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BRIDGING CORPORATE NARRATIVE AND STAKEHOLDER TRUST: PUBLIC RELATIONS IN COMMUNICATING CREATING SHARED VALUE FOR SUSTAINABLE BRAND IMAGE

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ABSTRACT

While Creating Shared Value (CSV) has gained increasing attention as a corporate sustainability strategy, its communicative dimension, particularly how agribusiness companies construct credible narratives that translate operational CSV practices into stakeholder trust, remains underexplored in public relations literature. This study addresses that gap by examining how PR bridges corporate narrative and stakeholder trust in communicating CSV for a sustainable brand image, focusing on PT Great Giant Pineapple under Great Giant Foods and its consumer brand Sunpride as an Indonesian agribusiness case. Data were collected through a semi structured key informant interview, company documents, public communication materials, and selected social media content, and analyzed using thematic analysis supported by data triangulation. The findings reveal four interconnected dimensions of CSV communication. First, CSV is embedded in agribusiness operations through farmer partnerships, digital agriculture support, sustainability certifications, zero waste practices, and community health programs. Second, these initiatives are translated into narratives highlighting farmer effort, local pride, environmental care, and healthy living. Third, public relations acts as a bridge between corporate narratives and stakeholder trust through message consistency, stakeholder engagement, and communication feedback. Fourth, sustainable brand image is built through trust-based CSV communication grounded in concrete operational practices. These findings contribute to PR and sustainability communication scholarship by showing that in agribusiness contexts, sustainable brand image emerges not only from program implementation, but from credible and stakeholder-oriented narrative construction.

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INTRODUCTION

Sustainability has become a central issue in contemporary corporate communication, not only because of growing environmental and social concerns, but also because stakeholders increasingly expect companies to demonstrate responsibility, transparency, and long-term commitment. In the current business environment, sustainability is no longer treated merely as a philanthropic or compliance-oriented activity. It has become a strategic foundation through which companies build legitimacy, differentiate their brands, and maintain trust with stakeholders. As public expectations continue to evolve, companies are required not only to implement sustainability initiatives but also to communicate them credibly through narratives that connect corporate actions with stakeholder values.

This shift is reflected in changing consumer attitudes toward sustainable brands. A global survey by PwC (2024), involving more than 20,000 respondents from 31 countries and territories, found that more than 80% of consumers were willing to pay a premium for sustainably produced or sourced products. Respondents were also willing to pay an average of 9.7% more for products associated with sustainable qualities, such as local production, recycled or environmentally friendly materials, and low-emission supply chains. A similar tendency can be observed in Indonesia, where approximately 74% of online consumers reportedly prefer brands committed to sustainability, while 77% are willing to pay more for environmentally friendly products (Robinson, 2022). These trends indicate that sustainability has become an important element in shaping consumer perception, brand preference, and stakeholder expectations.

In this context, sustainability communication has become a strategic concern for companies seeking to build a sustainable brand image. When sustainability is integrated into organizational culture and core business practices, it can strengthen corporate reputation, enhance stakeholder loyalty, and create long-term value (Fallström et al., 2018) Consumers and other stakeholders are more likely to develop emotional connections with brands they perceive as authentic, responsible, and aligned with their values (Khalid et al., 2023). However, sustainability communication also carries reputational risks when corporate messages are not supported by credible action. Therefore, sustainable brand image cannot be built only through promotional claims; it requires consistent communication that links corporate practices, social contribution, and stakeholder trust.

Public Relations (PR) plays a central role in this process because it functions as a bridge between corporate narratives and stakeholder expectations. As PR has moved beyond organization-centred communication paradigms, it has increasingly taken on a broader societal role in facilitating dialogue, transparency, and relationship-building (Edwards & Hodges, 2011). PR practitioners are expected not only to distribute information but also to construct credible narratives, manage stakeholder relationships, and align corporate communication with social and environmental responsibilities. Through strategic storytelling, stakeholder engagement, and transparent communication, PR can help reduce the gap between corporate sustainability actions and public demands for authenticity, accountability, and long-term commitment (Johnston & Lane, 2018; Tworzydło et al., 2024).

One strategic framework that can provide substance for sustainability communication is Creating Shared Value (CSV). CSV refers to business strategies that generate economic value while simultaneously addressing social needs (M. E. Porter & Kramer, 2011). Unlike conventional Corporate Social Responsibility (CSR), which is often perceived as separate from core business strategy or associated with philanthropy, CSV emphasizes the integration of social impact into business operations, product innovation, value chain improvement, and community development (Roszkowska-Menkes, 2023). In this sense, CSV offers companies a way to position social and environmental initiatives not as peripheral activities, but as part of their competitive strategy and value creation process.

