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Integrated CSR Communication Strategy for Post-Mining Tourism Development: The Case of PT Bukit Asam and Tanjung Enim Tourism City

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ABSTRACT

Post-mining regions frequently face economic decline and social disruption after resource extraction activities diminish, creating an urgent need for sustainable development alternatives. In this context, tourism development has emerged as a strategic pathway for regional transformation, particularly when supported by corporate social responsibility (CSR) initiatives from mining companies operating in the area. This study investigates how an integrated CSR communication strategy contributes to the development of post-mining tourism in Tanjung Enim, Indonesia, through the CSR programs of PT Bukit Asam Tbk. The research employs a qualitative case study approach, drawing on in-depth interviews with key stakeholders, analysis of corporate and policy documents, and field observations of tourism-related CSR initiatives. The findings reveal that the company's CSR communication is structured through a multi-layered integration process that aligns corporate objectives with regional tourism development. The strategy is built upon five interrelated components: strategic foundation, communication architecture, forms of integration, organizational embedding, and hierarchy of realization. At the strategic level, CSR communication positions tourism as a central narrative of post-mining transformation while aligning corporate and regional development agendas. At the operational level, stakeholder mapping, message hierarchy, and coordinated communication channels enable consistent engagement with communities, government institutions, and tourism actors. The integration of communication content, visual identity, and timing further strengthens coherence across initiatives, supported by organizational coordination mechanisms and decision-making structures. The study proposes an integrated CSR communication framework that demonstrates how corporate communication can function as a strategic instrument for facilitating sustainable post-mining tourism development while strengthening collaboration between corporations, local communities, and regional stakeholders.

Keywords: *Integrated CSR Communication; Post-Mining Tourism Development; Stakeholder Engagement; Tourism Destination Development*

1. INTRODUCTION

Mining activities have long played an important role in supporting economic development, particularly in resource-rich regions. However, the decline or closure of mining operations often creates significant socio-economic and environmental challenges for local communities. Post-mining regions frequently face economic contraction, employment loss, environmental degradation, and uncertainty regarding future land use. These conditions make post-mining transition a critical issue in sustainable regional development. Consequently, governments, corporations, and local stakeholders increasingly seek alternative economic strategies capable of supporting long-term resilience and community welfare after mining activities decline [1].

One development strategy that has gained increasing attention in post-mining regions is the transformation of former mining landscapes into tourism destinations. Tourism development offers opportunities to repurpose post-mining land while simultaneously promoting environmental restoration, cultural preservation, and economic diversification. Previous studies suggest that tourism-based development can serve as an effective approach to revitalizing post-mining regions by transforming former industrial landscapes into recreational, ecological, or heritage-based destinations [2]. In addition, ecotourism initiatives in post-mining

areas can encourage sustainable land use, generate new employment opportunities, and strengthen local economic activities through community participation [3].

Despite these opportunities, the transformation of post-mining areas into tourism destinations requires complex coordination among multiple stakeholders, including governments, local communities, and private sector actors. Mining companies, in particular, play an important role in supporting regional transformation through corporate social responsibility (CSR) initiatives. CSR programs within the extractive industry have evolved beyond philanthropic activities toward more strategic approaches aimed at promoting sustainable development, environmental rehabilitation, and community empowerment. Through CSR initiatives, mining companies can contribute to post-mining land restoration, local economic development, and the creation of alternative livelihood opportunities for communities affected by mining activities [4].

However, the effectiveness of CSR initiatives depends not only on program implementation but also on the way these initiatives are communicated to stakeholders. Communication plays a critical role in shaping public understanding, fostering stakeholder engagement, and building trust between corporations and communities. Integrated corporate communication allows organizations to coordinate communication messages, channels, and stakeholder interactions in a consistent and strategic manner [5]. In the context of CSR implementation, integrated communication becomes particularly important because CSR initiatives often involve diverse stakeholders with different expectations and interests.

