

Nippon Paint's Mosque-Musala CSR Program on Paint Sales Impact: A Case Study

Topan Wijaksono¹

¹ LSPR Institute of Communication and Business, Jakarta, Indonesia

ABSTRACT

Corporate Social Responsibility (CSR) has become one of the key strategies in managing the relationship between companies and society. However, in practice, CSR is generally utilized only as a means of building corporate image, and it is rarely employed as part of a marketing strategy aimed at boosting product sales. This study seeks to analyze the influence of CSR programs on increasing product sales, using a case study of Nippon Paint Indonesia's CSR program implemented in Banten during February–March 2024. The program engaged 35 mosques and prayer halls as well as 17 building material stores, with research focusing on BA Bangunan Group, which consists of 12 stores and 22 houses of worship. Beyond the conceptual importance of a CSR program itself, the appropriate publication and dissemination of such initiatives can also raise consumer awareness and attract purchasing behavior. In this case, Nippon Paint Indonesia strategically utilized digital marketing to publicize its CSR activities in ways that captured consumer attention and encouraged purchases. This research applied a descriptive quantitative approach with comparative methods, analyzing sales data both before and during the CSR program, measuring sell-in (from Nippon Paint to stores) and sell-out (from stores to end consumers). The findings are expected to provide new insights that CSR can not only be used as a corporate social obligation or public relations activity but also as an effective marketing strategy that contributes directly to sales growth in Indonesia.

Keywords: corporate social responsibility; sales; marketing strategic; Nippon Paint

ABSTRAK

Corporate Social Responsibility (CSR) telah menjadi salah satu strategi penting dalam mengelola hubungan antara perusahaan dan masyarakat. Namun dalam praktiknya, CSR umumnya digunakan sebagai sarana membangun citra perusahaan dan jarang dimanfaatkan sebagai bagian dari strategi pemasaran yang bertujuan meningkatkan penjualan. Penelitian ini menganalisis pengaruh program CSR terhadap peningkatan penjualan produk melalui studi kasus program CSR Nippon Paint Indonesia yang dilaksanakan di Banten pada Februari–Maret 2024. Program ini melibatkan 35 masjid dan musala serta 17 toko bangunan, dengan fokus penelitian pada BA Bangunan Group yang terdiri dari 12 toko dan 22 tempat ibadah. Selain nilai konseptual dari CSR itu sendiri, publikasi dan penyebaran informasi yang tepat dapat meningkatkan kesadaran konsumen dan mendorong perilaku pembelian. Dalam konteks ini, Nippon Paint Indonesia memanfaatkan pemasaran digital untuk mempromosikan kegiatan CSR mereka secara strategis sehingga mampu menarik perhatian konsumen dan mendorong keputusan pembelian. Penelitian ini menggunakan pendekatan kuantitatif deskriptif dengan metode komparatif, menganalisis data penjualan sebelum dan selama program CSR, mencakup sell-in (dari Nippon Paint ke toko) dan sell-out (dari toko ke konsumen akhir). Temuan penelitian diharapkan memberikan wawasan bahwa CSR tidak hanya berfungsi sebagai kewajiban sosial perusahaan atau aktivitas hubungan masyarakat, tetapi juga dapat menjadi strategi pemasaran yang efektif dan berkontribusi langsung terhadap peningkatan penjualan di Indonesia.

Kata kunci: corporate social responsibility; sales; strategi marketing; Nippon Paint

INTRODUCTION

Corporate Social Responsibility (CSR) has developed into a central strategy for maintaining constructive relationships between companies and the communities in which they operate. This shift occurs because contemporary firms increasingly recognize that long-term business sustainability cannot rely solely on operational efficiency or short-term profit maximization. CSR, therefore, becomes a mechanism through which companies demonstrate social engagement, generate public trust, and encourage deeper consumer attachment. Empirical studies such as Setyaningsih & Setiawan (2019) reinforce this view by showing that CSR nurtures corporate image and fosters loyalty, while Kotler et al. (2017) argue that loyalty is sustained when customers not only repurchase but also recommend products within their social circles. This highlights the strategic value of CSR as more than an ethical obligation; it functions as a platform that strengthens relational ties between firms and consumers.