Yet, even the most substantive CSV initiatives can appear less credible to the public when they are not communicated with clarity, consistency, and genuine stakeholder orientation. Companies may invest significantly in farmer empowerment, environmental management, or community health programs, but if these efforts are communicated only through corporate press releases or formal reports, they risk being perceived as promotional claims rather than authentic commitments. This is precisely where Public Relations becomes not just useful, but strategically necessary. PR provides the communicative architecture that transforms internal CSV commitments into externally credible narratives, allowing stakeholders to encounter, relate to, and ultimately trust these efforts. Without this bridging function, even well-designed CSV programs may remain unnoticed or fail to resonate with the very audiences they are intended to engage.

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The relevance of CSV becomes more significant when it is connected to brand communication. CSV initiatives can contribute to brand differentiation by creating strong, favorable, and distinctive associations in the minds of stakeholders (Keller & Swaminathan, 2020). When communicated effectively, CSV can help brands develop associations with responsibility, authenticity, community empowerment, and environmental care. Previous studies have shown that CSV may strengthen company-consumer identification, support emotional bonds between consumers and brands, and positively influence brand image (Hwang & Seo, 2019); (Jin, 2018). However, these outcomes do not occur automatically. CSV must be translated into credible communication practices that stakeholders can recognize, evaluate, and trust.

Previous studies in Indonesia have demonstrated the strategic value of CSV in strengthening brand image, legitimacy, and stakeholder engagement. Ananta et al. (2024), for example, found that CSV programs at PT Pegadaian, including waste-sorting and integrated farming initiatives, had a positive influence on brand image and customer loyalty. Putri et al. (2015) showed that Nestlé Indonesia used CSV communication to foster long-term consumer engagement through co-creation, dialogue, and community-based communication. Similarly, Elfajri and Wahyudi (2018) examined how Danone-AQUA's CSV initiatives helped balance corporate interests with community and environmental priorities. These studies indicate that CSV has become an important strategy for sustainability-oriented companies in Indonesia.

Although the literature has discussed CSV as a corporate strategy and its relationship with brand image, limited attention has been given to how CSV is communicatively translated into corporate narratives through PR practices. Existing studies often emphasize the implementation or impact of CSV programs, but less is known about how PR functions as a strategic mechanism for transforming CSV initiatives into messages, stories, channels, and stakeholder relationships that support trust and sustainable brand image. This gap is particularly relevant in the agribusiness sector, where sustainability claims are closely connected to farmers, local communities, environmental management, food quality, and consumer health. In a context, sustainability communication requires more than promotional visibility; it requires credible narratives that demonstrate alignment between corporate actions and stakeholder interests.

To address this gap, this study focuses on PT Great Giant Pineapple (GGP), a subsidiary of Great Giant Foods (GGF), as a case of CSV communication in Indonesia's agribusiness sector. GGP is known for its integrated agribusiness operations in tropical fruit cultivation, processing, and distribution, while Sunpride has developed as one of its prominent consumer brands. The company has positioned sustainability as part of its corporate values through initiatives related to farmer empowerment, environmental management, circular economy practices, nutritional education, and food security (Great Giant Foods, 2024; Sunpride, 2025). These initiatives make GGP a relevant case for examining how CSV is not only implemented as a corporate practice but also communicated as part of a sustainable brand-building strategy.

Based on this context, this study aims to analyze how PR bridges corporate narratives and stakeholder trust in communicating CSV for sustainable brand image. More specifically, the study examines how GGP communicates its CSV initiatives through PR strategies, how these initiatives are transformed into brand narratives, and how such communication contributes to the construction of Sunpride's sustainable brand image. The study is guided by the following research question: *How does public relations bridge corporate narrative and stakeholder trust in communicating Creating Shared Value for sustainable brand image in an Indonesian agribusiness company?*

METHOD

This study employed a qualitative single-case study design to examine how Creating Shared Value (CSV) is communicated through public relations practices to support the construction of sustainable brand image. A qualitative approach was considered appropriate because the study aims to understand the meanings, narratives, and communication processes through which CSV initiatives are translated into stakeholder-facing messages. The single-case study design enables an in-depth examination of one organizational case within its real-life context (Yin & Campbell, 2018)

PT Great Giant Pineapple (GGP), under the Great Giant Foods (GGF) group and its consumer brand Sunpride, was selected as the case because of its relevance to the research focus. The company represents an agribusiness case in which sustainability initiatives are closely connected to farmer empowerment, environmental management, healthy lifestyle education, and brand communication. This makes the case suitable for examining how CSV is not only implemented as a business practice but also communicated as part of a public relations strategy for sustainable image.

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Data were collected through a semi-structured key informant interview, document analysis, and observation of public communication materials. The key informant was the Head of Corporate Communications of Great Giant Foods, who was selected through purposive sampling because of their strategic role in planning, managing, and communicating CSV-related initiatives. The interview was conducted in September 2025 and focused on the company's understanding of CSV, public relations communication strategies, stakeholder engagement, communication channels, and the evaluation of sustainable brand image. The interview guide was developed based on the conceptual frameworks of Creating Shared Value (M. E. Porter & Kramer, 2011), strategic brand management (Keller & Swaminathan, 2020) and public relations communication (Grunig & Hunt, 1984). All interview segments cited in this study were originally conducted in Indonesian and have been translated into English by the authors.