Integrated CSR communication refers to the coordination of strategic messaging, stakeholder engagement, and organizational communication processes in order to support CSR objectives and strengthen organizational legitimacy. Previous research highlights that integrated communication enables organizations to align corporate strategies with stakeholder expectations while ensuring message consistency across communication platforms [6]. By integrating communication content, visual identity, and communication channels, companies can deliver coherent narratives that enhance stakeholder understanding and participation in development initiatives.

The importance of integrated CSR communication becomes particularly evident in post-mining tourism development, where successful regional transformation requires collaboration among corporations, government institutions, and local communities. Communication strategies play an essential role in constructing narratives of regional transformation, promoting tourism potential, and encouraging community participation in tourism-based economic activities. Effective communication can also strengthen destination branding and foster stakeholder collaboration, which are essential components in developing sustainable tourism destinations in post-mining landscapes.

One example of such transformation can be observed in Tanjung Enim, South Sumatra, Indonesia. Historically known as one of the country's major coal mining centers, Tanjung Enim has recently begun transitioning toward tourism-based regional development. This transformation is closely linked to the initiatives of PT Bukit Asam Tbk, a state-owned mining company that has implemented various CSR programs aimed at supporting tourism development and community empowerment in the region. Through these initiatives, former mining landscapes are gradually being transformed into tourism attractions, supported by cultural heritage promotion, tourism infrastructure development, and community-based tourism activities [7]. Media reports and regional policy discussions indicate that the development of Tanjung Enim as a tourism city represents a strategic effort to diversify the local economy and create new development opportunities in the post-mining era [8].

Although previous studies have examined CSR practices in the extractive industry and the potential of post-mining tourism development, limited attention has been given to how integrated CSR communication strategies support stakeholder coordination and regional transformation in post-mining contexts. Existing research often focuses on CSR reporting, sustainability practices, or land rehabilitation, while the strategic communication processes that link CSR initiatives with regional tourism development remain underexplored. This gap highlights the need for a conceptual framework that explains how integrated CSR communication can facilitate stakeholder collaboration, narrative construction, and tourism destination development in post-mining regions.

Therefore, this study aims to examine the integrated CSR communication strategy implemented in the tourism development initiatives of PT Bukit Asam in Tanjung Enim. Specifically, the study analyzes how CSR communication is structured, coordinated, and implemented to support the transformation of Tanjung Enim into a tourism city. By identifying key components of communication integration—including strategic foundations, communication architecture, organizational embedding, and hierarchical implementation—this research proposes an integrated CSR communication framework that explains how corporate communication can function as a strategic instrument in post-mining tourism development. The findings are expected to contribute to the literature on CSR communication, sustainable regional development, and tourism transformation in post-mining landscapes while providing practical insights for corporations, policymakers, and regional stakeholders involved in post-mining development initiatives.

2. LITERATURE REVIEW

2.1 Post-Mining Development and Tourism Transformation

The transition of post-mining regions toward sustainable economic systems has become a central issue in regional development policy. Former mining areas often face environmental degradation, limited economic diversification, and social dependency on extractive industries. According to Kodir et al. [1], post-mining land management requires integrated spatial planning that considers ecological restoration and future land utilization. Without proper planning, abandoned mining landscapes may remain environmentally degraded and economically unproductive for long periods.

Scholars have increasingly explored tourism as an alternative pathway for post-mining transformation. Research on post-mining land use demonstrates that tourism development can transform degraded landscapes into productive socio-economic assets [17]. Such initiatives often combine ecological restoration with recreational and cultural attractions. This transformation allows former mining areas to regain economic relevance while also supporting environmental rehabilitation.

Industrial heritage tourism also plays a significant role in redefining former mining regions. Studies on heritage tourism indicate that abandoned industrial landscapes can be interpreted as cultural assets that reflect the historical identity of mining communities. Conlin and Jolliffe [18] explain that industrial heritage tourism enables communities to reinterpret mining sites as educational and historical destinations rather than environmental liabilities.