CSR's contemporary relevance is also shaped by its evolution from a moral responsibility into a structured business strategy. In Indonesia, this transformation became more pronounced after the enactment of Law No. 40 of 2007, which formalized companies' obligations to address social and environmental impacts. The regulatory framework created a foundation for businesses to integrate CSR into long-term planning, but companies increasingly view CSR not just as compliance, but as a source of competitive differentiation. When CSR initiatives are communicated effectively, they elevate brand awareness, strengthen reputation, and influence consumers' perceptions of corporate authenticity. The convergence of regulatory demand and strategic opportunity shows how CSR has become an embedded component of modern marketing communication.

Despite this shifting landscape, CSR is seldom examined as a sales-related instrument associated with short-term commercial outcomes. Much existing literature focuses on CSR's influence on financial performance or corporate reputation, such as the works of Pamungkas & Winarsih (2020) and Yumna Syaza Kani Putri (2024), both of whom position CSR as a contributor to long-term organizational performance rather than to immediate marketplace outcomes. This conceptual gap creates a need for research that evaluates CSR from a marketing perspective, particularly regarding its capacity to stimulate consumer demand. In markets where consumers are increasingly responsive to socially oriented business practices, CSR may become a contextual catalyst associated with positive perceptions and observable changes in purchasing behavior.

The present study responds to that gap by examining the association of Nippon Paint Indonesia's Mosque and Prayer Hall CSR Program conducted in Banten during February–March 2024. The initiative coincided with Ramadan, a period of heightened economic activity and spiritual significance for a predominantly Muslim region. Ramadan's cultural-economic dynamics—supported by THR (Religious Holiday Allowance) spending and increased household consumption—create an environment in which purchases are emotionally and socially motivated. Studies such as Baduria (2025) confirm that retail sales in sectors like home improvement rise during Ramadan, offering companies an opportunity to align their CSR

efforts with consumer sentiment. By situating its CSR program within this cultural moment, Nippon Paint engaged both community values and seasonal market behavior.

The amplification of the CSR program through digital marketing further strengthened its reach and potential influence. Digital communication channels enhance message visibility and enable brands to interact with consumers beyond physical program sites. As Chakti (2019) notes, digital marketing facilitates ongoing dialogue between businesses and online audiences, while the engagement principle proposed by Kelsey & Lyon (in Azpeitia, 2021) underscores how digital media converts community needs into active interaction. Kotler et al. (2020) similarly argue that effective online communication requires firms to consistently capture and sustain consumer attention. In this context, the combination of offline CSR execution and online dissemination created a hybrid strategy in which social value and commercial visibility worked simultaneously.

Indonesia's global recognition as the most generous country according to the Charities Aid Foundation (CAF, 2023) also reinforces the strategic potential of CSR for influencing purchase behavior. Philanthropy and collective values are deeply embedded in Indonesian culture, meaning socially oriented programs resonate strongly with public expectations. When CSR reflects community aspirations, consumers may perceive the supported brand as aligned with their ethical and religious commitments. This cultural congruence enhances the likelihood that CSR generates not only goodwill but also consumer preference. This research ultimately aspires to encourage Indonesian businesses to recognize CSR not merely as a reputational tool but also as a viable marketing strategy. By demonstrating tangible commercial benefits, CSR can simultaneously address societal needs and enhance corporate profitability, thereby transforming marketing strategies from simple promotional campaigns into socially embedded programs that benefit both communities and companies.

This study aims to descriptively examine the association between Nippon Paint's Mosque-Musala CSR Program and observed changes in paint sales performance during the Ramadan period. The analysis does not seek to establish causal relationships, but rather to provide empirical indications based on comparative sales patterns before and during the program.

METHOD

This study adopts a descriptive quantitative approach with a comparative method. This approach was chosen to describe and compare product sales data before and during the implementation of the CSR promotional event. The primary focus is to identify changes in sales performance across two distinct time periods based on actual numerical data. Instead of employing inferential statistical testing, the study analyzes trends and numerical differences using descriptive techniques. This method aligns with Sugiyono (2019), who stated that quantitative data can be analyzed descriptively to explain certain phenomena or trends.

