

## Exploring millennials' digital CSR communication expectations from Indonesian unicorn companies

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**Abstract** Corporate Social Responsibility (CSR) communication is a conduit for companies to engage with the public. This research delves into millennials' digital CSR communication expectations from Indonesian unicorn companies. Digital CSR initiatives aim to bridge the gap between corporate needs and public expectations. Public expectations encompass beliefs, attitudes, and anticipations. The study focuses on five Indonesian unicorn companies—Gojek, Tokopedia, OVO, Traveloka, and Bukalapak. Data collection involved interviews with millennials who follow the Instagram accounts of unicorn companies. Findings reveal diverse millennial expectations generated through CSR communication on Instagram, spanning visual message representation, media utilisation, and prospective CSR programs. Storytelling emerges as a pivotal method for conveying expectations via Instagram accounts. Moreover, Instagram is not the sole medium utilised for CSR communication. Follower interest underscores the necessity for sustained, long-term CSR programs. Positive engagement, such as likes, shares, and comments, represents a tangible manifestation of the millennials' positive response to the content shared by these companies.

**Keywords:** CSR communication; Instagram; millennial expectation; unicorn company

### INTRODUCTION

Corporate Social Responsibility (CSR) has become integral to any business. Being responsible requires focusing on the practical aspects and outcomes of these activities, encompassing finances and the sensitivity towards the impacts experienced by stakeholders (Coombs & Holladay, 2012, p.6). CSR directed toward stakeholders significantly influences perceptions regarding a company's social initiatives, which include economic, legal, ethical, and philanthropic aspects (Ajina et al., 2019). Therefore, companies use CSR to showcase to the public the extent of their contributions or responsibilities.

Understanding the urgency of CSR involves recognising three perspectives on why companies engage in CSR: normative, strategic, and negotiation (Ihlen et al., 2011, p.50). From a normative perspective, companies undertake CSR because they perceive social and environmental responsibility as a part of the organisational role within the community, impacting CSR communications (Ihlen et al., 2011, p.50). The strategic perspective emphasises the need for organisations to build and maintain broader acceptance of public expectations to enhance competitive opportunities among competitors (Ihlen et al., 2011, p.52). Meanwhile, from a negotiation standpoint, CSR focuses on social expectations to elevate social standards and expectations over time (Ihlen et al., 2011, p.55).

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CSR implementation by companies reflects ongoing sustainability programs. Widyaningrum and Nugraheni (2019) stated that the triple bottom line serves as a framework for the implementation of corporate CSR programs. CSR programs guided by sustainability aspects across social, economic, and environmental domains (triple bottom line) transform. This transformation involves integrating digital aspects into sustainability (Idowu & Schmidpeter, n.d.). In the evolution of business models in the digital era, companies disclose reports openly, prioritising digital media. Hence, this transformative landscape becomes pivotal to communicating CSR with a digital foundation.

CSR communication is crucial for an organisation. Companies communicating CSR can shape a positive corporate image (Mendoza, 2020), bringing advantageous effects to the organisation (Santoso & Negoro, 2019). Prior research on CSR indicates that communicating CSR can impact stakeholders' perceptions of the company and affect the relationship between stakeholders and the organisation (Wang & Huang, 2018). For a company, CSR communication is seen as a strategy to connect or shape public perceptions about the company (Dutot et al., 2016). CSR communication focusing on community interests, the environment, and health is vital for Public Relations efforts to disseminate information about the company's social implications for its public (Ngai & Singh, 2021).

CSR communication employs various media. Presently, digital media is a choice supporting CSR transformation in the digital realm. A study conducted by Kesavan et al. (2013) revealed that traditional media does not significantly contribute to CSR communication. Their study highlights the strong influence of social media in CSR communication, complementing traditional media (Kesavan et al., 2013). In today's era, companies are shifting to communicate their brand products, engaging stakeholders or followers through interactive platforms (Loureiro, 2021).

For companies, the presence of social media serves as a means to communicate CSR, showcase reliability, and build public trust (Kollat & Farache, 2017). Social media alters organisational CSR communication into a two-way interaction (Kollat & Farache, 2017). Through digital platforms, responses to CSR can be swift, expanding the company's marketing reach. Digital CSR becomes a spectrum of practices, aiming to align the company's offerings with societal needs and expectations (Al-Omouh et al., 2023).