Community participation is widely recognized as a crucial element in sustainable tourism development. Hall [19] emphasizes that tourism initiatives are more likely to succeed when local communities are actively involved in decision-making processes. Community-based tourism encourages local residents to participate in tourism services, cultural interpretation, and small-scale entrepreneurship. As a result, tourism development can generate broader economic benefits for local communities while strengthening local ownership of development initiatives.

These perspectives suggest that post-mining tourism development requires an integrated approach that combines environmental restoration, heritage interpretation, and community participation. The transformation of mining landscapes therefore extends beyond physical redevelopment and involves social, economic, and institutional changes within the region.

2.2 Corporate Social Responsibility in the Extractive Industry

Corporate social responsibility has become an important mechanism for addressing the social and environmental impacts of extractive industries. Mining operations often affect surrounding communities through land use changes, environmental risks, and economic dependency. Bice [7] argues that responsible mining practices require companies to engage actively with communities and contribute to long-term regional sustainability.

The concept of CSR has gradually evolved from philanthropic initiatives toward more strategic and integrated approaches. Carroll's CSR framework highlights the multidimensional nature of corporate responsibility, which includes economic, legal, ethical, and philanthropic obligations [20]. Contemporary CSR strategies therefore emphasize long-term value creation rather than short-term charitable contributions.

Strategic CSR is increasingly associated with sustainable development goals and regional economic transformation. Porter and Kramer [21] introduce the concept of shared value, suggesting that companies can generate economic benefits while simultaneously addressing social challenges. In the context of mining regions, CSR initiatives may support economic diversification, infrastructure development, and community empowerment programs.

Within post-mining contexts, CSR initiatives frequently play a role in supporting environmental rehabilitation and socio-economic transition. Responsible mining frameworks highlight the importance of post-mining planning that includes land restoration, community development, and alternative economic activities [23]. These initiatives are particularly important in regions where mining companies have historically shaped the local economy.

Effective CSR implementation also requires collaboration between corporations and local stakeholders. Governments, community organizations, and local entrepreneurs often participate in CSR programs designed to support regional development. Such collaborative initiatives create opportunities for companies to contribute to sustainable development while strengthening relationships with stakeholders.

2.3 CSR Communication and Stakeholder Engagement

Communication plays a central role in the effectiveness of CSR initiatives. Corporate responsibility programs often involve multiple stakeholders with different interests and expectations. Without transparent communication, CSR activities may fail to generate trust or meaningful stakeholder engagement.

Morsing and Schultz [22] emphasize that CSR communication should move beyond one-way information dissemination toward interactive stakeholder dialogue. Their framework identifies three communication strategies: stakeholder information, stakeholder response, and stakeholder involvement. The involvement strategy represents the most advanced form of CSR communication because it promotes dialogue and participatory engagement between companies and stakeholders.

CSR communication also contributes to corporate legitimacy. Organizations communicate CSR initiatives not only to inform stakeholders but also to demonstrate accountability and transparency. According to Palazzo et al. [4], effective CSR communication strengthens stakeholder perceptions of corporate credibility and enhances corporate reputation.

The expansion of digital communication platforms has significantly transformed CSR communication practices. Companies increasingly utilize websites, social media, and digital storytelling to communicate sustainability initiatives. Colleoni [24] notes that digital platforms allow corporations to engage stakeholders more interactively while promoting narratives of sustainability and social responsibility.

These developments illustrate that CSR communication is not merely a promotional activity but a strategic process that shapes stakeholder perceptions and facilitates collaboration in development initiatives.

2.4 Integrated Corporate Communication and CSR Strategy

Integrated corporate communication refers to the coordination of communication strategies across organizational functions in order to deliver consistent messages to stakeholders. The concept originates from integrated marketing communication but has gradually expanded to include corporate communication, public relations, and stakeholder engagement.