To strengthen the validity of the findings, this study applied data triangulation based on Denzin (2017) principle of cross-checking information across multiple data sources to minimize bias. In addition to the key informant interview, three categories of secondary data were collected and analyzed. First, internal company documents were examined, including GGF's official company profile and sustainability-related reports. Second, publicly accessible corporate communication outputs were reviewed, including CSV-related content published on Sunpride's official website. Third, social media content from Sunpride's Instagram account was analyzed, particularly posts published between January 2025 and February 2026 that addressed farmer empowerment, environmental sustainability, and healthy lifestyle campaigns. This period was selected deliberately to encompass the twelve months immediately surrounding the primary interview conducted in September 2025, thereby ensuring temporal consistency between the informant's accounts and the observable communication outputs. The timeframe also captures a sufficient cycle of content production to identify recurring narrative patterns and thematic consistency across GGF's digital communication strategy, rather than reflecting an isolated or seasonal communication snapshot.

Data were analysed using thematic analysis, following (Braun & Clarke, 2006) procedure and adapted to the qualitative case study design. The interview recording was transcribed verbatim and reviewed together with field notes, company documents, website content, and selected social media posts. The analysis began with open coding to identify recurring concepts, communication practices, and strategic orientations related to CSV and public relations. These initial codes were then grouped into broader thematic categories aligned with the study's conceptual framework, including CSV implementation, public relations communication strategies, corporate narrative construction, stakeholder trust, and sustainable brand image formation. The resulting themes were cross-referenced with secondary data as part of the triangulation process, ensuring that the interpretation was grounded in multiple sources of evidence rather than relying solely on the informant's self-reported account. Where possible, member checking was conducted by returning key interpretations to the informant for confirmation, thereby strengthening the credibility of the findings.

As a qualitative single-case study, this research does not aim for statistical generalisation. Instead, it seeks to provide an analytical understanding of how CSV communication is constructed and managed through public relations practices in an agribusiness context. The study primarily reflects the organisational perspective, which is strengthened through document analysis and public communication materials but remains limited in representing the direct perceptions of external stakeholders such as consumers, farmers, and community members.

RESULT AND DISCUSSION

The findings of this study reveal four interconnected dimensions through which PT Great Giant Pineapple (GGP) deploys Creating Shared Value (CSV) as a foundation for building Sunpride's sustainable brand image. First, CSV at GGP has been institutionalized beyond the level of discrete programs. It is embedded within the structural fabric of the company's agribusiness operations, including farmer partnership schemes, digital agricultural systems, environmental practices, and community health initiatives. Second, these institutionalized CSV commitments do not automatically translate into public meaning. Instead, they require active narrative construction, through which the communication department transforms operational realities into emotionally resonant and strategically coherent corporate stories. Third, Public Relations functions as the critical bridge in this process, not merely as a dissemination channel but as a relational mechanism that brings corporate narratives into dialogue with stakeholder expectations and fosters the conditions for trust. Fourth, and finally, it is this trust,

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accumulated through consistent, transparent, and community anchored communication, that coalesces into a sustainable brand image in which Sunpride is positioned as not simply as a fruit brand but as a corporate actor genuinely invested in social and environmental well-being. Taken together, these four dimensions trace a trajectory that moves from institutional practice to narrative construction, and from stakeholder trust to brand image formation. This trajectory is examined in detail in the following discussion.

Institutionalising Creating Shared Value in Agribusiness Operations

The findings indicate that Creating Shared Value (CSV) at Great Giant Foods (GGF) is not positioned merely as a corporate social responsibility program or a promotional sustainability claim. Rather, CSV is institutionalised within the company's agribusiness operations through partnership structures, production systems, technological support, certification standards, and community-based development programs. This reflects the company's attempt to align business continuity with social value creation, particularly in relation to farmer welfare, environmental management, and healthy lifestyle promotion.

At the operational level, CSV is embedded in GGF's partnership model with local farmers. The company develops a structured relationship involving PT Great Giant Pineapple (GGP), cooperatives, farmer groups, and individual farmers. In this scheme, GGP cooperates with cooperatives, while cooperatives coordinate farmer groups consisting of approximately 30 to 150 farmers. Through this arrangement, farmer groups are integrated into a broader supply chain system that connects agricultural production, technical guidance, production facilities, and marketing development. As of 2024, this partnership involved 1,450 farmers cultivating 540 hectares of land across seven regencies in Lampung and one regency in South Sumatra. This institutionalised partnership shows that CSV is not treated as an external social program, but as part of the company's agricultural sourcing and value chain management.

