

THE CORPORATE ADVANTAGE OF LEVERAGING DETERMINANTS IN THE VOLUNTARY CARBON OFFSET IN INDONESIA'S NEW CAPITAL CITY

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Abstract

The purpose of this study is to analyze and explain the implementation of the carbon offset program contributing to sustained competitive advantage for Telkomsel. The type of research used is descriptive research with a qualitative approach. The large number of people who are not yet aware of the importance of carbon offset is one of the major challenges, even though contributions to this initiative can provide a sustainable competitive advantage for the company, by improving its reputation, attracting environmentally conscious consumers, and meeting increasingly stringent regulatory demands. The carbon offset program can provide a sustainable competitive advantage for Telkomsel by improving the company's image, attracting customers and investors, and utilizing government incentives. The limitation of the study is that many people are not yet aware of this program.

Keywords: *Carbon Offset, sustained competitive advantage, Telkomsel*

INTRODUCTION

In the face of the increasingly pressing climate change crisis, many companies are starting to adopt sustainable initiatives to reduce their carbon footprint. One approach is carbon offset, which is an action taken to neutralize carbon emissions produced through various projects that are able to absorb carbon from the atmosphere.(Boediarto, 2024).Carbon offset programs not only focus on reducing emissions, but also provide social and economic benefits to local communities. By investing in projects related to reducing carbon emissions, companies can achieve their environmental goals can achieve the company's environmental goals while supporting sustainable development efforts.(Jati & Nurhayati, 2024).

Telkomsel is committed to consistently advancing the positive impact of the nation through various corporate innovations that prioritize sustainable business processes. This is achieved by utilizing all of its most advanced technology assets and digital ecosystem, thus strengthening its status as a leading digital telecommunications company in Indonesia. Telkomsel's main concern is the implementation of sustainable business practices in all business processes. This requires proportional and balanced ongoing efforts to ensure a harmonious future for humans and the environment. Telkomsel is currently running a corporate social responsibility (CSR) initiative entitled "Telkomsel Jaga Bumi" to strengthen this commitment. Telkomsel's CSR Jaga Bumi initiative is one of the company's methods to assist the Indonesian government in its sustainable development program and encourage collaboration among Indonesian people to create a more positive future for the planet. Telkomsel is a pioneer in this sector, and this effort is another example of their commitment to sustainability by integrating ESG (environmental, social, and governance) principles into all of their operations. (Telkomsel, 2022)

The Carbon Offset Program is an initiative of Telkomsel Jaga Bumi CSR Program. Telkomsel planted 15,060 trees from the conversion of Telkomsel customer point donations and company donations. The conversion of Telkomsel Point donations is done through the MyTelkomsel application which can be accessed by all Telkomsel users. The program, which has been operating since December 2022, encourages loyal customers to contribute to the environmental movement by exchanging Telkomsel Points through the MyTelkomsel application and the website www.telkomsel.co.id with a contribution equivalent to a tree. This is intended to compensate for carbon emissions. Customers can exchange points by sending an SMS to 777 and entering the code JAGABUMI5 to exchange 50 points (equivalent to 0.1 tree/2.93 kg CO₂e) or JAGABUMI50 to exchange 500 points (equivalent to 1 tree/29.33 kg CO₂e) at once.



Image: Telkomsel and Ciro Waste Take Joint Action for Sustainable Earth in Telaga Sari City Forest, Balikpapan

The program is expected as part of social responsibility, this program strengthens Telkomsel's positive image in the eyes of the community and stakeholders. This shows the company's commitment to sustainability and environmental awareness, which can increase customer trust and loyalty. The area of mangrove planting in the Telkomsel Carbon offset program reaches 3.9 hectares which can absorb carbon dioxide equivalent to 441.2 tons (tCO₂e). The purpose of the Telkomsel Carbon offset program is to take the lead in presenting a positive impact on the sustainability of the earth and the environment in Indonesia (Gilang, R., 2023). Telkomsel hopes that this initiative can support mangrove reforestation efforts through collaborative steps to open up various opportunities to compensate for carbon emissions inclusively and sustainably in Indonesia, and also as a long-term investment in ecosystem health.