Bruhn and Zimmermann [8] describe integrated CSR communication as a strategic process that aligns corporate values, CSR initiatives, and stakeholder communication. Through integration, organizations can ensure that CSR messages remain consistent across different communication channels and organizational units.

Belasen and Belasen [25] highlight that integrated communication enables organizations to coordinate corporate messaging across internal and external stakeholders. This coordination helps organizations avoid fragmented communication and ensures that CSR initiatives are communicated coherently.

Integrated communication also plays a role in building stakeholder relationships. When communication strategies are aligned with organizational values and CSR initiatives, stakeholders are more likely to perceive corporate actions as credible and authentic. Such alignment becomes particularly important in complex development contexts such as post-mining tourism transformation.

In post-mining regions, integrated CSR communication can facilitate collaboration among corporations, communities, and government institutions. By coordinating communication strategies across organizational levels, companies can promote shared development narratives that support regional transformation. These narratives may include environmental restoration, cultural heritage promotion, and tourism development.

3. METHOD

Research Design

This study adopts a qualitative research approach using a case study design to explore the integrated CSR communication strategy implemented by PT Bukit Asam in supporting post-mining tourism development in Tanjung Enim, Indonesia. Qualitative research is particularly appropriate for examining complex social phenomena that involve organizational processes, stakeholder interactions, and contextual dynamics. Creswell and Poth describe qualitative inquiry as an approach that allows researchers to interpret social realities through the perspectives and experiences of participants within specific contexts [29].

The research is grounded in a constructivist paradigm, which assumes that social realities are constructed through interaction, interpretation, and shared meanings among actors. Within this paradigm, the case study approach enables researchers to develop an in-depth understanding of social processes occurring within a particular context. Stake explains that case study research focuses on understanding the uniqueness and complexity of a specific case rather than producing statistical generalizations [30].

In communication and organizational research, case studies are frequently employed to investigate strategic practices and stakeholder relationships within institutional environments. The case study design therefore provides a suitable methodological framework for examining how CSR communication strategies are developed and implemented within the context of post-mining regional transformation.

The research site selected for this study is Tanjung Enim in South Sumatra, Indonesia. The region has historically been known as one of the country's major coal mining centers and is currently undergoing a transition toward tourism-based regional development. This transformation is closely associated with CSR initiatives implemented by PT Bukit Asam through the Tanjung Enim Kota Wisata (TEKW) program. The case therefore provides a relevant context for examining how integrated CSR communication strategies support tourism development in post-mining regions.

Data Collection

Data were collected using multiple qualitative techniques to ensure the credibility and richness of the research findings. The use of multiple data sources allows researchers to examine social phenomena from different perspectives and strengthen the validity of qualitative interpretations [29].

The first data collection method involved in-depth interviews with key stakeholders involved in CSR

programs and tourism development initiatives in Tanjung Enim. Participants were selected using purposive sampling to ensure that the informants possessed relevant knowledge and experience related to CSR communication and tourism development.

The interview participants included:

- Anindita Almira Wulandari, Corporate Administration of PT Bukit Asam
- Reko Leka Valendri, Public Relations Manager
- Dwi Handayani, Tanjung Enim Kota Wisata Construction Project Head
- Listati, Head of Community Engagement

Additional insights were obtained from local community representatives and tourism stakeholders involved in tourism-related economic activities.

Semi-structured interview guidelines were used to guide the interview process. This approach allows participants to share their experiences and perspectives in detail while enabling researchers to explore emerging themes during the interview process [29].

The second method involved document analysis. Several institutional documents were examined to obtain contextual and strategic information regarding CSR initiatives and tourism development in Tanjung Enim. These documents include:

- PT Bukit Asam Sustainability Report 2025
- PT Bukit Asam ESG Policy
- CSR program documentation

Document analysis provides insights into organizational strategies and complements primary data obtained through interviews. According to Stake, documents represent an important source of evidence in case study research because they help contextualize the phenomenon under investigation [30].

