root causes if they originate solely from directives imposed by external actors, such as corporations that merely provide charitable assistance (Millard & Fucci, 2023). In contrast, the implementation of PUSAKA KELUANG continues to achieve success because vulnerable groups, including low-income mothers, children, and impoverished older adults, are positioned as both the epicenter and executors of change within the transformation ecosystem of Keluang Village.

3. Multisectoral Integration: Addressing Structural Village Challenges through a Shared Value Approach

Facing the complexity of structural challenges, particularly in rural areas, companies are increasingly required to move beyond the boundaries of traditional philanthropy. CSR practices have evolved fundamentally from previously reactive models toward more progressive and integrated forms of Corporate Social Innovation (CSI). This transformation is essential because conventional CSR is often excessively firm-centric and frequently fails to address the root causes of problems affecting communities surrounding corporate operational areas (Cortese et al., 2024). Consequently, CSI emerges as an antithesis by integrating the resolution of social and

environmental issues directly into corporate business operations to create a sustainable ecosystem of solutions (Mirvis et al., 2016).

One of the central drivers of this shift from CSR to CSI lies in the practice of creating shared value (CSV). Unlike conventional CSR, which merely distributes profits as a moral obligation and a means of enhancing reputation, CSV seeks to position social challenges faced by communities as opportunities for the simultaneous creation of economic and social value for both society and the company (Fitrianti, 2017). Through CSV, local communities and other stakeholders beyond the corporation are not merely positioned as “objects”; rather, they are placed in the role of equal partners and active subjects (Orynawa, 2024).

As a concrete example within the context of village development through PUSAKA KELUANG, structural village challenges such as peatland degradation and limited access to healthcare in Keluang are not viewed by the company as financial burdens. Instead, these challenges have been transformed into spaces for innovation that can strengthen the company’s competitive advantage in the public sphere while simultaneously improving the welfare of communities surrounding its operational areas. Such a praxis becomes possible when vulnerable groups in Keluang Village are not only empowered but are also fully integrated into the value-creation ecosystem. Consequently, partnership programs between corporations and local communities, such as PUSAKA KELUANG, become genuinely relevant to needs that originate from the grassroots level through a bottom-up approach.

The creation of shared value is impossible when driven by a single actor rather than multisectoral integration. The magnitude and complexity of the structural challenges faced by Keluang Village ultimately require a more responsible orchestra of social innovation involving cross-sectoral actors, including corporations, local governments, non-governmental organizations, and local communities (Voegtlin et al., 2022). Such a cross-sectoral ecosystem is crucial because it ensures the establishment of more equitable relationships, facilitates effective resource coordination, and creates processes of shared value creation capable of addressing problems in a comprehensive rather than fragmented manner (Reypens et al., 2016). It is this form of cross-sectoral strategic alliance that plays a major role in ensuring deeper exchanges of knowledge, ranging from technological expertise and governance practices to local wisdom.

To systematically map how multisectoral integration and the praxis of the CSI approach are designed to address structural village challenges, they can be understood through a classification of the innovation approach itself. The following table can be used to elaborate Corporate Social Innovation (CSI), its empirical network of actors, and its projected impacts on the Keluang Village ecosystem:

Table 1. Multisectoral Integration and the CSI Approach

Social Innovation Approach (CSI)	Intervention Focus/Activities	Multisectoral Actors Involved	Involved Projected Structural Impacts
Empowerment & Social Inclusion	Agribusiness skills training and the integration of vulnerable groups into local markets.	PT Pertamina EP Ramba Field, Keluang Village Government, Kelompok Perempuan (KWT Kekar Gemilang), MSMEs.	Increased economic self-reliance, the emergence of local heroes, and the active agency of community members (Amin & Di Pietro, 2025).

Ecological Environmental Impact Action	Adaptive peatland agriculture practices and a circular economy approach (waste management).	Environmental Experts/PT Pertamina EP Ramba Field, Local Farmers, KWT Kekar Gemilang, Cadres of Bank Sampah.	Enhanced village ecological resilience, reduced greenhouse gas emissions, and land restoration (Amin & Di Pietro, 2025).
Shared Value Creation for Community Health	Development of nutritional solutions and the involvement of grassroots health cadres.	Local Health Institutions (Community Health Center/Posyandu An-Nur), PT Pertamina EP Ramba Field, Keluang Village Residents.	Reduction in child stunting rates through bottom-up preventive health solutions (Reypens et al., 2016).