The institutionalisation of CSV is also supported by technological infrastructure. One example is the eGrower system, a digital platform designed to support farmers and local communities in participating in a more competitive and technology-driven agricultural industry. Through this system, farmers are connected to production planning, purchase orders, technical assistance, and market access. The use of eGrower demonstrates how GGF translates CSV into an operational mechanism that supports farmer empowerment while also strengthening the reliability of the company's supply chain. In this, technology becomes a bridge between social empowerment and business efficiency.

Environmental sustainability further strengthens the operational basis of CSV within GGF. The company's profile emphasises its position as an integrated and zero-waste processed pineapple producer. The Zero Waste Cycle reflects how waste from one production process is transformed into value-added products for other business units. For example, pineapple peels and tapioca co-products are used as cattle feed, while cattle manure is returned as fertiliser for plantation activities. This circular model indicates that sustainability is not only communicated as a corporate value but also embedded in production practices across the agribusiness chain.

The company's sustainability orientation is also reinforced through certification and compliance systems. GGF holds several certifications related to quality, food safety, environmental management, social responsibility, and sustainable agriculture, including ISO 9001, ISO 14001, ISO 22000, Sedex, Global GAP, and Rainforest Alliance certification. These certifications function as institutional markers that support the credibility of the company's sustainability claims. In the context of CSV communication, such certifications provide evidence that the company's social and environmental commitments are supported by recognised standards rather than being limited to messaging.

Beyond farmer partnerships and environmental management, CSV is also institutionalised through community-oriented health initiatives. The Healthy Lifestyle Program, initiated as part of the company's social contribution, focuses on improving nutrition and promoting healthier dietary behaviour in local communities. The program targets children, mothers, and households through activities such as healthy breakfast provision, nutrition education, and the development of vegetable gardens. By extending CSV beyond agricultural production into public health and nutrition, GGF connects its business identity as a food and agribusiness company with broader social concerns.

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Table 1. Institutionalization of CSV in GGF's Agribusiness Operations

CSV Dimension	Operational Evidence	Stakeholders Involved	Shared Value Created
Farmer partnership	GGP partners with cooperatives and farmer groups of 30 to 150 members, involving 1,450 farmers across Lampung and South Sumatra.	Farmers, cooperatives, farmer groups, GGP	Farmer welfare, production continuity, supply chain reliability, and local economic participation
Digital agriculture support	The eGrower system is a digital platform that supports farmers in production planning, purchase coordination, technical assistance, and market access.	Farmers, cooperatives, GGP technical teams	Farmer empowerment, improved coordination, agricultural productivity, and business efficiency
Environmental management	Zero Waste Cycle; use of pineapple peels and tapioca co-products as cattle feed; use of cattle manure as fertiliser; soil and water conservation practices	GGF business units, local communities, environment	Waste reduction, resource efficiency, circular production, and environmental responsibility
Sustainability standards and certifications	ISO 9001, ISO 14001, ISO 22000, Sedex, Global GAP, Rainforest Alliance certification, and other quality and safety standards	Consumers, business partners, regulators, buyers, communities	Sustainability credibility, quality assurance, food safety, and stakeholder trust
Community health and nutrition program	Healthy Lifestyle Program involving healthy breakfast provision, nutrition education, and household vegetable gardens	Children, mothers, households, local communities	Nutrition awareness, healthier lifestyle behaviour, community well-being, and alignment with GGF's food identity

Source: Author's synthesis based on interview data and company documents, 2026.

Translating CSV Initiatives into Corporate Narratives

After CSV is institutionalised within GGF's agribusiness operations, the next important process is how these initiatives are translated into corporate narratives. The findings show that GGP does not communicate CSV merely as technical information about agricultural partnerships, environmental management, or community programs. Instead, these initiatives are transformed into stakeholder-facing narratives that emphasise farmer perseverance, local pride, environmental responsibility, and healthy living. This narrative translation is important because CSV can only contribute to sustainable brand image when operational practices are communicated in ways that are meaningful, credible, and emotionally relevant to stakeholders.

The interview data indicate that GGP's communication strategy is built around three main narrative directions: (1) farmer empowerment; (2) environmental sustainability; and (3) consumer education. The informant further explained that GGP's communication strategy in integrating CSV values into brand identity relies on *"using stories that depict the positive impact of products on the community"*. This narrative approach reflects a deliberate choice to move beyond factual reporting of program outputs and toward emotionally resonant storytelling that connects corporate practices with community experiences.

These directions reflect the company's broader CSV initiatives while also functioning as communication frames for GGF's brand identity. Farmer empowerment is not only communicated as a supply chain partnership, but also as a story of

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local farmers' effort, dignity, and contribution to Indonesian fruit production. Environmental sustainability is framed through responsible agricultural practices, reduced chemical use, soil and water conservation, and integrated waste management. Meanwhile, consumer education is translated into narratives about healthy lifestyles, local fruit consumption, nutrition awareness, and the importance of supporting domestic products.