Business activities conducted by companies can enhance trust, commitment, and satisfaction if ethical values align with or meet public expectations (Crowther & Seifi, n.d., p.506). Fulfilling public expectations contributes to CSR, which companies need to develop. In practice, monitoring and meeting desires, needs, hopes, interests, and behaviors become the focus of a company's marketing (Podnar & Golob, 2007).

Given the urgency of CSR communication, this research focuses on CSR communication in the digital era, aiming to understand stakeholder expectations, especially those of millennial consumers. Studies suggest that through CSR communication, millennials offer support through their behaviours, such as endorsing brands, expressing opinions on a company's CSR activities, and volunteering to support companies to gain wider public support (Kim & Austin, 2020).

This study focuses on unicorn companies, private companies valued at over \$1 billion (Kominfo, 2022). At the time of this research, the top five unicorn companies were Gojek, Tokopedia, Traveloka, Bukalapak, and OVO. One hallmark of Unicorn companies is their high valuation (Khairally, 2023), leading investors to believe that these companies can capture significant market share and profits. However, despite the extensive literature on CSR communication, there is a lack of focused investigation into the CSR communication strategies adopted by unicorn companies, specifically tailored to resonate with millennial consumers.

The concept of Corporate Social Responsibility (CSR) is understood from various perspectives. Coombs and Holladay (2012, p.8) define CSR as voluntary actions implemented by companies to fulfil obligations to stakeholders, including employees, communities, the environment, and society as a whole. This implies that CSR activities can target stakeholders according to the company's interests.

For profit-focused companies or institutions, CSR holds crucial implications. Chandler (2015, p.42) identifies two key implications for companies engaged in CSR. Firstly, it emphasises an organisation's proactive response to damages, encompassing social, moral, and ethical responsibilities. Secondly, it signifies accountability due to a company's operations, necessitating stakeholders to demand accountability.

Kotler and Lee (2005, p.23) describe various forms of CSR initiatives, such as cause promotions, cause-related marketing, corporate social marketing, corporate philanthropy, community volunteering, and socially responsible business practices. The implications of these initiatives must be communicated to the company's stakeholders. CSR communication is not only meant to provide information but also offers an opportunity for stakeholders to question the company's behaviour and criticise to identify promised gaps and actions (Rasche, 2017, p.684).

CSR communication entails the company communicating internally and externally about its efforts to contribute to the community's social, environmental, and economic development (Rasche, 2017, p.697). Bruhn and Zimmermann (in Idowu & Schmidpeter, 2017, p.6) state that the CSR communication approach aims for consistency concerning communication instruments, channels, reaching diverse stakeholders, and conveying different messages and content.

CSR communication takes varied forms, including new media. New technology serves as a communication tool, and the presence of social media blurs the lines between senders and receivers, especially between new and old media, between information and communication (Capriotti, in Ihlen et al., 2011, p.359). Thus, current CSR communication is transitioning from conventional to digital forms, influenced by the internet's intermediary role in communication. Capriotti (in Ihlen et al., 2011, p.360) suggests that the internet is evolving from a sender-oriented communication model to a receiver-oriented one. To maximise its impact, organisations are urged to leverage the advantages of the internet and social media, integrating them with traditional media into their communication strategies (Capriotti in Idowu, 2017, p.204).

From a company's perspective, engaging stakeholders can take various forms, such as direct interactions in specific online forums. These forums shape impressions, interpretations, and images of CSR behaviour, indirectly prompting stakeholders to participate or question company issues (Rasche, 2017, p.684). Direct interactions with stakeholders transform communication methods. Rasche (2017, p.394) describes this as an effort to bring physical reality to stakeholders in a virtual setting. Ngai and Singh (2021) explain the five main dimensions of CSR communication on social media: providing information about CSR, transparency, interactivity, empathy, and consistency in communication and actions.

Creyer and Ross (in Podnar & Golob, 2007) emphasise that stakeholders' expectations relate to their beliefs about anticipated outcomes and their role in various decision-making processes. Expectations closely align with an evaluative process involving possibilities and potential opportunities below standards to reduce disappointment (Van Dijk in Olkkonen & Luoma-aho, 2014). Understanding and responding to stakeholder expectations are pivotal in building trust and satisfaction, fostering dialogue, and achieving organisational loyalty or engagement (Navarro et al., 2017). Engaging in responsible business practices as a part of core business integration efforts can communicate sincerity and commitment to garnering consumer support (Kim & Austin in Olkkonen & Luoma-aho, 2014).