The research object is Nippon Paint Indonesia's CSR program for mosque and prayer hall repainting. The study location is focused on BA Bangunan Group in the Banten region, comprising 12 stores distributed across several areas. Each store is equipped with a Nippon Paint Colour Creation Machine (CCM), and Nippon Paint has placed a Product and Colour Consultant (PCC) at each store to assist in sales and CCM operations. The CSR program collaborated with 22 mosques and prayer halls selected by Nippon Paint and BA Bangunan Group. The choice of this location was based on the active involvement of these stores in the program's execution and the availability of relevant sales data. Moreover, Banten with its significant Muslim population was considered a strategic region for implementing a CSR initiative targeting religious institutions.

The study relied on internal sales reports from Nippon Paint and BA Bangunan stores, which included: (1) Data on paint distribution from Nippon Paint to the stores (sell-in); and (2) Data on retail paint sales from the stores to end consumers (sell-out), obtained from monthly sales records reported by PCCs stationed in the stores. In addition, data from Nippon Paint's digital marketing campaigns were also collected, including media release data and Public Relations (PR) value data.

Data collection in this study was conducted through a documentation method, which involved systematically accessing, extracting, and recording sales data from Nippon Paint's internal financial and marketing performance reports. This approach was selected because the primary objective of the research was to observe real, operational changes in sales performance rather than to test hypothetical relationships. Documentation allowed the researcher to obtain complete, unaltered numerical records that reflected the actual movements of products both before and during the CSR program. To ensure analytical clarity, the sales data were categorized into two distinct timeframes: the pre-event period, covering the two months prior to program implementation, and the during-event period, covering the two months in which the CSR activities were carried out. This temporal classification enabled a structured comparison that could reveal whether the CSR program coincided with measurable shifts in sales behavior across the stores involved.

Beyond internal sales data, the study also incorporated digital campaign information, specifically media release data and Public Relations (PR) values generated during the campaign cycle. Media release data documented the extent of publicity gained through online news coverage, while PR value provided an estimate of the monetary equivalence that such coverage would have cost had it been acquired through conventional advertising. Including these indicators was essential because CSR programs in the digital era do not operate solely as offline interventions; they are amplified through online communication channels that can shape public perception, consumer attention, and ultimately purchasing decisions. By integrating digital metrics into the dataset, the study aimed to capture a more holistic picture of how the CSR initiative gained visibility and how that visibility may have influenced consumer behavior.

CSR program corresponded with increases or decreases in sales volume. Third, these differences were interpreted within the broader context of the CSR activities, allowing the researcher to assess whether observed changes aligned with theoretical expectations about

CSR's potential to influence market performance. Because the dataset contained only two aggregated data points for each period, inferential statistical techniques such as t-tests were not appropriate. Instead, the study employed descriptive quantitative analysis, focusing on observed numerical changes and percentage variations. This method facilitated a clear, direct assessment of the CSR program's potential positive association with observed sales changes, grounded in actual operating data rather than probabilistic inference. Given the descriptive-comparative design and the limited temporal scope of the data, this study does not control for external seasonal variables such as Ramadan-related consumption patterns or holiday allowance distribution. Therefore, the findings are interpreted as contextual associations rather than causal effects.

RESULT AND DISCUSSION

The study evaluated Nippon Paint's CSR program by comparing sales performance two months before implementation and two months during the initiative, enabling a clear observation of commercial patterns associated with the campaign. The primary variables analyzed were sell-out (consumer sales from stores) and sell-in (inventory movement from Nippon Paint to stores), both of which provide insight into demand generation and channel dynamics. This distinction is essential because trade marketing effectiveness is measured not only by product distribution but also by the extent to which products move through the retail chain to end users. The sales data analyzed covered a four-month period, following Nippon Paint's standard event evaluation framework two months before (pre-event) and two months during the program (during-event).

Based on sell-out sales data for the two months before and during the event, a consistent increase was observed during program implementation. Sales prior to the event reached IDR 550,533,000 in December and IDR 895,998,000 in January. During the CSR program, sales rose to IDR 786,631,724 in February and IDR 981,667,500 in March. The highest growth was recorded in the second month of the event, with total sales increasing by 22%. The sell-out results demonstrate a consistent upward trend, indicating an observed association between the CSR program period and heightened consumer purchasing activity. This pattern shows that the CSR activities and digital dissemination coincided with observed marketplace consumption during the program period. The growth percentage supports the interpretation that consumers appeared to respond positively to the program and perceived the brand favorably during the campaign period.