Source: Processed by Researchers (2026)

The implementation reflected in the table above records theoretical concepts that are empirically manifested in the PUSAKA KELUANG Program, a systemic social innovation initiated jointly by the Keluang Village community and PT Pertamina EP Ramba Field. One of the most prominent and impactful activities is the Climate Friendly Agri-Eco Culture Value Chain Program, or SIMBA TRUMPHANT. The activities within this program have clearly succeeded in dismantling sectoral silos by simultaneously connecting three sectors, including health, environment, and the village economy, within a single integrated value chain. Vulnerable groups such as KWT Kekar Gemilang have become central, though not dominant, actors capable of transforming high-risk ecological landscapes, such as flood-prone peatlands, into productive agricultural land.

Beginning with the successful transformation of high-risk land into more adaptive and productive agricultural areas capable of generating organic harvests, another chain of benefits subsequently emerged, whereby the produce cultivated by KWT Kekar Gemilang could be utilized by Posyandu An-Nur cadres to support the PMT program for children under five and pregnant women within the village. The implementation of supplementary feeding programs for vulnerable children and pregnant women has gradually contributed to addressing maternal health challenges during pregnancy, as well as the relatively high prevalence of child stunting in Keluang Village. Ultimately, through the empirical record of program integration and multisectoral involvement, it can be reflected that structural challenges must be addressed through a shared value approach; that is, through the creation of shared value by reducing sectoral egoism to collectively solve multidimensional problems.

Accordingly, the reconceptualization of multisectoral relationships among corporations, local government institutions, and local communities, positioned within the framework of equal partnerships, has become a necessity in the praxis of social innovation. This is because the ultimate objective of social innovation is not merely to generate temporary improvements in economic conditions, health quality, and environmental outcomes, but rather to ensure their sustainability. Social innovation also requires the development of comprehensive social resilience, ecological resilience, and the strengthening of institutional governance that is systemic, autonomous, and more sustainable in the future. Furthermore, social innovation is not merely an effort to solve individual or sector-specific problems; rather, it seeks to dismantle and provide solutions to societal challenges that are structural and systemic in nature.

D. CONCLUSION

The evolution of conventional Corporate Social Responsibility (CSR) into Corporate Social Innovation (CSI) marks a crucial shift from a reactive and firm-centric philanthropic approach toward a systemic effort to address structural societal challenges. Through an examination of the PUSAKA KELUANG Program, which has been collaboratively developed by the community of Keluang Village and PT Pertamina EP Ramba Field since 2022, it is evident that the integration of social, environmental, and economic issues can generate shared value creation to achieve both business sustainability and community welfare.

This ongoing praxis demonstrates that positioning vulnerable groups, such as women and other socioeconomically disadvantaged communities, as the primary agents of change rather than merely passive recipients of charitable assistance is a key determinant of social innovation effectiveness. This transformation of participation, from beneficiaries to active subjects, has successfully dismantled social invisibility and transformed structural failures and local vulnerabilities into ecological resilience, improved health outcomes, and sustainable communal self-reliance. Furthermore, the success of social innovations that generate systemic impacts often depends on multisectoral collaboration capable of overcoming sectoral silos. The sustained implementation of PUSAKA KELUANG has affirmed this proposition by integrating various cross-sectoral interventions, ranging from adaptive agriculture on peatlands and community-based waste management to stunting mitigation, into a single, cohesive, and mutually reinforcing value-chain ecosystem through a bottom-up approach.

The triadic integration among PT Pertamina EP Ramba Field, local government institutions, and the Keluang Village community has created an open strategic alliance that enables equitable collaboration among actors. Ultimately, the praxis of corporate social innovation not only provides temporary solutions for improving the quality of life but has also evolved into an approach for addressing multidimensional and structural challenges. Consequently, efforts to build ecological resilience, comprehensive social resilience, and autonomous institutional governance continue to be pursued by the people of Keluang Village, the company, and local government institutions alike.

REFERENCES

- Amin, A., & Di Pietro, L. (2025). Advancing social impact through corporate social innovation: A systematic literature review. *Journal of Social Impact in Business Research*, 1(2), 81–102.
- Bassot, B. (2022). *Doing qualitative desk-based research: A practical guide to writing an excellent dissertation*. Policy Press.
- Cortese, D., Civera, C., Casalegno, C., & Zardini, A. (2024). Transformative social innovation in developing and emerging ecosystems: a configurational examination. *Review of Managerial Science*, 18(3), 827–857.
- Dmytriiev, S. D., Freeman, R. E., & Hörisch, J. (2021). The relationship between stakeholder theory and corporate social responsibility: Differences, similarities, and implications for social issues in management. *Journal of Management Studies*, 58(6), 1441–1470.
- Fitrianti, W. (2017). Pengembangan Model *Creating Shared Value* Melalui Pembinaan Petani Kecil Swadaya dalam Industri Kelapa Sawit. *Seminar Nasional Penerapan Ilmu Pengetahuan Dan Teknologi*, 10.