Consumers represent a crucial stakeholder for companies. In the context of CSR communication in the digital era, consumers utilise the internet to acquire information about companies, aiding them in comparing products or services offered by competitors (Capriotti in Ihlen et al., 2011, p.367). Tan et al. (2017) explain that expectations serve as a means for companies to comprehend trust, attitudes, and intentions toward the company. There are three expectations of consumers: would, should, and could (Tan et al., 2017). The implications arising from consumers' behaviour involve assessments and expectations regarding a company's CSR actions. Companies undertaking social responsibilities may encounter varying consumer expectations or anticipated outcomes.

## **METHODOLOGY**

This research is qualitative, employing a case study. A case study involves empirical investigation into real-life phenomena to reveal their boundaries and unclear contexts (Rowley, 2002). Data collection involved in-depth interviews with 15 informants (See Table 1). The selection criteria for informants included owning an Instagram account, displaying active usage by uploading videos or photos within the last month, and following at least one Instagram account of a Unicorn company (Traveloka, Gojek, Bukalapak, OVO, or Tokopedia).

**Table 1.** Information about research informants

Informant Profile	Follower	Reason Becoming Follower
Informant 1, Male, Influencer	Gojek	Searching for promotions
Informant 2, Male, Social media specialist	Gojek	The content ideas are interesting
Informant 3, Male, Film programmer	Gojek	Looking for promotions and service information
Informant 4, Female, entrepreneur	Traveloka	Searching for the needed information
Informant 5, Female, civil servant	Traveloka	Searching for references that match the offered features
Informant 6, Male, supervisor of bookstore	Traveloka	Looking for promotions
Informant 7, Male, teacher	Bukalapak	Interested in the story of how Bukalapak nurtures its relationships with partners
Informant 8, Male, entrepreneur	Bukalapak	Searching for the needed information
Informant 9, Male, Private employee	Bukalapak	Utilising the offered features
Informant 10, Female, Bank officer	OVO	Looking for promotions
Informant 11, Female, Lecturer	OVO	Looking for promotions and utilising the offered features
Informant 12, Male, IT Technical support officer	OVO	Looking for promotions and utilising the offered features
Informant 13, Male, finance staff	Tokopedia	Searching for promotions and obtaining information about the social responsibilities undertaken
Informant 14, Female, graduate student	Tokopedia	Searching for promotional information, participating in giveaway activities
Informant 15, Male, undergraduate student	Tokopedia	Looking for promotions

Source: Interview (2022)

The researcher sought consent from the informants for their willingness to participate. Upon obtaining their consent, detailed information about the informants, the unicorn companies' accounts they followed on Instagram, and their reasons for following these accounts were compiled. This aimed to facilitate data organisation for the researcher. After gathering the data, the researcher transcribed it. Subsequently, coding was applied to facilitate data grouping. Finally, the researcher interpreted the gathered data based on relevant keywords pertaining to the research topic.

## RESULTS AND DISCUSSION

### Motives and Followers Engagement on Instagram Unicorn Company

Corporate Social Responsibility is an effort undertaken by companies to understand the various impacts of their operations. Referring to the Stakeholder Theory, the main concept is that businesses and those managing them must create value for stakeholders (Rasche, et al, 2017, p.366). The primary focus of this research is on the followers engaging with the unicorn companies' accounts. In this context, followers are categorised as users or customers. Findings from this study reveal a range of motives behind following a unicorn company's Instagram account.

The obtained data (Table 1) indicates that followers' predominant motive for engaging with the unicorn company's social media account is to seek the promotions offered. Followers expect to experience the promotions offered by the unicorn company. Rasche et al. (2017, p. 369) emphasise that customers have expectations regarding the products or services offered. On the other hand, Instagram as a social media platform has not sufficiently communicated CSR programs in depth and within context. Conversely, another perspective regarding the motive behind following social media accounts is an interest in content as well as CSR-related information. These findings affirm that promotional content serves as a significant attraction for followers.

Efforts to follow these accounts explain how, with the advancement of digital information technology, audiences have become active participants—actively seeking information that aligns

with their needs. Capriotti (in Ihlen et al., 2011, p. 360) explains that blogs and social media can transform how individuals and organisations communicate, fostering a two-way communication bridge in relationships. This two-way communication allows information exchange and negotiation in a balanced power position. However, CSR communication through social media has not been sufficiently robust.