The trees that are planted will continue to absorb CO₂ for tens to hundreds of years, providing a sustainable positive impact in maintaining environmental balance. So this is of interest to researchers, researchers are interested in studying more deeply the implementation of this Telkomsel carbon offset program on sustained competitive advantage, especially PT Telkomsel Regional Kalimantan. It is hoped that this program will enhance Telkomsel's image as a company that cares about the environment and is socially responsible. By participating in efforts to protect the environment in the National Capital City (IKN) located in East Kalimantan, the community and various parties will contribute to the region that has an important role in the national climate agenda. East Kalimantan became the first province in Indonesia to receive carbon funds from the World Bank in 2022. These funds were given as a form of appreciation for the province's success in reducing carbon emissions which are considered to have economic value. Sri Wahyuni, Regional Secretary of East Kalimantan Province, stated that this achievement was the result of a long process that had been going on for 14 years since 2008, through ongoing cooperation and commitment between the local government and the World Bank (Kaltim Today, 2024). It is hoped that the views of the Telkomsel Community will show its commitment to supporting sustainable development and paying attention to the ecological impacts of its business activities.

Sustainable competitive advantage is a set of features and capabilities of a business that meet the needs of its consumers better than its competitors (Haque-Fawzi et al., 2022). For Telkomsel, Sustainable competitive advantage activities are part of strengthening Telkomsel's positive image in the eyes of the community and stakeholders. This shows the company's commitment to sustainability and environmental awareness. This impact not only benefits the environment but can also create a competitive advantage for companies committed to sustainability. Customers choose brands that invest in social and environmental responsibility, so carbon offset programs can increase customer loyalty and expand market share (Fitranadi et al., 2022). As research conducted by Yang & Meng, (2020) that carbon footprint can monitor the level of human stress on the ecological environment and has been widely used to measure the level of climate change and sustainable development. Therefore, the following problem formulation is made:

Formulation of the problem

1. How does the implementation of the carbon offset program contribute to sustained competitive advantage for Telkomsel?
2. What are the behavioral factors that influence user willingness in carbon offset programs?

Research purposes

1. Analyzing and explaining the implementation of carbon offset programs contributes to sustained competitive advantage for Telkomsel.
2. Analyze and explain what are the behavioral factors that influence user desire in carbon offset programs?

LITERATURE REVIEW

Resource Based View (RBV)

A methodology that examines and interprets an organization's resources to understand the process by which it achieves sustained competitive advantage. The concept of difficult-to-imitate firm attributes as a source of superior performance and competitive advantage is a central focus of the RBV (Barney, 1986; Hamel and Prahalad, 1996). Resources that require a long learning curve or significant changes in the organization's climate and culture, and that are difficult to transfer or acquire, are more likely to be unique to the organization and, as a result, more difficult for competitors to imitate. Conner argues that differences in performance across firms depend on the unique capabilities and inputs they possess. Year (1991)

Dicksen (1996) argues that the RBV adopts an "Inside-Out" or firm-specific perspective on the factors that determine the success or failure of organizations in the marketplace. Businesses are able to build and sustain competitive advantage by leveraging valuable, rare, inimitable, and non-substitutable resources (Barney, 1991; Collis and Montgomery, 1995; Grant, 1991; Wernerfelt, 1984). The RBV argues that organizations are a compilation of organizational resources, human resources, and physical resources (Barney, 1991; Amit and Shoemaker, 1993). The primary source of sustainable competitive advantage for sustained superior performance is the organization's valuable, rare, imperfectly imitable, and non-substitutable resources. perfectly (Barney, 1991).

Theory of Planned Behavior

Icek Ajzen, a Social Psychology expert, has produced an important theory to understand the relationship between attitudes and behavior. The Theory of Planned Behavior (TPB) explains the likelihood that an attitude will develop as a behavior (Conner, 2020). This theory explains the reasons underlying behavioral intentions. TPB defines behavioral intentions in terms of three main determinants: attitudes, subjective norms, and perceived behavioral control (Turra & Melinda, 2021). Icek Ajzen initially presented TPB in 1985, in his essay "From Intentions to Actions: A Theory of Planned Behavior". This theory draws on various attitude theories, including learning theory, expectancy-value theory, consistency theory, and attribution theory. TPB is an extension of the Theory of Reasoned Action (TRA) (Kammeyer-Mueller et al., 2024).

