

## THE CORPORATE SOCIAL RESPONSIBILITY (CSR) MODEL OF PT INDANA IN JODIPAN TOURISM VILLAGE "KAMPUNG WARNA WARNI"

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**Abstrak.** Penerapan Tanggung Jawab Sosial Perusahaan (*Corporate Social Responsibility/CSR*) di Indonesia belum sepenuhnya dilaksanakan dengan baik. Hal ini terlihat dari kepedulian perusahaan terhadap komunitas maupun lingkungan sekitar yang terdampak oleh aktivitas bisnis perusahaan-perusahaan dinilai masih sangat rendah. Sementara itu, aktivitas-aktivitas yang dilaksanakan masih berupa dalam aktivitas filantropis dan kurang memperhatikan serta memenuhi nilai keberlanjutan yang ada. Maka dari itu, kebutuhan contoh model implementasi yang telah berhasil (*best practice*) di lapangan yang dilakukan suatu perusahaan menjadi sangat penting untuk dibahas. Salah satu perusahaan yang telah berhasil dalam implementasi pelaksanaan CSR adalah PT INDANA di Kampung Warna-Warni (KWW) Jodipan Malang. Perusahaan ini dibantu oleh kelompok GuysPro melakukan CSR berupa pengecatan di kampung kumuh. Dampak implementasi CSR tersebut menjadikan kampung ini menjadi salah satu daya tarik wisata bagi wisatawan yang berkunjung ke Kota Malang. Penelitian ini bertujuan untuk membahas model penerapan CSR yang dilakukan oleh PT INDANA dan GuysPro dalam mengimplementasikan aktivitas tersebut di Kampung Warna Warni (KWW) Jodipan, Malang. Analisis deskriptif-kualitatif digunakan dalam menginterpretasikan data yang ada. Sementara itu data diperoleh dari observasi lapangan, wawancara secara mendalam serta studi literatur guna menunjang penelitian. Hasil yang diperoleh dapat dilihat bahwa terdapat empat tahap dalam kegiatan CSR yang dilaksanakan oleh PT INDANA. Keempat tahap tersebut antara lain tahap perencanaan, tahap pelaksanaan, tahap evaluasi, dan tahap pelaporan. Dampak yang dirasakan oleh masyarakat dari kegiatan CSR yang diselenggarakan adalah munculnya pembangunan daya tarik wisata sebagai bentuk konsekuensi yang tidak terduga serta pengaruh positif dari stakeholder yang terlibat dapat dirasakan. Stakeholder tersebut diantaranya adalah PT INDANA, Kelompok GuysPro, masyarakat serta pemerintah sebagai regulator.

**Kata kunci:** Tanggung Jawab Sosial Perusahaan; Dampak; Pembangunan Pariwisata; KWW Jodipan.

**[Title: The Corporate Social Responsibility (CSR) Model of PT INDANA in Jodipan Tourism Village "Kampung Warna Warni"].** The implementation of Corporate Social Responsibility (CSR) in Indonesia has not been fully implemented properly. It can see from the company's concern for the community and the environment affected by their business activities which are still considered exceptionally low. Meanwhile, the activities carried out are still philanthropic activities and do not pay attention to and fulfill the existing sustainability values. Therefore, it is essential to discuss the need for successful implementation models (best practices) in a company. One company that has succeeded in implementing CSR is PT INDANA in Kampung Warna-Warni (KWW) Jodipan Malang. GuysPro assisted this company in carrying out CSR in painting in a slum village, namely Jodipan. The impact of CSR implementation makes the village become a tourist attraction that tourist most visited when going to Malang City. This study discusses the CSR implementation model carried out by PT Indana and GuysPro in implementing this activity in *Kampung Warna Warni* (KWW) Jodipan, Malang. A descriptive-qualitative analysis is applied in interpreting the existing data. Meanwhile, data were obtained from field observations, in-depth interviews, and literature studies to support the research. The results obtained show that there are four stages in CSR activities carried out by PT INDANA. The four stages include the planning and implementation stages, the evaluation stage, and the reporting stage. The impact felt by the community from the CSR activities carried out is the emergence of the development of tourist attractions as a form of unexpected consequences, and the positive influence of the stakeholders involved can be felt. These stakeholders include PT INDANA, the GuysPro Group, the community, and the government as the regulator.