- Fonceca, C. M., & Jebaseelan, A. U. S. (2017). Effectiveness of CSR programmes (Employees vs. Beneficiaries perspectives)—an IT sector undertaking. *Indian Journal of Social Research*, 58(5), 591–604.
- Gupta, A., Dey, A., & Singh, G. (2017). Connecting corporations and communities: Towards a theory of social inclusive open innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, 3(1), 17.
- Halme, M., & Laurila, J. (2009). Philanthropy, integration or innovation? Exploring the financial and societal outcomes of different types of corporate responsibility. *Journal of Business Ethics*, 84(3), 325–339.
- Latapí Agudelo, M. A., Jóhannsdóttir, L., & Davídsdóttir, B. (2019). A literature review of the history and evolution of corporate social responsibility. *International Journal of Corporate Social Responsibility*, 4(1), 1. <https://doi.org/10.1186/s40991-018-0039-y>
- Lukesch, R., Ludvig, A., Slee, B., Weiss, G., & Živojinović, I. (2020). Social innovation, societal change, and the role of policies. *Sustainability*, 12(18), 7407.
- Mafra, R. F., Casagrande, J. L., Dutra, A. R. de A., Nunes, N. A., Dias, F. T., Barbosa, S. B., & Salgueirinho Osório de Andrade Guerra, J. B. (2024). Social innovation as a support for the visibility of vulnerable communities. *Sustainability*, 16(11), 4390.
- Millard, J., & Fucci, V. (2023). The role of social innovation in tackling global poverty and vulnerability. *Frontiers in Sociology*, 8, 966918.
- Mirvis, P., Herrera, M. E. B., Googins, B., & Albareda, L. (2016). Corporate social innovation: How firms learn to innovate for the greater good. *Journal of Business Research*, 69(11), 5014–5021.
- Oeij, P. R. A., Van der Torre, W., Vaas, S., Dhondt, S., & Oeij, P. (2018). Understanding Social Innovation as an innovation process. *Research Carried out during the EU-FP7 Project "SI-Drive, Social Innovation: Driving Force of Social Change. TNO, Leiden, 2014–2017.*
- Orynawa, O. (2024). *Implementasi konsep creating shared value (CSV) dalam rangka pelaksanaan program corporate social responsibility (CSR) pada PT Sucden Coffee Indonesia.*
- Popoli, P. (2017). Corporate social innovation in comparison with corporate social responsibility: Integration, development or replacement. *International Business Research*, 10(10), 148–155.
- Ratajczak, P., & Szutowski, D. (2016). Exploring the relationship between CSR and innovation. *Sustainability Accounting, Management and Policy Journal*, 7(2), 295–318.
- Reypens, C., Lievens, A., & Blazevic, V. (2016). Leveraging value in multi-stakeholder innovation networks: A process framework for value co-creation and capture. *Industrial Marketing Management*, 56, 40–50.
- Roszkowska-Menkes, M. T. (2018). Integrating strategic CSR and open innovation. Towards a conceptual framework. *Social Responsibility Journal*, 14(4), 950–966.
- Ruggiero, P., & Cupertino, S. (2018). CSR strategic approach, financial resources and corporate social performance: The mediating effect of innovation. *Sustainability*, 10(10), 3611.
- Segerlund, L. (2016). *Making corporate social responsibility a global concern: norm construction in a globalizing world.* Routledge.
- Setiawan, R. A. D. (2025). Penerapan Komunikasi pada model Corporate Social Responsibility di sebuah Perusahaan. *Applied Community Transformation and Sustainability Journal*, 1(1), 16–23.

- Social Innovation Document of PUSAKA KELUANG. 2025. PT Pertamina EP Ramba Field.
- Villagra, N., Cárđaba, M. A. M., & Ruiz San Román, J. A. (2016). Communicating Corporate Social Responsibility: re-assessment of classical theories about fit between CSR actions and corporate activities. *Communication & Society*, 29(2), 133–146.
- Voegtlin, C., Scherer, A. G., Stahl, G. K., & Hawn, O. (2022). Grand societal challenges and responsible innovation. *Journal of Management Studies*, 59(1), 1–28.
- Zhou, H., Wang, Q., & Zhao, X. (2020). Corporate social responsibility and innovation: a comparative study. *Industrial Management & Data Systems*, 120(5), 863–882.