The idea of planned behavior is a psychological concept that explores the relationship between thoughts and behavior. TPB is a fairly robust and straightforward theory for predicting and explaining human behavior. In TPB, intention is defined as how hard a person tries and how much effort is expended in performing an activity (Al-Mamary & Alraja, 2022). Consequently, the fundamental idea of TPB is the prediction of intention, which, assuming no significant problems, will manifest as actual action.

Voluntary Carbon Offset

Voluntary Carbon Offset (VCO) is a market-based method that allows people, businesses and organizations to voluntarily offset their carbon emissions by purchasing carbon credits from recognized projects. (Wang et al., 2022). This plan is different from mandated carbon markets, which are regulated by government regulations such as the European Union Emissions Trading System (EU ETS) and California's Cap-and-Trade Program. (Wang et al., 2022). Companies participating in voluntary markets are not mandated by law, but they often do so as part of their Corporate Social Responsibility (CSR) or sustainability goals. (Dubey, 2024).

The idea of VCOs emerged in response to the growing global awareness of climate change and the need for more adaptive systems to reduce carbon footprints. Carbon credits allow companies with large carbon footprints to "offset" their emissions by funding initiatives that sequester or reduce carbon in the atmosphere. Reforestation initiatives, renewable energy power plant development, energy efficiency improvements, and carbon capture and storage (CCS) technologies are examples of such projects. (Bose et al., 2024). As a voluntary market mechanism, VCOs are often adopted by businesses seeking to enhance their reputation as environmentally conscious companies. Furthermore, companies aiming to achieve net zero emissions or carbon neutrality often use VCOs as part of their low-carbon transition plans. (Fabiana Peixoto de & Rosario, 2024).

METHOD

The research was conducted using descriptive research methods and qualitative approaches. The research will be tested without a hypothesis because in this research what is done is to describe, record, analyze, and interpret the existing conditions or current working conditions, then after that the existing system description will be known and the obstacles that occur in the system will be identified.

The research focuses on (1) Understanding and perception of employees and stakeholders, (2) The implementation process of the Carbon Offset Program, (3) Effectiveness of the Carbon Offset Program, (4) Contribution of the Carbon Offset Program to Competitive Advantage. The research location is Telkomsel Regional Kalimantan located on Jalan A. Yani, Balikpapan Tengah District, Balikpapan City, East Kalimantan.

There are 2 data sources, namely Primary Data, which is research data obtained directly from the original source, not through intermediary media, and secondary data. Secondary refers to research data obtained indirectly by researchers through intermediary sources, which have been collected and documented by other entities. There are 4 data collection methods, namely literature study, observation, interviews and documentation.

Interview guidelines consist of a collection of questions designed to facilitate or serve as a guide in conducting observations and interviews with respondents related to the research problem. Field notes consist of brief instructions or annotations made by the researcher during the implementation of the related research, which include significant findings and data obtained at the research location.

The data in this study were analyzed using qualitative methods, namely problem-solving procedures that involve explaining the state of an object or research object based on facts that are present in their natural state. The data were then analyzed non-statistically, where researchers interpreted the data through stages that include data reduction, data presentation, and drawing conclusions.

RESULTS AND DISCUSSION

The results and discussion in this study were obtained through interviews conducted with several relevant sources. The interviews were the main source for obtaining in-depth information on the topic being studied. In the process, the researcher asked a number of questions designed to obtain a comprehensive understanding of the issues raised.

The impact of carbon offset programs on sustained competitive advantage for Telkomsel

Customers showed positive responses and were satisfied with the carbon offset initiative run by Telkomsel. They appreciated the opportunity to contribute directly to environmental preservation without having to change the choice of service provider they have been using. This program is considered a real form of Telkomsel's concern for environmental issues, which ultimately strengthens customer loyalty. Telkomsel's concern for the environment through the carbon offset program is the main reason why customers remain loyal to using its services, because this kind of program is considered unique and has not been found in other providers. "I have never seen another provider that has a program like this, especially one related to carbon offset. That is why I continue to use Telkomsel products, because I think they care about the environment," For users, the existence of this program is the main reason to continue choosing Telkomsel compared to other providers that do not offer similar initiatives. "This program gives me a positive view and a sense of satisfaction towards Telkomsel, because I feel I can contribute directly to the environment while still using their services." Telkomsel's carbon offset program provides added value for users, because it not only offers telecommunications services, but also allows customers to contribute directly to environmental preservation, thereby increasing their positive image and satisfaction with Telkomsel.