**Keywords:** Corporate Social Responsibility; Impact; Tourism Development; *KWW Jodipan*

## 1. INTRODUCTION

A company's business activities can cause various negative impacts on the environment and the community's social life. Therefore, companies must account for the impact of their business activities with social contracts called corporate social responsibility (CSR). CSR is a company's commitment to contribute to sustainable economic development while still paying attention and emphasizing the balance between economic, social, and environmental aspects (Untung, 2009). There is a concept proposed by Elkington (1997) known as the triple bottom line. Elkington believes that good companies not only pursue economic interests (profit), but also have concern for the preservation of the environment (planet) and the welfare of the people (people).

Obligations in carrying out Corporate Social Responsibility (CSR) and Limited Corporate Social and Environmental Responsibility for companies in Indonesia are regulated in several laws, namely Law Number 25 of 2007 concerning investment and Law Number 40 of 2007 concerning limited liability companies. Regulations regarding companies' obligations in implementing the CSR program also do not provide an impetus for companies in Indonesia to implement them.

Facts on the ground show that CSR programs that are implemented often do not touch the roots of community problems because they are done solely to create a company's reputation, not to improve the quality of community life in the long run (Margiono in Sulaiman, Irwansyah, and Maryono, 2014). Implementation of CSR related to large companies can form public opinion and solely philanthropic activities to cover up unethical

behavior as an example of the case with PT Freeport, which has a conflict with the people of Papua regarding land use, environmental destruction, and economic destruction due to mining operations (Anatan, 2009). In addition, many big cities in Indonesia currently have utilized CSR funds from companies to help with city development programs in Malang City. In recent years, the development of Malang City has utilized CSR funds from large companies such as PT Bentoel Group, which is revitalizing the Dieng Pedestrian Park and Jalan Ijen. Some city parks such as Malang City Square, Slamet Park, Merbabu Park, Trunojoyo Park, and Merjosari Park were also built using CSR funds (Arifin, 2017). Companies' allocation of CSR funds in the city of Malang shows that they are still dominated by improvements in physical infrastructure and still rarely shape education, environment, and social sectors. Therefore, this study aims to create a model of CSR implementation that has been successful (best practice) as an example for other companies that conducted by PT INDANA in *Kampung Warna-Warni Jodipan*.

The CSR program implemented by PT INDANA is a program in partnership with seven students of the University of Muhammadiyah Malang who call themselves GuysPro. The student community, chaired by Nabila Firdausyah, initially received assignments in the Public Relations II course. *Kampung Warna-Warni Jodipan* was chosen as the location of the CSR program because it has several environmental and social problems. The concept chosen was "Decofresh Coloring" by coloring the walls of people's homes and neighborhoods around the village with colorful paints and murals inspired by the Kickstarter region in Rio De Janeiro, Brazil City of Cinque Terre, Italy. Its implementation attracted the wider community attention because it was suitable to be used as photo spot and distributed to social media, especially Instagram. Malang Mayor, Moch Anton, appreciated the CSR program's success and was inaugurated it as a tourist village and a pilot project in the development of thematic villages in the city of Malang.

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### Corporate Social Responsibility (CSR)

CSR is a concept formed as continuation of the concepts of economic sustainability and environmental sustainability. The concept has emerged and sparked in the previous. The concept was coined in Johannesburg in 2002 for several reasons: 1) the concepts of economic sustainability and environmental sustainability that were previously developed have not been able to raise the welfare of the community in the countries of the world; 2) the need for a level of regulation to balance the welfare of tourism development both in southern and northern countries (Anatan, 2010). Long before that, the first discussion about whether a company has social responsibility occurred in the 1930s in the United States, and in 1953 Brown published a book entitled "Social Responsibility of the Businessman" as the beginning of the rise of modern CSR so that he was known as "Mr. CSR".