This process can be understood as a movement from operational CSV to corporate narrative. In the case of farmer empowerment, the partnership model between GGP, cooperatives, farmer groups, and local farmers becomes the basis for narratives that highlight collaboration and shared progress. Campaign messages such as "From farmer to market, every harvest carries hope" illustrate how operational partnerships are translated into emotionally resonant stories that emphasize hard work, continuity, and collective effort. Rather than presenting farmers merely as suppliers, the narrative positions them as integral partners within a shared journey of value creation, where the process of cultivation is closely tied to the final product consumed by the public. This framing strengthens the social meaning of the brand by linking fruit consumption to the broader narrative of local agricultural effort, sustainability, and long-term commitment.

A similar translation process can be seen in the way GGF communicates local identity. The brand's message that it continues to innovate out of its commitment to Indonesian fruits reflects an effort to connect product quality with national pride and support for local agriculture. This narrative extends beyond product attributes, transforming fruit consumption into a symbolic act of supporting domestic farmers and the sustainability of local agricultural systems. In addition, campaign messages such as "United by shared values" and "Our GREAT PEOPLE continue to grow stronger" further expand this narrative by emphasizing collective identity and shared responsibility among stakeholders. In this way, CSV communication not only informs stakeholders about corporate initiatives but also constructs a shared cultural meaning around localness, pride, and collective responsibility. This shared meaning plays an important role in strengthening stakeholder trust, as the brand is perceived as aligned with broader social and national interests.

Figure 1. GGF's Narrative Content on Farmer Empowerment and Shared Values



Source: Great Giant Foods official Instagram account (@greatgiantfoods)

Digital communication plays an important role in making these narratives visible to stakeholders. Through social media, GGF's disseminates educational and inspirational content related not only to farmer appreciation and healthy living but also to environmental sustainability as a core business value. Campaign messages such as "Sustainability is not just a commitment; it is how we do business" reflect how sustainability is framed not as a peripheral initiative but as an integral part of the company's operational identity. Similarly, messages like "Healthy Planet, Healthy You" emphasise the interdependence between human well-being and environmental conditions, positioning sustainability as a shared responsibility between the company and its stakeholders.

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Figure 2. GGF's Narrative Content on Environmental Sustainabillity



Source: Great Giant Foods official Instagram account (@greatgiantfoods)

The narrative translation of CSV is also visible in Sunpride's educational content. Posts related to fruit consumption and healthy lifestyles, such as messages highlighting the nutritional benefits of fruits like papaya for digestion, indicate that the company seeks to position itself not only as a fruit brand but also as a communicator of everyday health practices. In addition, campaign messages such as "From Our Fields to Their Future" extend this narrative by linking agricultural production with broader concerns about child development, nutrition, and long-term well-being. These messages frame food consumption not merely as an individual choice, but as part of a larger social and intergenerational responsibility.

To ensure that these narratives remain consistent across channels and over time, the company maintains structured internal communication practices. As the Head of Corporate Communications explained, *"GGP maintains consistency of CSV messages through communication guidelines, employee training, and regular monitoring"*. This internal coordination is significant because it reveals that narrative consistency at GGP is not incidental but is actively managed as an organizational practice.

However, maintaining this consistency is not without its challenges. The process of translating complex agribusiness operations into emotionally resonant social media narratives inevitably involves simplification and selective framing, which introduces representational risks. The operational reality of GGF's CSV initiatives in Lampung, involving 1,450 farmers across eight regencies, large scale industrial processing, and multi layered cooperative structures, is inherently more complex and at times less consistent than the curated stories of farmer effort and local pride presented on the @greatgiantfoods Instagram feed. When these polished visual narratives of harvest celebration and environmental care are not closely grounded in verifiable field level realities, companies' risk being perceived as engaging in what the literature refers to as greenwashing, projecting an image of social and environmental responsibility that exceeds or diverges from actual organizational practice (De Freitas Netto et al., 2020; Koch & Denner, 2025). Research further shows that even small differences between sustainability claims and actual practices can significantly damage corporate credibility and image (Koch & Denner, 2025). Moreover, once consumers perceive greenwashing, brand trust tends to decline in ways that are difficult to reverse (AlQahtani, 2025).

Figure 3. GGF's Narrative Content on Education and Healthy Life

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Source: Great Giant Foods official Instagram account (@greatgiantfoods)

Collaborative partnerships further strengthen GGP's CSV narrative. The company's cooperation with social institutions, hospitals, disaster response institutions, and farmer cooperatives provides concrete stories that support its social responsibility claims. These partnerships help transform CSV from an internal corporate initiative into a visible social practice involving multiple stakeholders. In the context of public relations, such partnerships are important because they provide narrative credibility. They show that the company's sustainability communication is supported by social action, institutional collaboration, and community engagement.