Table 1. Sell-out Data

Store	Before Event		During Event		2 Months Pre-event	2 Months On-event	Growth
	Dec 2023	Jan 2024	Feb 2024	March 2024			
	CCM & RM	CCM & RM	CCM & RM	CCM & RM			
BUMI AGUNG TARUMANEGARA (632959)	39,101,000	75,381,000	64,874,000	64,998,000	114,482,000	129,872,000	13%
CITRA BERSAMA (615213)	42,082,000	68,300,000	51,842,000	84,659,000	110,382,000	136,501,000	24%

BUMI AGUNG LEGOSO (654930)	29,965,0 00	38,924,0 00	-	65,670,0 00	68,889,0 00	65,670,0 00	-5%
BINTANG MAS (619471)	73,904,0 00	107,215, 000	82,467,0 00	83,837,0 00	181,119, 000	166,304, 000	-8%
BUMI AGUNG 1 (638966)	50,107,0 00	87,825,0 00	72,639,0 00	66,027,0 00	137,932, 000	138,666, 500	1%
BINTANG TIGA (619479)	34,848,0 00	71,840,0 00	70,413,0 00	103,744, 000	106,688, 000	174,157, 000	63%
PESONA RUMAH KITA (635539)	33,666,0 00	70,442,0 00	86,544,0 00	93,787,5 00	104,108, 000	180,331, 500	73%
SINAR AGUNG (629013)	35,539,0 00	60,070,0 00	71,872,0 00	95,691,0 00	95,609,0 00	167,563, 000	75%
SENTOSA (620276)	21,757,0 00	39,475,0 00	41,829,0 00	68,933,0 00	61,232,0 00	110,762, 224	81%
BUMI AGUNG 2 (630522)	76,559,0 00	108,805, 000	74,866,0 00	74,630,0 00	185,364, 000	149,226, 000	-19%
BUMI AGUNG CIPAYUNG (638978)	30,418,0 0	55,343,0 00	63,410,0 00	67,799,0 00	85,761,0 00	131,209, 000	53%
DUTA BANGUNAN (651600)	5,039,00 0	6,775,00 0	13,846,0 00	16,717,0 00	11,814,0 00	30,563,0 00	159 %
BINTANG TERANG (626298)	77,548,0 00	105,603, 000	92,029,0 00	95,455,0 00	183,151, 000	187,484, 000	2%
Total	550,533, 000	895,998, 000	786,631, 724	981,677, 500	1,446,53 1,000	1,768,30 9,224	22%

Source: Nippon Paint (2025)

Similarly, sell-in data also showed consistent increases. Before the program, sales stood at IDR 850,214,950 in December and IDR 1,243,297,42 in January. During the CSR event, sales increased to IDR 528,921,371 in February and IDR 546,895,049 in March. Overall, sell-in recorded 10% growth when comparing the two months before the program with the two months during program implementation. The January spike suggests retailers engaged in inventory stockpiling—an anticipated practice preceding major promotional events. The subsequent decline does not indicate reduced performance but rather consumption of previously acquired stock. When viewed alongside the increase in sell-out, the data confirm that the inventory purchased by retailers was successfully converted into consumer sales rather than accumulating as unsold stock. Descriptively, this suggests that CSR activities were temporally associated with positive sales performance during the program period.