The modern concept of CSR does not have a single definition because it is a broad and complex concept. Some definitions that can reveal the concept of CSR, one of them put forward by The World Business Council for Sustainable Development (1995) in Wibisono, 2007) that defines CSR as the commitment of the business community to continue acting ethically, operate legally and contribute to economic improvement, together with improving the quality of life from employees and their families while also improving the quality of the local community and the wider community. Kotler and Lee in Solihin, 2009) define CSR as a commitment to improve the welfare of society through free business practices and the contribution of company resources. They emphasize that CSR is an activity that solely represents the company's voluntary commitment to participate in improving the community's welfare and is not a business activity required by law and legislation, such as the obligation to pay taxes or company compliance with labor laws.

The classic view of CSR is almost limited to philanthropy, and then it shifts to the emphasis on business-community relations specifically which refers to the contributions made by companies or companies to solve social problems. Current CSR (also called corporate responsibility, corporate citizenship, responsible business, and corporate social opportunities) is a concept where business organizations consider the interests of society by taking responsibility for the impact of their activities

on customers, suppliers, employees, shareholders, communities, and other stakeholders and their environment (Ismail, 2009).

### Tourism Development

Development is a fundamental change in society from a particular national situation to another national situation considered more pillar (Katz in Sunaryo, 2013). If it refers to social and economic change, the word tourism development is defined as a process (Aryanti & Indarti, 2012). Tourism development can be interpreted as a condition. When associated with tourism, tourism development is a process of fundamental change carried out by humans in a planned manner in a specific tourism condition considered unfavorable, directed towards a particular tourism condition that is considered better or more desirable (Sunaryo, 2013). On the other hand (Muljadi in Aryani, Sunarti, & Darmawan, 2017) argues that development is an effort to develop and utilize tourist attractions, which manifests among others in the form of beautiful natural wealth, diversity of flora and fauna, diversity of traditions and cultural arts as well as historical and archaeological heritage. Based on two opinions, it can be concluded that tourism development is an effort to develop the potential of an area/place to be directed towards a better condition of tourism.

The efforts in tourism development include 1) development of tourism objects and attractions, 2) development of facilities and infrastructure, 3) tourism marketing and promotion, 4) human resource development. Positive and negative impacts will accompany the tourism development process on society and the environment. The impact is mainly found in 3 main areas strongly influenced: economic, social, cultural, and environmental.

### City Tourism

Cities are overly complex tourism destinations related to culture, lifestyle, and different sets of requests for holidays and travel (Law et al., 1996). Known as a multi-motivated tourist destination, tourists visiting the city can also conduct business activities, visit family and relatives, and aim for recreation and entertainment activities. Urban tourism has different characteristics from tourism in general. The attraction of tourism is intended only for those who travel. Urban tourists also use facilities that city dwellers use as tourist attractions, such as shopping centers.





This stage was accomplished by asking direct questions with Kampung Warna-Warni Jodipan Representatives involved in the CSR Project using questions arranged as interview instruments. In-depth interviews were conducted with key informants, namely the management of PT INDANA, the Head of RW 02, the Head of RT 07, the Head of the GuysPro Community, and the Malang City Culture staff and Tourism Office, and local people of *Kampung Warna-Warni Jodipan*. Informants were determined by purposive sampling and snowball sampling techniques.

3. Documentation study

This stage was used to find out the things or variables studied in the form of documents or library materials reports on the general description of *Kampung Warna-Warni Jodipan*

The process of analyzing the data in this study used Miles and Huberman analysis model (Sugiyono, 2013), which includes three stages as follows:

1. Data reduction

This stage selects the main things, simplifying, focusing on important things, and studying the problems.

2. Data presentation

Presentation of data can be done in tables, graphs, pie charts, and narratives.

3. Verification or drawing conclusions

This step is carried out to provide conclusions during data collection from the beginning until the data collection process ends.