This research reveals that followers' engagement with the unicorn companies' Instagram accounts demonstrates diverse active and passive involvement levels. Passive involvement includes saving posts for future reference. The data suggests that followers feel limited interaction with the posted content. Nevertheless, Instagram serves as a communication medium for the company to foster meaningful interactions by responding to the shared content.

"From my observations, they are highly aware of social media, and their interactions are very attentive." (Informant 2, Gojek follower, personal interview, 17 October 2022)

Active engagement is demonstrated through sharing posts with other users, liking content, and commenting on posts. These activities become a part of active interactivity or engagement by followers. This aligns with what Jiang et al. (2015) mentioned, stating that the public can disseminate organisational information and express their opinions by sharing posts. Furthermore, commenting requires considerable effort, indicating high engagement, directly connecting the public with the organisation and its audience.

"So, what I always do is like and save some posts. For instance, if Traveloka posts about a restaurant or a hotel, I'll share it with my friends. For example, if there's a cute café, I'll invite them to visit. Mostly, I comment on whether there's a giveaway in their stories or participation in their quizzes." (Informant 5, Traveloka follower, personal interview, 17 November, 2022)

Offering a positive response serves as a form of acknowledgment for companies' efforts toward the community. Moreover, the shared interests between the company and followers lead to an appreciation of the content posted. These shared interests, such as videography, make followers feel valued or involved in the posted content. Ngai and Singh (2021) affirm that public engagement on social media represents success in CSR communication.

"Perhaps watching those videos and then seeing respectful and positive comments. Also, because I like their content, I've been learning videography. Sometimes, I watch to see how they shoot their videos, and I keep writing comments like 'awesome future ahead'." (Informant 15, Tokopedia follower, personal interview, 25 May, 2022)

### **Communicating CSR through Instagram**

CSR bridges the gap between the business world and the community on a larger scale (Roper & Fill, 2012, p. 121). By communicating CSR programs on Instagram, companies are seen fulfilling their responsibilities. In this study, CSR programs are undertaken to build relationships with the Unicorn company's partners. Therefore, this is communicated as a form of transparency to a broader audience.

"In my opinion, partners are crucial. It's important to maintain, nurture, and take care of these relationships." (Informant 7, Bukalapak follower, personal interview, 8 November 2022)

Communicating CSR programs poses various challenges in reaching the public. One challenge in communicating CSR programs through Instagram is providing adequate education to the public. Few micro, small, and medium enterprises (MSME) fully understand Instagram.

"In my opinion, Instagram is currently very popular among the public, but many Micro, Small, and Medium Enterprises (MSME) are still unaware or unfamiliar with Instagram." (Informant 9, Bukalapak follower, personal interview, 26 October, 2022)

Previous research conducted by Ngai and Singh (2021) suggests that companies should incorporate the theme of community involvement and development into their CSR communication, expressing empathy and demonstrating a genuine willingness to engage with the public through social media. This aspect has been identified in this study. However, in

practice, there is a need for extensive and informative communication. By "extensive," it means reaching a broader audience and providing a comprehensive understanding to the public.

Bruhn and Zimmermann (in Idowu & Schmidpeter, 2017, p. 6) state that the CSR communication approach aims to achieve consistency concerning communication instruments and channels, reaching various stakeholders with different messages and content. CSR communication on Instagram is presented diversely to reach a wide audience. Therefore, CSR communication on the unicorn company's Instagram takes the form of videos and photos.

In the videos or photos uploaded by the unicorn company, content visualisation is predominantly characterised by the corporate colours associated with that particular unicorn. This serves as the company's identity. Identity comprises a set of attributes used to describe an organisation (VanRiel & Fombrun, 2007, p. 67). Visually, this identity is linked to the colours ingrained in the followers' minds. Consistency in visual communication, such as colours, can strengthen identity and reputation (Roper & Fill, 2012, p. 268).

Unicorns are seen as capable of sparking content creativity, encompassing organic content, tips, and sponsorships. Besides the corporate colour aspect that serves as brand identity, Unicorns present other visualisations through the messages conveyed in their posts. The involvement of the government and the community can strengthen the message that CSR activities receive support and enthusiasm from various parties.