Overall, this sub-theme shows that CSV communication at GGP involves more than disseminating information about sustainability programs. It involves a process of narrative construction in which operational practices are transformed into messages that stakeholders can understand and trust. Farmer empowerment is translated into stories of perseverance and local pride; environmental sustainability is translated into responsible farming and circular production narratives; and healthy lifestyle initiatives are translated into educational messages about nutrition and community well-being. This narrative translation becomes a foundation for public relations to bridge corporate actions and stakeholder trust.

Table 2. The Translation of CSV Initiatives into Corporate Narratives

CSV Initiative	Operational Practices	Corporate Narrative	Stakeholder Meaning
Farmer empowerment	Partnership with farmer, technical guidance, and market access	Farmer perseverance, shared prosperity, local agricultural pride	The brand supports local farmers and contributes to community welfare
Environmental sustainability	Soil and water conservation, reduced chemical use, integrated waste management, zero-waste cycle	Responsible farming and environmental care	The brand is committed to sustainable and responsible production
Healthy lifestyle education	Nutrition education, healthy breakfast programs, local fruit campaigns, household vegetable gardens	Healthy families, better nutrition, local fruit consumption	The brand contributes to healthier everyday lifestyles
Collaborative partnerships	Cooperation with social institutions, hospitals, community organizations, and cooperatives	Collective action and social contribution	The brand works with stakeholders to create broader social value

Source: Author's synthesis based on interview, company documents, and public communication materials, (2026).

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Public Relations as a Bridge between Corporate Narrative and Stakeholder Trust

At GGF, the communication department is responsible for managing and disseminating CSV-related information across multiple communication channels. The central role of the communication department in this process was described directly by the informant: *"The communication division is responsible for managing and conveying CSV messages effectively to the public and consumers, ensuring that information is delivered clearly and transparently"*. This statement positions PR not as a peripheral support function but as the organisational mechanism through which CSV commitments are made visible, credible, and accessible to stakeholders.

The interview data show that the company uses social media, official websites, and community-based activities to communicate with different stakeholder groups. These channels allow GGF and Sunpride to make CSV narratives visible to consumers, communities, farmers, and institutional partners. Social media enables the company to share educational and inspirational content, while websites and corporate communication materials provide more formal explanations of sustainability initiatives. Community-based events, on the other hand, allow CSV communication to be experienced more directly by local stakeholders. Through these channels, PR functions as a connector between corporate narratives and stakeholder interpretation.

Regarding the channels used and how their effectiveness is assessed, the informant noted that *"GGP uses various channels, including social media, websites, and community events. Effectiveness is measured through the level of engagement and public response to the messages delivered"*. This indicates that PR communication at GGF is not treated as a one-directional broadcast but as a dialogic process in which audience response informs how CSV narratives are managed and adjusted over time.

This bridging role reflects the principles of the two-way symmetrical model of public relations, which emphasises dialogue, mutual understanding, and balanced relationships between organisations and publics (J. E. Grunig & Hunt, 1984). In the context of GGF, PR communication is not limited to one-way dissemination of sustainability messages. Instead, it involves monitoring audience responses, maintaining stakeholder relationships, and adjusting communication practices based on feedback. The company's use of social media engagement, community interaction, and stakeholder collaboration indicates an effort to move beyond publicity toward relationship-oriented communication. This is important because trust is more likely to emerge when stakeholders perceive communication as transparent, responsive, and aligned with actual organisational practices.

The relational dimension of this bridging function was also emphasized by the informant, who stated that *"We build good relationships with various stakeholders through open communication, collaboration, and participation in relevant social activities"*. This reflects the principles of two-way symmetrical public relations, in which trust is cultivated not through persuasion alone but through sustained dialogue and shared participation in social initiatives.

The communication department also plays an important role in maintaining consistency between CSV narratives and corporate actions. Consistency is crucial because sustainability communication can easily be questioned if there is a gap between what a company claims and what it does. In GGF's case, PR helps ensure that messages related to farmer empowerment, environmental sustainability, and healthy lifestyle promotion remain aligned with the company's operational initiatives. This includes coordinating messages across digital platforms, corporate documents, campaign materials, and community-based programs. Such consistency supports stakeholder trust because it allows audiences to recognise a coherent relationship between the company's values, actions, and communication.

Stakeholder trust is also built through collaborative communication. GGF's partnerships with farmer cooperatives, local communities, social institutions, and public organisations provide concrete relational contexts in which CSV narratives can be validated. These collaborations show that CSV communication is not constructed solely from the company's perspective, but is supported by interactions with external stakeholders. In public relations terms, collaboration strengthens credibility because it demonstrates that the company's social contribution involves shared participation rather than unilateral corporate claims. This supports Lim & Lee (2022) argument that CSV communication requires companies to explain how shared value creates mutual benefits for business, society, and partner organisations.