The concept used in this study is the concept of stakeholder, and the concept of impact, while data analysis uses legitimacy theory. The concept of stakeholders in this study is a concept that

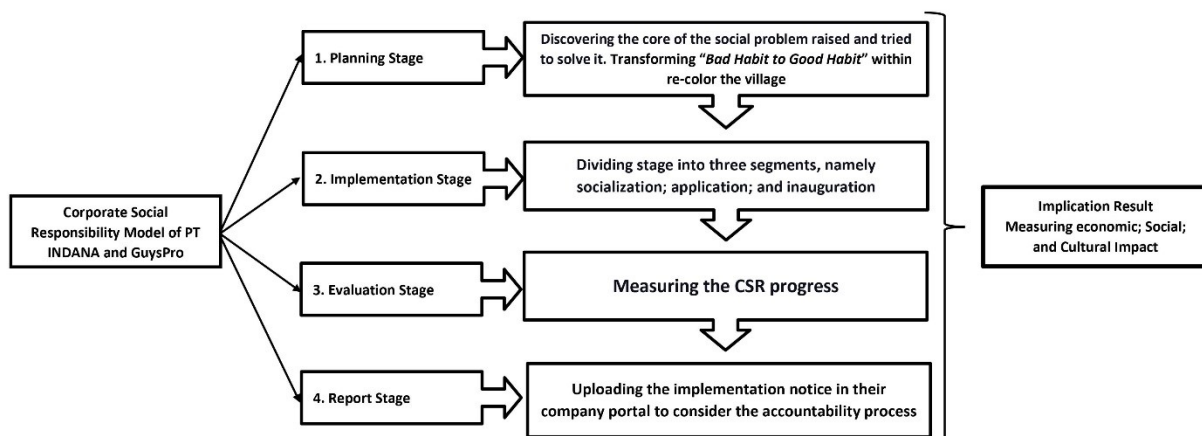
emphasizes groups/individuals who have influence or are influenced by the achievement of a program (Freeman in Oktavia and Saharuddin, 2013). Stakeholders can be divided into three types, namely: 1) the main (primary) stakeholders who receive a direct impact from an activity, 2) the supporting (secondary) stakeholders, namely intermediaries in assisting the process of delivering activities, and 3) the key stakeholders who have legal authority in terms of decision making (Crosby in Iqbal, 2007). The concept of impact, regarding the changes that occur due to activity. This change can influence the economic structure, social, physical area, consumption patterns, behavior, nature, and the environment.

According to Dowling and Pfeffer (1975), legitimacy is the embodiment of the interaction between companies and the community. The company is essential in paying attention to the norms prevailing in the community to get legitimacy in support and trust from the community in operating its business activities.

3. RESULT AND DISCUSSION

CSR Implementation Strategy by PT INDANA in Kampung Warna-Warni Jodipan

Implementation of CSR carried out by a company must have a strategy with solid ideas and concepts to run following the objectives to be achieved. According to Wibisono (2007), there are four stages in implementing CSR model that companies generally carry out: the planning stage, the implementation or implementation phase, the evaluation phase, and the reporting stage. The



Source: Primary Data, 2018

Figure 2. The CSR Model of PT INDANA

following is a strategy for implementing the CSR program carried out by PT INDANA in *Kampung Warna-Warni Jodipan*.

#### *Planning Stage*

Planning (planning) is the initial stage in determining the company's final results, which includes strategies, policies, procedures, programs, and budgets needed to achieve these goals (Roza, 2014). According to Wibisono (2007), CSR planning has three main steps: awareness building, CSR assessment, and CSR manual building. These three steps are a strategy in planning to build awareness through seminars, group discussions, mapping company conditions and aspects that need to be considered and compiling a manual to guide the company so that all elements of the company have a uniform mindset and action pattern.

The planning of CSR activities in *Kampung Warna-Warni Jodipan* was initiated by a group of students at the University of Muhammadiyah Malang. They are members of the GuysPro community. The student community selects companies and locations that will be targeted for CSR implementation. PT INDANA was chosen because the company was not yet well known by the public, even though they had done many CSR activities. After identification, it is found that the CSR that the company has done is not yet targeting the 3Ps concept (people, profit, planet) and is not yet sustainable. As stated Idowu and Kasum (2016), Good CSR implementation should pay attention to the triple bottom line perspective, namely Social, economic, and environment or alternatively in terms of 3Ps. In addition, *Kampung Warna-Warni Jodipan* was chosen because it is one of the "Slum Villages" among 11 slums in Malang City. GuysPro sees several social and environmental problems caused by *Kampung Warna-Warni Jodipan* residents' habit of throwing garbage in the river that has been going on for generations. Therefore, the village deserves the assistance of CSR programs by carrying out the concept of "Bad Habit to Good Habit".