"Talking about the content presented, in the videos or photos, they use a lot of green. Perhaps, to be more creative, the photos/videos should vary to prevent audience saturation. It might need to include organic content, tips, and sponsorships." (Informant 1, Gojek Follower, personal interview, 13 May 2022)

"There are several brand identity colours for Gojek, right, like green. That's pretty much it. Like me, people have already started recognising that I'm one who immediately knows, 'Oh, that's Gojek.' They're expanding in Semarang, covering Semarang's MSMEs. That's how I see the visual aspect of their videos, involving the governor and local traders." (Informant 3, Gojek follower, personal interview, 17 December 2022)

Visually, using colours and themes can evoke feelings or emotions in followers. Videos trigger specific emotions and can reflect empowering aspects in line with the company's focus on CSR programs. This can embody the essence of the message conveyed in the video beyond the visual interpretation.

"They're more on the cheerful side. It's not just in the colourful videos. They want to let us know that no matter what happens, we should still be able to be happy." (Informant 4, Traveloka follower, personal interview, 12 November 2022)

"The visuals already explain that Traveloka empowers disabled people during the pandemic. It's something like this that people might not think about, but Traveloka thinks about people with disabilities, and that's a positive thing." (Informant 5, Traveloka follower, personal interview, 16 November 2022)

The CSR programs recognised by informants are mainly focused on empowering or involving micro, small, and medium enterprises (UMKM), aligning with the primary goal of the unicorn company's existence. Overall, the CSR programs conveyed and understood by the audience are closely related to partnership programs. Additionally, issues related to disabilities and poverty are implications of these CSR programs. According to Chandler (2015, p. 42), the CSR issues implemented by unicorn companies represent a proactive response to community needs.

Additionally, the social responsibility is a consequence of the company's operations. This consequence involves explicitly how the company engages with partners for mutual benefit. Furthermore, the strategic issues addressed prove that the unicorn company can understand societal needs.

"The 'deaf coffee' indicates that people with disabilities can still contribute to the Indonesian economy and to the economy of micro, small, and medium enterprises (UMKM). From those two videos, Traveloka has adequately depicted their concern for

the situations and conditions of the existing community." (Informant 6, Traveloka follower, personal interview, 10 November 2022)

From the verbal messaging aspect, the posts predominantly focus on positioning the company itself. Data have backed the positioning of the company contributing through CSR programs. Data becomes crucial as a form of transparency regarding the efforts made by the company through CSR programs.

"The dominant message highlights OVO itself rather than OVO's assistance. Personally, I need more in-depth information, real data about the scope of the programs reached by OVO." (Informant 12, OVO follower, personal interview, 14 November 2022)

Messages are a powerful tool for companies to gain the public's trust. Messages also can evoke emotions in the public. Ngai and Singh (2021) argue that in the context of CSR communication, one crucial key is the emotional aspect. This means being emotionally involved and connected, displaying concern for CSR and the community, and being honest in communicating with the public. The trust built by the unicorn company can be established by third parties who feel the impact of the company's CSR programs. These third parties illustrate the perceived impact of CSR programs. This can serve as tangible evidence that the company cares and holds responsibility toward the community.

"From the messages conveyed from the programs implemented (CSR for MSMEs), and from the videos uploaded by the MSMEs themselves, it proves that Tokopedia bridges the gap between the needs of MSMEs and us as direct consumers." (Informant 13, Tokopedia follower, personal interview, 20 October 2022)

### **Stakeholders' Expectations in CSR Communication**

Unicorn companies communicate CSR through Instagram with various messages, leading to diverse expectations among followers. Stakeholder expectations are closely linked to beliefs about what is anticipated, and they play a role in various decision-making processes (Creyer and Ross in Podnar & Golob, 2007). This research indicates that follower expectations regarding CSR communication consist of several crucial elements: message visualisation, the media used, and the implemented programs.

From a visual standpoint, the aim is to sell and make products more aesthetic. Crafting videos through storytelling becomes a strength for companies in communicating their CSR. Storytelling effectively communicates stakeholders' perspectives to organisations, both directly and indirectly (Lane, 2023). This coherent approach in visual representation enhances the appeal and effectively conveys the message behind CSR initiatives.

For followers, conveying information is crucial for educational purposes, especially through explicit language. Storytelling through visual short films can depict more engaging narratives. Presenting stories can assist in someone's understanding of an organisation. Additionally, stories can foster relationships and prove beneficial in conveying aspirations and goals (Roper & Fill, 2012, p. 254).