Another important finding is that PR contributes to trust-building through evaluation and feedback mechanisms. GGF monitors the effectiveness of its CSV communication through several tools, including customer satisfaction surveys,

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social media analysis, and sustainability reporting. These mechanisms allow the company to assess audience responses, engagement levels, and perceptions of its sustainability profile. Social media metrics such as reach, interaction, and sentiment provide real-time feedback on how stakeholders respond to CSV-related content. Meanwhile, surveys and reports help the company evaluate whether its sustainability narratives are understood and perceived as credible. Through this, PR becomes not only a communicator but also an evaluator of stakeholder trust.

The bridging function of PR is further complicated by communication challenges that the company has had to navigate. The informant acknowledged that *"challenges in communicating CSV strategy include a lack of public understanding of these initiatives. The communication division addresses this through educational campaigns and broader media utilization"*. This acknowledgment is significant because it shows that the bridging role of PR is not frictionless. It requires continuous effort to close the gap between what the company does and what stakeholders understand and trust.

Table 3. Public Relations as a Bridge between Corporate Narrative and Stakeholder Trust

PR Function	Communication Practice	Trust-Building Mechanism	Stakeholder Response
Message management	Coordinating CSV communication across digital platforms and corporate channels	Consistency between corporate actions and public narratives	Recognition of coherent sustainability identity
Dialogic communication	Monitoring engagement, community interaction, and public response	Responsiveness and openness	Perception of transparency and accessibility
Stakeholder collaboration	Collaborating with cooperatives, communities, and social institutions	Shared participation and third-party credibility	Increased confidence in CSV initiatives
Evaluation and feedback	Evaluating impact through surveys, social media analysis, reports, and internal reviews	Evidence-based improvement and accountability	Trust in the company's long-term commitment

Source: Author's synthesis based on interview, company documents, and public communication materials, (2026).

Overall, this sub-theme shows that PR serves as the bridge between corporate narrative and stakeholder trust. The company's CSV narratives gain strategic value when they are communicated through consistent messages, dialogic channels, stakeholder collaboration, and evaluation mechanisms. In this process, PR transforms CSV from an internal corporate commitment into a trust-building communication practice. This bridging function becomes essential for the construction of sustainable brand image because stakeholders are more likely to trust sustainability claims when they are supported by transparent communication, credible evidence, and continuous engagement.

Constructing Sustainable Brand Image through Trust-Based CSV Communication

The previous sub-theme shows that public relations functions as a bridge between corporate narrative and stakeholder trust. This trust-building process becomes central to the construction of sustainable brand image. In the context of GGF and Sunpride, brand image is not constructed solely through product quality, market availability, or commercial visibility, but also through the company's ability to associate the brand with social responsibility, environmental care, local farmer empowerment, and healthy living. CSV communication therefore becomes an important mechanism through which Sunpride's brand meaning is expanded beyond fresh fruit products into a broader sustainability-oriented identity.

The findings indicate that Sunpride's sustainable brand image is constructed through the repeated communication of CSV narratives that connect the brand with concrete social and environmental initiatives. Farmer empowerment narratives position Sunpride as a brand that supports local agricultural communities. Environmental sustainability narratives associate the brand with responsible farming, resource efficiency, and circular production practices. Healthy lifestyle narratives connect the brand with nutrition, family well-being, and better everyday consumption habits. Together, these narratives help shape Sunpride's image as a brand that is not only commercially oriented but also socially and environmentally relevant.

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The informant directly described the impact of CSV communication on brand perception: *"Consumers see Sunpride as a brand that is responsible and cares about society, which increases trust and loyalty"*. This perception reflects the cumulative outcome of CSV communication. When operational practices are consistently translated into credible narratives and delivered through trust building PR mechanisms, stakeholders begin to associate the brand with social responsibility rather than commercial interest alone.

However, the contribution of CSV communication to sustainable brand image should not be understood as an automatic result. Rather, it depends on whether stakeholders perceive the company's narratives as credible and consistent with its actual practices. In this study, the credibility of Sunpride's sustainability image is supported by the operational foundation discussed earlier, including farmer partnerships, the eGrower system, sustainability certifications, zero-waste production, and community health programs. These practices provide substantive evidence behind the company's communication. As a result, sustainable brand image is constructed not only through symbolic messaging but also through the alignment between corporate action, public narrative, and stakeholder trust.

The company evaluates the effectiveness of its CSV-based communication through several ongoing mechanisms. As the Head of Corporate Communications explained, *"we use customer satisfaction surveys to measure consumer perceptions and responses, social media analysis to monitor consumer interaction and feedback, and sustainability reports to assess the social and environmental impact of initiatives undertaken"*. These mechanisms allow the company to understand how stakeholders respond to its sustainability communication and to adjust its strategies accordingly. In this sense, sustainable brand image at GGF is not treated as a static or fixed outcome, but as a continuously monitored perception that is actively shaped through communication feedback, stakeholder engagement, and organisational consistency. This ongoing evaluation practice reflects a commitment to adaptive communication, one in which the brand's sustainability identity is refined over time in response to changing stakeholder expectations and social contexts.