Table 2. Sell-in Data

Store	Before Event		During Event		2 Months Pre- event	2 Months On- event	Gro wth
	Dec 2023	Jan 2024	Feb 2024	March 2024			
	CCM & RM	CCM & RM	CCM & RM	CCM & RM			
BUMI AGUNG TARUMANEGARA (632959)	48,759,3 85	1,889,33 0	42,919,6 37	45,180,2 86	50,648,7 14	88,099,9 24	74%
BUMI AGUNG LEGOSO (654930)	13,116,7 20	8,478,63 0	27,320,7 52	23,976,3 38	21,595,3 50	51,297,0 91	138 %
BINTANG MAS (619471)	109,556, 939	6,123,25 4	41,693,4 94	66,194,8 81	115,680, 192	107,888, 375	-7%

BUMI AGUNG 1 (638966)	58,808,200	4,950,194	33,906,740	37,675,714	63,758,394	71,582,454	12%
SINAR HARAPAN	-	-	-	-	-	-	-
PESONA RUMAH KITA (635539)	36,999,045	1,721,330	42,272,993	44,885,231	38,720,375	92,158,224	138%
SINAR AGUNG (629013)	51,134,218	1,601,330	50,582,152	64,698,840	52,735,548	115,280,992	119%
SENTOSA (620276)	157,055,369	72,253,157	138,887,856	107,776,845	229,308,536	246,664,701	8%
BUMI AGUNG 2 (630522)	173,054,502	1,889,330	32,204,954	68,526,006	174,943,832	100,730,961	-42%
BUMI AGUNG CIPAYUNG (638978)	22,304,093	1,601,330	34,729,875	37,430,611	23,905,423	72,160,486	202%
DUTA BANGUNAN (651600)	9,287,710	1,601,330	16,268,717	6,321,804	10,889,039	22,530,521	107%
BINTANG TERANG (626298)	170,128,769	22,220,532	63,194,199	44,228,492	192,349,301	107,422,691	-44%
Total	850,214,950	124,329,742	528,921,371	546,895,049	974,544,692	1,075,816,420	10%

Source: Nippon Paint (2025)

Digital media data reinforce this conclusion by showing that program visibility extended beyond physical beneficiaries. Sixteen online media outlets—including six national and ten local publications—covered the initiative, generating substantial public exposure. Media coverage amplified the message that Nippon Paint supported community development, especially in religious spaces with high symbolic value. The PR value assessment indicates that the earned media significantly exceeded the cost of direct advertising, demonstrating effective message dissemination. The combination of offline CSR activity and online amplification thereby shaped both community perception and consumer behavior.

Picture 1. PR Value Program



Source: Nippon Paint (2025)

Table 3. Media Release Data

No.	News Article	Media	Date	Media Type	News Type
NATIONAL ONLINE MEDIA - NATIONWIDE					
1.	Aksi Nyata untuk Cerahkan Sarana Ibadah di Indonesia	detik.com	18/03/2024	Online	Photo Caption
2.	Bantuan Cat untuk Masjid dan Mushola	republika.co.id	19/03/2024	Online	Photo Caption
3.	Sambut Bulan Ramadan, Ratusan Masjid dan Musala di Banten dan Jawa Tengah Dicat Ulang	wartakotalive.com	19/03/2024	Online	Artikel & Photo Caption
4.	Warnai Ramadhan dengan Pengecatan 100 Masjid dan Musala agar Aktivitas Ibadah Makin Nyaman	sindonews.com	20/03/2024	Online	Artikel & Photo Caption
5.	Nippon Paint CSR Warnai Kehidupan #ColouringLives di Bulan Ramadan	sinarharapan.id	20/03/2024	Online	Artikel & Photo
6.	Bikin Ramadhan Lebih Nyaman, Nippon Sumbang 3.565 Liter Cat untuk 100 Masjid	kompas.com	25/03/2024	Online	Artikel & Photo Caption
LOCAL ONLINE MEDIA – TANGERANG, BANTEN					
1.	Bikin Tempat Ibadah Jadi Lebih Nyaman, Nippon Paint Fasilitas Pengecatan 35 Masjid di Banten	tangselpos.id	18/03/2024	Online	Artikel & Photo Caption
2.	Ramadhan 1445 H, Nippon Paint Fasilitas Pengecatan 35 Masjid di Banten	serpongupdate.com	18/03/2024	Online	Artikel & Photo Caption
3.	Nippon Paint Fasilitas Pengecatan 35 Masjid di Banten	lensabanten.co.id	18/03/2024	Online	Artikel & Photo Caption
4.	Nippon Paint Berikan Donasi Cat 35 Masjid di Banten	antarabanten.com	18/03/2024	Online	Artikel & Photo Caption
5.	Ibadah Ramadhan Lebih Nyaman, 35 Masjid di Banten Dicat Nippon Paint	wartatangerang.com	18/03/2024	Online	Artikel & Photo
6.	Nippon Paint Ddonasikan 1.115 Liter Cat untuk Percantik 35 Masjid di Banten	tangerangnews.com	18/03/2024	Online	Artikel & Photo Caption