The third method involved field observations conducted at tourism locations developed through CSR initiatives in Tanjung Enim. Observations focused on tourism infrastructure, communication materials, visitor facilities, and interactions among stakeholders involved in tourism development activities. Field observations enabled the researcher to capture contextual information regarding how CSR initiatives and communication practices are implemented in practice.

Research Procedure

The research procedure was conducted through several systematic stages in order to analyze the integrated CSR communication strategy implemented within the study context.

The first stage involved identifying research problems related to post-mining regional transformation and the role of CSR communication strategies in tourism development.

The second stage consisted of reviewing relevant literature on CSR communication, post-mining land management, tourism development, and integrated corporate communication. The literature review was conducted to construct the theoretical foundation and conceptual framework of the study.

The third stage involved selecting the research case. Tanjung Enim was selected because it represents a post-mining region undergoing tourism transformation through CSR initiatives implemented by PT Bukit Asam.

The fourth stage involved collecting primary and secondary data through interviews, document analysis, and field observations. These data sources provided comprehensive information regarding CSR communication strategies and tourism development initiatives.

The fifth stage involved organizing and categorizing the collected data according to themes related to communication strategy, stakeholder engagement, tourism development, and organizational coordination.

The final stage involved analyzing and interpreting the data in order to identify patterns related to integrated CSR communication strategies within the context of post-mining tourism development.

Data Analysis

The collected data were analyzed using thematic analysis to identify patterns and themes related to CSR communication strategies and stakeholder engagement processes. Braun and Clarke describe thematic analysis as a qualitative analytical method that enables researchers to systematically identify, analyze, and interpret patterns within qualitative data [31].

The analysis process consisted of several stages. First, interview transcripts, observation notes, and documents were carefully reviewed to obtain a comprehensive understanding of the data. This stage allowed the researcher to become familiar with the overall structure and content of the data set.

Second, the data were coded to identify key themes related to CSR communication strategies, stakeholder mapping, message development, communication channels, and organizational coordination mechanisms.

Third, the identified themes were interpreted within the framework of integrated CSR communication in order to explain how communication strategies contribute to tourism development in post-mining regions.

To enhance the credibility of the research findings, data triangulation was applied by comparing information obtained from interviews, documents, and field observations. Triangulation is widely used in qualitative

research to strengthen validity by examining evidence from multiple sources and perspectives [29].

4. FINDINGS AND DISCUSSION

The findings of this study reveal that PT Bukit Asam has developed an integrated CSR communication strategy to support the transformation of Tanjung Enim from a mining-based region into a tourism destination. The analysis indicates that CSR communication in the Tanjung Enim Kota Wisata (TEKW) program functions not merely as a corporate communication activity but as a strategic mechanism that facilitates regional transformation and stakeholder collaboration in post-mining development.

Data obtained from interviews, corporate documents, and media reports show that CSR communication strategies implemented by PT Bukit Asam are structured through five interconnected dimensions: strategic foundation, communication architecture, forms of integration, organizational embedding, and hierarchy of realization. These components collectively form an integrated communication framework that enables coordination between corporate actors, local communities, and regional stakeholders.



Figure 1. Integrated CSR Communication Model for Post-Mining Tourism Development

The following sections discuss how each component of the model operates within the CSR communication strategy implemented in Tanjung Enim.

4.1 Strategic Foundation: CSR Communication as a Strategic Narrative

The first dimension identified in this study is the strategic foundation, which positions CSR communication within the broader sustainability agenda of PT Bukit Asam. The findings indicate that CSR initiatives related to tourism development are framed as part of a long-term strategy to support regional economic transformation after mining activities decline.