"It's already good, perhaps to make it more aesthetically pleasing. I like it because it doesn't seem too focused on selling products. Now, it's more about people's experiences and behind-the-scenes. The CSR information is implied, not explicitly presented." (Informant 14, Tokopedia follower, personal interview, 24 October 2022)

"If visually made more appealing, maybe like a short film like 'cek toko sebelah.' Including film snippets could enhance it, maybe cartoon animations." (Informant 8, Bukalapak follower, personal interview, 27 October 2022)

Followers see the urgency of using Instagram as a tool to communicate CSR. On the other hand, companies need to embrace the presence of other social media developments to reach a broader audience. An alternative media that could be utilised is TikTok.

"In my opinion, IG is important. Additionally, other trending platforms, for example, like TikTok. TikTok is also crucial based on its content. So, I think it's important for OVO to create content on TikTok." (Informant 10, OVO follower, personal interview, 21 November, 2022)

Social responsibility programs focus on the involvement and information related to MSMEs (Micro, Small, and Medium Enterprises). Unicorn companies should be selective in engaging with MSMEs that are part of Tokopedia. This is to mitigate risks associated with the characteristics of these companies.

"Further exploration regarding MSMEs, and typically in marketplaces, there have been instances where purchasing from another marketplace resulted in mismatched items. Many stores on the marketplace might exploit the situation and lead to fraud." (Informant 15, Tokopedia follower, personal interview, 25 May 2022)

The expected CSR programs are those conducted continuously or in the long term, meaning they have a lasting impact on specific communities. However, the concern lies in programs that do not make communities dependent on corporate aid.

"Providing aid to affected communities but ensuring it's sustained for a year or two. Afterwards, the program's focus could shift to other areas. The program doesn't necessarily have to provide cash but should benefit impacted communities, ensuring they no longer depend solely on the aid provided." (Informant 11, OVO follower, personal interview, 18 November 2022)

Highlighting the findings and discussion, the study investigates what drives people to engage with unicorn companies' Instagram accounts, revealing insights into follower behaviours and the effects of Corporate Social Responsibility (CSR) communication. It highlights that most followers are primarily motivated by promotions, with CSR-related information as a secondary interest. This shows a dual focus—promotional benefits draw followers but also raise curiosity or concern about the company's societal contributions.

It emphasises how social media is changing passive followers into active participants. While followers show varying levels of involvement, such as saving posts passively or actively engaging by liking, sharing, and commenting, the latter actions—mainly commenting and sharing—indicate higher engagement and direct interaction with the company. This interaction aligns with previous research showing that social media users use these actions to convey opinions and spread organisational information, creating a direct link between the public and the organisation.

The analysis uncovers that effective CSR communication on Instagram involves multifaceted strategies. These strategies include using visual elements like corporate colours and thematic consistency, video storytelling, and messaging emphasising transparency, empathy, and community involvement. The focus on partnerships, support for Micro, Small, and Medium Enterprises (MSMEs), addressing disabilities, and combating poverty in CSR programs aligns with the company's broader goals and societal needs. However, challenges persist in educating the public effectively, reaching a wider audience, and ensuring sustained, impactful CSR initiatives without fostering dependency.

Beyond these findings, the insights reveal a change in stakeholder engagement. Instagram followers seek more than just promotions—they want meaningful connections and a deeper understanding of a company's societal impact. Social media platforms increasingly serve as bridges for CSR communication, indicating a shift where companies must balance promotional content with transparent, empathetic, and impactful CSR narratives. This change demands comprehensive and informative CSR communication strategies that resonate with diverse stakeholder expectations while staying true to the company's values and societal responsibilities.

## **CONCLUSION**

With the evolution of social media, companies must use it for communication and engagement with the public. The advantage of social media, particularly Instagram, lies in its high interactivity, allowing for two-way communication. However, CSR communication has not been maximised effectively. Followers perceive that Unicorn company content is predominantly promotional.

This research uncovered various expectations based on followers' active public experiences. In this study, followers' expectations regarding CSR communication revolve around message visualisation, media usage, and implemented programs. They desire visually engaging



content that utilises storytelling with a light tone, making it easily understandable. Storytelling communication aligns well with the millennial target market, a key characteristic of unicorn companies.

In terms of media, unicorn companies could explore other social media platforms to communicate CSR programs effectively. They should focus on short-term initiatives and long-term programs that foster independence among program beneficiaries. Moreover, this research provides a foundation in understanding millennials' digital CSR communication expectations from Indonesian unicorn companies. This contributes to the digital CSR literature by linking stakeholders' expectations. However, this has limitations in measuring the effectiveness of Instagram as a CSR communication medium. Future studies should investigate this aspect more comprehensively to gauge its effectiveness.

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