After doing various of research on the problems and solutions to be taken, GuysPro proposed "Colored" as a form of CSR to be carried out in the village inspired by the village of La Favela in Brazil. The four main agendas to be carried out are *kulo nuwun* (introduction), the opening of Decofresh Coloring, the painting process, and the inauguration of

*Kampung Warna Warni*. The PT INDANA used a bottom-up approach in planning the program, namely a development process that involved the role of the community rather than the role of the government.

#### *Implementation Stage*

Three things must be considered in implementing CSR: who will run it, what to do and how to do it, and what tools are needed (Wibisono, 2007). The implementation of CSR programs in *Kampung Warna-Warni Jodipan* involves several parties who contribute to achieve common goals. The first party, PT INDANA, as the CSR implementer, collaborated with GuysPro, a group of students who were the initiators of the CSR program concept in *Kampung Warna-Warni Jodipan*. The next party is the government which is also involved in giving permits in implementing CSR in villages.

##### a) *Kulo Nuwun* (introduction)



Source : Instagram @guyspro, 2016

**Figure 3.** Implementation of *Kulo Nuwun*

CSR implementation in *Kampung Warna Warni* took three months, from May 22, 2016, to September 4, 2016. The first agenda called *Kulo Nuwun* was held on May 18, 2018. *Kulo Nuwun* as a socialization program to introduce the company and the planned CSR activities in their village. Under what was stated Sujanto (2018) with socialization activities, the information, and targets of the program can be conveyed to the public in general and the targeted participants in particular. This activity is carried out by gathering residents together with the company and inviting community leaders, namely the Chairman of RW 02, Chairman of RT 06, Chair of RT 07, and Chairman of RT 09. Through this activity, the community is involved in identifying problems, formulating goals, and making decisions. After making various preparations, on May 22, 2016, an

event with the theme "Decofresh Coloring " was



Source : GuysPro Documentation, 2016

**Figure 4.** Painting Process

held as a gong for the opening of CSR activities by PT INDANA in the Village. In this event, GuysPro as the committee invited stakeholders from the community such as RW 02 Chairperson, RT 06 Chairperson, RT 07 Chairperson and RT 09 Chairperson and PT INDANA vice president Steven A. Sugiharto, and Fery Fadly as the Marketing team Communication which organizes CSR activities.

The main activity in the opening ceremony was community service to clean up the environment of the village which was carried out by the community and assisted by the Air Force. In addition to clean up the environmental area, a mural activity was also held by drawing several walls and stairs by the mural activist community "Turu Kene". In addition, healthy lifestyle socialization was also held so that people are more aware of the environment. Lifestyle will influence and determine a person's pattern, including behavior (Yohanes, 2006). The community's enthusiasm can be seen from the initiative of residents to gather and start cleaning the environment around their homes even though they have not entered the specified time of the event.

#### b) Painting Process of Village

The process of painting houses and the environment around the Village takes three months, which is from June 6 to August 25, 2016, by spending approximately 3 tons of paint from PT INDANA. Besides being painted with striking colors, the walls, fences, and stairs around the Village are also decorated with murals drawn by the "Turu Kene" mural community. GuysPro works with the "Turu Kene" community to socialize "Anti-Vandalism" movement so that clean and painted walls are not scribbled carelessly by irresponsible people.

PT INDANA fielded ten painters and was assisted by the local community. People who work also take



Source : GuysPro Documentation, 2016

**Figure 5.** Inauguration Ceremony

their time after returning to work in the afternoon and evening to speed up the painting process. When residents take a day off from work on Saturdays and Sundays, they paint their houses, streets, stairs, and roofs.