Telkomsel's carbon offset program not only has a positive impact on customers, but is also able to increase the engagement of other companies that collaborate with it, this is reinforced by a statement from a company that collaborates in the Telkomsel Jaga Bumi program in Balikpapan, namely Ciro Waste, which said that collaboration in this program provides added value and strengthens the company's image as an entity that cares about environmental issues "For Ciro Waste, which is still pioneering, joining this program is a good engagement for us, of course it is an important point for the company's sustainability", In addition to encouraging collaboration between companies, this program also has other positive impacts, namely increasing public awareness of the importance of voluntary carbon compensation. Through direct involvement in this program, the community understands that every individual has a role to play in preserving the environment. This program opens up educational space as well as real action, which ultimately encourages behavioral changes towards a more environmentally friendly direction. "Exchanging points does not make me lose, it actually has a good impact on the environment, so I do it voluntarily"

Behavioral factors influencing users' willingness to contribute to the Carbon Offset program

Attitude towards behavior (Motivational Factors)

Environmental concern and social responsibility are important motivators in encouraging individual and corporate participation in sustainability programs. These values not only reflect an awareness of the impact of human activities on the environment, but also demonstrate a commitment to contribute to long-term solutions. In this

context, these motivations are an important basis for various initiatives, including voluntary carbon offset programs, which invite various parties to actively take part in the environment: "I am interested because I am happy to be able to participate in a program that is useful and besides, it is not difficult to participate because just by exchanging points, we can also directly contribute to the environment"

Subjective Norms (Social Influence)

Participants felt social pressure to engage in sustainable practices, this pressure came from the surrounding environment, such as friends, family, or society, who were increasingly concerned about environmental issues. As a result, participation in programs such as voluntary carbon offsets was driven not only by personal awareness, but also by the desire to be socially accepted and considered environmentally responsible. "I saw the news on television that the earth is getting more and more fragile" Awareness of the worsening environmental conditions is the starting point that arouses the concern of many individuals for sustainability issues "I heard that in my domicile in Samarinda there is an organization Jaga Lingkungan so I feel I want to get involved online through the My Telkomsel application" This shows that information obtained from the mass media and the surrounding environment can encourage someone to take real steps in supporting environmental conservation, even through digital platforms.

Perceived Behavioral Control (Perceived Barriers)

A common barrier to participating in sustainability programs is a lack of understanding of the true impact of contributions. Many individuals or companies do not fully understand how their contributions can directly impact environmental sustainability. This often results in an inability to see the connection between small actions taken and the big changes that can be achieved, reducing motivation to get more involved, "The information I found was very limited, even though I wanted to know more" This indicates a lack of access to more in-depth information about the sustainability programs being run. "As a Telkomsel user who has exchanged all my points in the Telkomsel Jaga Bumi program, I want to be more directly involved" This desire reflects the hope for more opportunities to actively contribute to environmental conservation efforts, beyond simply participating through the existing points system.

Additional findings to increase engagement

1. Improve educational content by creating engaging and easy-to-understand materials about the impacts of Carbon Offset.
2. Work with youth or environmental organizations to get them involved in the program.
3. Provide information on the impact of the program by regularly sharing updates on the results achieved.

CONCLUSION

The carbon offset program run by Telkomsel has made a significant contribution to the creation of sustainable competitive advantage. Customers have shown increased satisfaction and loyalty because they feel they can contribute directly to environmental preservation without having to switch services. Telkomsel's positive image as a company that cares about environmental issues strengthens the brand's position amidst the competition in the telecommunications industry.

In addition to providing added value to customers, this program also opens up opportunities for collaboration with various parties such as start-ups, who see this initiative as a form of strategic engagement that has an impact on the sustainability of their business. This program also encourages increased public awareness of the importance of voluntary contributions to climate change issues, while strengthening the relationship between customers and companies through meaningful experiences, supported by a strategic location in the IKN. To maintain this advantage, Telkomsel can continue to develop the education and transparency aspects of the program, as well as build broader collaboration with communities and environmental organizations. With this strategy, Telkomsel not only shows concern for the environment, but also consistently strengthens its competitive position in the long term.

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