Corporate documents such as the PT Bukit Asam Sustainability Report 2025 emphasize that post-mining land management and tourism development are integrated within the company's environmental and social responsibility framework. The TEKW program therefore represents a strategic initiative designed to create sustainable economic opportunities for local communities.

Interview data further confirm this strategic orientation. According to Anindita Almira Wulandari, Corporate Administration at PT Bukit Asam, the tourism development program is intended to ensure that the mining region remains economically productive in the future:

"The development of Tanjung Enim as a tourism city is part of PT Bukit Asam's long-term sustainability commitment. Through this program, we want to ensure that the community will continue to have economic opportunities even when mining activities eventually decline." [32].

From a theoretical perspective, the integration of CSR initiatives within corporate strategy reflects the concept of shared value, which suggests that corporations can address social challenges while simultaneously creating economic opportunities [21]. In this context, CSR communication functions not only to inform stakeholders about corporate initiatives but also to frame tourism development as a narrative of regional transformation.

Media coverage also reinforces this narrative. Reports published by Kumparan describe how PT Bukit Asam has attempted to overcome the negative stigma associated with former mining areas by transforming post-mining landscapes into tourism destinations that combine environmental restoration and recreational facilities [12].

4.2 Communication Architecture: Structuring Stakeholder Communication

The second dimension identified in the findings concerns the communication architecture that structures CSR communication strategies. The analysis shows that PT Bukit Asam organizes CSR communication activities through three interconnected platforms: target platform, message platform, and instrument platform.

Target Platform: Stakeholder Mapping

Stakeholder identification plays a crucial role in CSR communication planning. According to Listati, Head of Community Engagement at PT Bukit Asam, stakeholder mapping is conducted to ensure that tourism development initiatives actively involve local communities.

"The community is not only a beneficiary of the tourism program but also an active participant. We encourage local residents to develop tourism services, cultural activities, and small businesses that support the tourism ecosystem." [35].

The main stakeholders involved in tourism development include local communities, tourism entrepreneurs, government institutions, and visitors. Community participation is particularly important because tourism development depends on the active involvement of local actors.

The importance of stakeholder participation in tourism development has been widely discussed in tourism research. Hall argues that tourism initiatives become more sustainable when local communities are involved as active participants rather than passive beneficiaries [19].

Message Platform: Tourism Transformation Narrative

The second component of communication architecture concerns the construction of CSR communication messages. The findings reveal that PT Bukit Asam consistently communicates a narrative emphasizing the transformation of Tanjung Enim from a mining region into a tourism destination.

According to Reko Leka Valendri, Public Relations Manager of PT Bukit Asam, the communication strategy focuses on highlighting the positive transformation of post-mining landscapes.

"Our communication emphasizes that former mining areas can be transformed into spaces for education, tourism, and community economic development. This transformation is important for changing public perceptions about mining regions." [33].

CSR communication literature highlights that narrative construction plays an important role in shaping stakeholder perceptions and organizational legitimacy. Morsing and Schultz explain that CSR communication should facilitate stakeholder dialogue rather than simply disseminating information [22].

Instrument Platform: Communication Channels

The third element of communication architecture relates to the communication instruments used to disseminate CSR initiatives. The findings indicate that PT Bukit Asam utilizes multiple communication channels, including corporate reports, digital media platforms, community meetings, and collaborations with national media organizations.

For instance, media coverage published by Kompas highlights the transformation of post-mining land into tourism destinations such as Botanical Garden and Klawas Waterpark [13]. These tourism attractions serve not only as recreational spaces but also as communication symbols representing the region's transformation.

Integrated communication research suggests that consistent messaging across multiple communication channels strengthens organizational credibility and stakeholder trust [25].

4.3 Forms of Integration in CSR Communication

Another important finding concerns the forms of integration that characterize CSR communication strategies implemented in the TEKW program. The analysis identifies three forms of integration: content integration, formal integration, and temporal integration.