Although it has not yet been entirely completed, the process of painting Village has invited much public attention. Colorful wall paints stand out over the Kali Brantas bridge and attract the public's attention to take photos. The photos taken by the community are then uploaded to social media networks which play a role in disseminating information about a new place in Malang that is interesting to visit. The phenomenon of the spread of information through social media is called electronic word of mouth (eWOM). Electronic Word of Mouth is a positive or negative statement made by actual and potential customers about a particular product or company, which many people or institutions can make through the internet (Hennig-Thurau, et al, in Rachmaulida and Iqbal, 2017).

#### c) Inauguration of *Kampung Warna Warni*

The *Kampung Warna Warni* was inaugurated on September 4, 2016, by Malang Mayor Moch. Anton, UMM Rector Fauzan, and PT INDANA vice president Steven A. Sugiharto were accompanied by the Head of Malang City Communication Forum (*FORKOPIMDA*), Chairperson of Malang City TP PKK, and Malang City Regional Secretary. In addition to remark and inauguration, the event was also enlivened by a parade of residents and a Malang masquerade entertainment program. In the inauguration ceremony, the Village has officially assumed the name of *Kampung Warna Warni*. In his speech, Moch. Anton expressed his gratitude and expressed his highest appreciation to PT INDANA and GuysPro, who have successfully implemented



CSR programs in the village. Seeing the potential, Moch. Anton inaugurated *Kampung Warna Warni* as an icon of Malang City destination and became a pilot project to develop tourist villages in Malang.

#### *Evaluation Stage*

The evaluation phase is the stage taken to decide whether the program is stopped, continued, or improved and developed to certain aspects (Herawati, 2015). This stage is carried out continuously to measure the extent of success and effectiveness of CSR implementation. PT INDANA evaluated the implementation of the CSR program in *Kampung Warna Warni* since the painting process to date. The evaluation step taken by PT INDANA and GuysPro was to see the extent to which the implementation of their CSR program had achieved its objectives.

The evaluation results found that the magnitude of the potential benefits for the company after implementing the CSR program in the *Kampung Warna Warni*, therefore PT INDANA plans to extend the CSR implementation contract in the village. In addition, there were also incredibly significant changes in the environmental, social, and economic aspects of the *Kampung Warna Warni*.

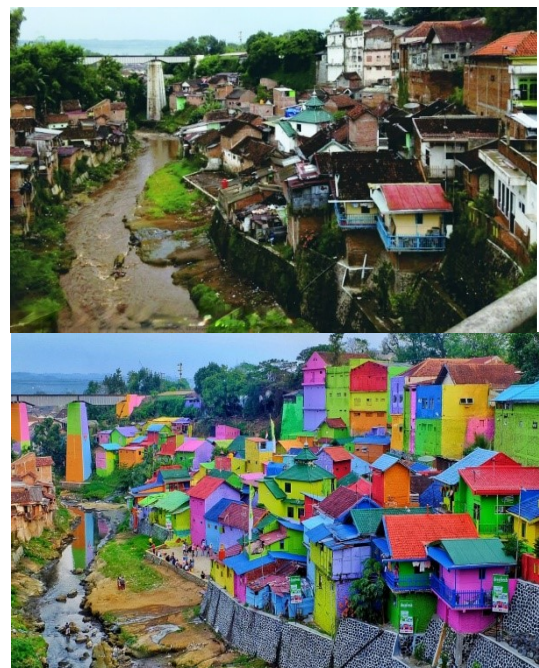
#### *Report Stage*

Implementation of CSR requires reporting that is useful in informing and communicating forms of accountability to stakeholders. Reporting is done based on the company's awareness of the impact of their operations, then takes the initiative to do something. The results of these activities are made in a report submitted to stakeholders (Kartini, 2013). The media used in reporting can be in the form of notifications on the company's portal, can be integrated with the company's annual performance reports and be submitted on formal forums such as seminars, discussions, and conferences. PT INDANA in carrying out their CSR activities reporting, is done by uploading the implementation notice in their company portal, indana.co.id. In addition, they also invited national print and electronic media to disseminate information about CSR programs that have been implemented in *Kampung Warna Warni*.