Compared with previous CSV studies in Indonesia, GGF's case offers a more locally grounded model of sustainable brand image construction. Studies on Nestlé Indonesia have shown how CSV communication can strengthen brand relevance through nutrition, rural development, and healthy lifestyle narratives. Research on Danone-AQUA has also demonstrated how CSV can support brand legitimacy through water conservation and community-based environmental programs. In the case of GGF and Sunpride, the sustainable brand image is built through a more agribusiness-specific narrative that combines farmer empowerment, local fruit identity, environmental responsibility, and healthy consumption. This contextual relevance allows Sunpride to position itself not only as a fresh fruit brand but also as a brand connected to Indonesian agriculture and community well-being.

This finding is consistent with previous research showing that sustainability-oriented initiatives can contribute to brand image and consumer attitudes when they are perceived as authentic and socially meaningful. Flores-Hernández et al. (2020) suggest that social responsibility contributes to positive brand image and corporate reputation, while Singh & Sharma (2023) show that repeated exposure to environmental responsibility can strengthen green brand image. Similarly, Jia et al. (2023) argue that sustainability marketing across economic, social, environmental, and cultural dimensions can enhance brand image and encourage responsible consumer behaviour. The present study supports these arguments by showing that CSV communication can contribute to sustainable brand image when it is grounded in operational practices and communicated through trust-based public relations.

Looking ahead, the informant identified clear opportunities for strengthening CSV-based brand communication, noting that *"opportunities to develop CSV-based brand communication strategies in the future include increased collaboration with local communities and expanding the reach of sustainability programs through digital technology".* This forward-looking suggests that GGF views sustainable brand image not as an endpoint but as an evolving commitment that requires continuous adaptation to stakeholder needs and technological developments.

Internal communication also plays an important role in maintaining the consistency of Sunpride's sustainable brand image. The company seeks to maintain message consistency through communication guidelines, employee understanding of CSV values, and regular monitoring of whether public communication remains aligned with corporate sustainability commitments. This internal alignment is important because sustainable brand image depends not only on external campaigns

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but also on organisational consistency. When employees, communication materials, public narratives, and corporate practices convey similar values, the brand becomes more credible for stakeholders.

Table 4. CSV Communication and the Construction of GGF's Sustainable Brand Image

CSV Narratives	Trust Basis	Brand Image
Farmer empowerment	Partnerships with farmers and cooperatives, technical support, market access	Social responsibility, local pride, community welfare
Environmental sustainability	Zero-waste practices, responsible farming, resource efficiency	Environmental care, credibility, responsible production
Healthy lifestyle	Nutrition education, healthy breakfast program, fruit campaigns	Health, family well-being, better lifestyle
PR consistency	Integrated communication across platforms and stakeholder touchpoints	Trustworthy, transparent, consistent brand
Stakeholder collaboration	Engagement with communities, institutions, and partners	Legitimacy, shared participation, long-term commitment

Source: Author's synthesis based on interview, company documents, and public communication materials, (2026).

CONCLUSION

This study concludes that Creating Shared Value (CSV) communication at GGF and Sunpride operates through an interconnected process linking corporate practice, narrative construction, stakeholder trust, and sustainable brand image. Rather than serving merely as a corporate social responsibility claim, CSV is institutionalized within agribusiness operations through farmer partnerships, digital agricultural support, environmental management, sustainability certifications, zero-waste practices, and community health initiatives, which together establish the substantive foundation for sustainability communication.

Public relations (PR) play a pivotal role in translating these operational CSV initiatives into meaningful corporate narratives, framing farmer empowerment around perseverance, local pride, and shared prosperity; environmental sustainability around responsible farming, circular production, and ecological responsibility; and healthy lifestyle initiatives around nutrition education, family well-being, and local fruit consumption. Operating across social media, official websites, corporate documents, community activities, and stakeholder partnerships, PR bridges corporate narratives and stakeholder trust.

Trust-based CSV communication underpins Sunpride's sustainable brand image, complementing product quality and market presence with associations of social responsibility, environmental care, local agriculture, and healthy living. Because this image does not emerge automatically from CSV programs, it depends on alignment across corporate actions, public narratives, stakeholder engagement, and communication evaluation. Accordingly, the study contributes to public relations and sustainability communication scholarship while offering practical guidance for Indonesian agribusinesses with complex, multi-tiered supply chains—such as palm oil, rubber, cocoa, and tea—to integrate operational sustainability, internal communication governance, and stakeholder-responsive narrative management. As a qualitative single-case study reflecting primarily an organizational perspective (supplemented by document analysis and public communication materials) without direct measurement of external stakeholder perceptions such as consumers, farmers, and community members, future research should incorporate multiple stakeholder groups or conduct cross-company comparisons within the agribusiness sector.

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