Content integration refers to the consistency of thematic messages communicated across various communication platforms. Corporate reports, tourism promotion materials, and media publications consistently emphasize themes related to sustainability, environmental restoration, and community empowerment.

Formal integration refers to the visual representation of CSR initiatives through tourism infrastructure and communication symbols. Tourism facilities such as the Botanical Garden and the Bukit Asam Coal Museum function as physical representations of the transformation of post-mining landscapes.

Temporal integration refers to the coordination of communication initiatives over time. The TEKW program has been implemented gradually since 2016 through a series of development stages that reflect long-term planning rather than short-term CSR campaigns.

Previous studies on integrated CSR communication highlight the importance of aligning communication messages, visual identity, and communication timing in order to maintain consistency in stakeholder engagement processes [8].

4.4 Organizational Embedding of CSR Communication

The findings also show that CSR communication strategies are embedded within the organizational structure of PT Bukit Asam. Organizational embedding refers to the integration of CSR communication activities within institutional structures, coordination mechanisms, and decision-making processes.

According to Dwi Handayani, Head of the Tanjung Enim Tourism City Construction Project, the development of tourism infrastructure involves coordination among multiple corporate divisions.

"The development of tourism facilities in Tanjung Enim is not only a construction project but also part of a broader development strategy. It requires coordination between CSR teams, project management units, and local government institutions." [34].

Institutional collaboration also occurs between PT Bukit Asam and the local government of Muara Enim Regency. This collaboration supports the coordination of tourism infrastructure development, community empowerment initiatives, and regional tourism promotion.

Integrated CSR communication research emphasizes that effective communication requires coordination across organizational units and hierarchical levels [28].

4.5 Hierarchy of Realization: Translating Strategy into Communication Action

The final dimension identified in this study is the hierarchy of realization, which translates strategic CSR communication objectives into operational activities.

At the strategic level, tourism development is framed as part of PT Bukit Asam's sustainability agenda and long-term corporate vision.

At the tactical level, communication strategies are translated into programs such as community engagement initiatives, tourism promotion activities, and partnerships with local government institutions.

At the operational level, CSR communication strategies are implemented through concrete tourism development projects. These include the development of tourism destinations such as Botanical Garden, Klawas Waterpark, Mini Zoo, and the Bukit Asam Coal Museum.

Media reports indicate that these tourism attractions have begun to generate economic benefits for local communities. Kompas reports that Klawas Waterpark attracted more than 58,000 visitors in 2024, demonstrating the growing tourism potential of the region [13].

These findings indicate that CSR communication strategies can function as mechanisms for translating corporate sustainability goals into practical regional development initiatives.

5. CONCLUSIONS

This study highlights the strategic role of CSR communication in facilitating post-mining regional transformation through tourism development initiatives. The findings demonstrate that the CSR communication strategy implemented by PT Bukit Asam in the Tanjung Enim Tourism City (TEKW) program operates through an integrated framework consisting of five interconnected dimensions: strategic foundation, communication architecture, forms of integration, organizational embedding, and hierarchy of realization. These dimensions explain how CSR communication functions not only as a corporate communication practice but also as a strategic mechanism that aligns corporate sustainability agendas with regional development goals and stakeholder engagement processes. The study further shows that the transformation of post-mining landscapes into tourism destinations requires continuous coordination among corporate actors, government institutions, and local communities, supported by consistent communication narratives and integrated communication platforms. By proposing an Integrated CSR Communication Model for post-mining tourism development, this research contributes to the growing literature on CSR communication and sustainability communication by demonstrating how integrated communication strategies can support regional economic diversification and community empowerment in resource-dependent regions. In practical terms, the findings provide insights for mining companies, policymakers, and regional stakeholders in designing communication strategies that support sustainable post-mining development. Future research may expand this framework by examining comparative cases across different mining regions or exploring the role of digital communication platforms in strengthening stakeholder engagement in post-mining tourism development.

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