The results of the analysis of the CSR implementation strategy by PT INDANA show several things, namely 1) the bottom-up approach used by the company can increase the success of the program because it involves the community

from the planning stage to the evaluation, 2) the CSR implementation proves the theory of legitimacy where PT INDANA has gained the trust of the community because it manifests its concern for the environment and society in CSR programs. This is evidenced by the involvement of the residents of *Kampung Warna-Warni Jodipan* in implementing CSR to realize the goals to be achieved by the company that can sustainably develop business activities.

#### **Implications of CSR Implementation in *Kampung Warna Warni***



Source: GuysPro Documentation, 2016

**Figure 6.** Before and After Condition of Jodipan Village

Realization of an ideal CSR program is an implementation that can provide benefits to the environment, social and corporate benefits. To measure a CSR implementation can be said to be successful or not, key performance indicators are needed.

Significant changes occurred in Village after receiving CSR program assistance from PT INDANA. The most significant implication is that *Kampung Warna Warni* becomes a new tourist attraction in Malang. New tourist attractions can drive tourists to visit the location (Afif, Aisyianita, & Hastuti, 2018). The emergence of the activity was caused by many people visiting to take photos around the village and disseminating them to social media, especially Instagram, thus inviting other people to visit the



*Kampung Warna Warni*. After being inaugurated as *Kampung Warna Warni* on September 4, 2016, domestic tourists visited this village and foreign tourists have begun to look at this village as one of tourist attractions. The number of tourist arrivals also continued to increase throughout 2016, as shown in Table 1 below.

**Table 1.** Number of Tourist Visits in *Kampung Warna Warni*

| Month     | Number of Tourist |             | Growth (%)     |             |
|-----------|-------------------|-------------|----------------|-------------|
|           | Inter. Tourist    | Dom Tourist | Inter. Tourist | Dom Tourist |
| July      | 22                | 47.299      | -              | -           |
| August    | 27                | 56.569      | 22,73          | 19,60       |
| September | 29                | 60.642      | 7,41           | 7,20        |
| October   | 30                | 63.189      | 3,45           | 4,20        |
| November  | 35                | 67.739      | 16,67          | 7,20        |
| December  | 39                | 81.287      | 11,43          | 20,00       |
| Average   | 30                | 62.787      | 12,33          | 11,60       |

Source: Tourism and Cultural Board of Malang, 2016

Table 1 shows that in the last six months of 2016 there was an increase in foreign and domestic tourists every month. The highest increase in foreign tourists was in August where there was 22.73%, while for domestic tourists the highest increase was in December, amounting to 20.00%. July and August are the high season periods for foreign tourists, while the peak period of the high season for domestic tourists is December at the turn of the year.

#### 4. CONCLUSION

PT INDANA carried out their CSR project with a four-stage strategy which became the ideal CSR model. The four stages in the CSR implementation strategy namely: the planning stage, the implementation phase, the evaluation phase, and the reporting stage. There are four main agendas in its implementation: the socialization activity called *kulo nuwun*, the opening of Decofresh Coloring, the painting process, and the inauguration of Colorful Village. The performance of CSR has succeeded in positively impacting the environment and the birth of community-based tourism in Jodipan Village that is not previously planned (unintended consequences), which consists of 4A, namely attraction, amenities, accessibilities, and ancillary. All stakeholders also accept the implications of CSR implementation: 1) the community where there are three aspects, namely environmental, social, and economic, 2) GuysPro gets the implications of being freed to attend the Real Work Lecture program (KKN), 3) PT INDANA INDANA can develop strategies marketing that

leads to company profits, including as a means of promotion of company products, and opportunities in holding similar programs, 3) Malang City Government, can develop thematic villages as one of the leading tourism destinations in Malang by relying on PT INDANA's CSR program funding assistance, Kampung Tiga Dimension (TRIDI), Kampung Putih and Kampung Biru Arema.

This finding suggests that the strategy of implementing CSR by PT INDANA in *Kampung Warna-Warni Jodipan* can be an example for other companies that will implement CSR. In addition, the government can also maximize CSR funds from companies for the revitalization of physical infrastructure and community empowerment. For further researchers, it is advisable to examine tourism development after implementing CSR in Colorful Village and analyze its sustainability.

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