7.	Nippon Paint Cat 35 Masjid di Banten	radarbanten.com	19/03/2024	Online	Artikel & Photo Caption
8.	Nippon Paint Fasilitas Pengecatan Puluhan Masjid di Provinsi Banten	terastangerang.com	25/03/2024	Online	Artikel & Photo
9.	Untuk Kenyamanan Beribadah di Bulan Ramadan, Nippon Paint Fasilitas Pengecatan 35 Masjid di Banten	tangerangplus.com	25/03/2024	Online	Artikel & Photo
10.	Nippon Paint Indonesia Fasilitas Pengecatan 35 Masjid di Wilayah Banten	bantenexpres.com	25/03/2024	Online	Artikel & Photo Caption

The program provided tangible benefits to 2,530 individuals across participating mosques and prayer halls, creating social value that could be publicly recognized and shared. Through repainting sacred spaces, the CSR initiative achieved tangible improvements that resonated with community members and observers alike. The results from both sales data and media impact collectively suggest that Nippon Paint's CSR program was associated with a measurable commercial effect, validated through increased consumer sales and strengthened brand visibility.

The findings suggest that the observed sales performance during the CSR period cannot be attributed solely to the offline CSR activity. Digital amplification, reflected through media exposure and PR value, appears to function as a strategic enabler that extends the visibility and perceived relevance of the CSR initiative. Rather than acting as an independent driver, digital communication amplifies the symbolic and social meaning of the CSR program, particularly within the religious context of Ramadan.

CSR, when strategically managed, extends far beyond its conventional role as a corporate image instrument; it can operate as a marketing program that is associated with increased consumer demand. This potential becomes visible when CSR activities are aligned with socially meaningful contexts, as demonstrated by the Nippon Paint Mosque & Prayer Hall program. By situating the initiative within the cultural and religious momentum of Ramadan—a period marked by heightened communal participation and increased household spending—the program not only elevated community engagement but also were reflected in measurable sales growth. In this way, the CSR effort functioned simultaneously as a social intervention and as a market catalyst.

This dual impact broadens the traditional understanding of CSR in academic literature. Previous research by Pamungkas & Winarsih (2020) and Yumna Syaza Kani Putri (2024) positioned CSR primarily as a mechanism for enhancing corporate image and improving long-term performance indicators. The Nippon Paint case, however, shows that CSR can be reframed from a sales-related perspective, especially when crafted around cultural, religious, and societal touchpoints that resonate strongly with target communities. The cultural suitability

of such initiatives is reinforced by findings from the Charities Aid Foundation (2023), which consistently ranks Indonesia as the most generous nation globally. This predisposition towards generosity creates fertile ground for CSR programs that embody collective values, enabling brands to embed themselves within the social fabric while simultaneously increasing consumer awareness and purchase intention.

To understand why CSR can influence sales so strongly, it is necessary to examine the behavioral and sociological mechanisms underlying consumer response. Social Identity Theory provides one such explanation, positing that individuals derive part of their identity from the social groups to which they belong. In Indonesia, religious identity functions as a powerful social anchor. When a brand participates in Islamic practices—such as repainting mosques or supporting religious activities during Ramadan—it signals alignment with the community's values and norms. This alignment constructs what Paruzel, Danel, & Maier (2020) describe as an “in-group” association, where the brand is perceived not as an external commercial entity but as a participant within the community's cultural space.

Such alignment lays the groundwork for Customer–Company Identification (CCI). When consumers perceive a brand as reflecting their religious or cultural identity, they are more likely to support that brand, even in situations where functional differences between competing products are minimal. This psychological identification reduces price sensitivity because the act of purchasing becomes an expression of loyalty and value affirmation rather than purely a functional decision. The effect is intensified when the CSR initiative is viewed as authentic and consistently practiced. Sporadic or performative campaigns lack this emotional resonance, whereas long-term, value-driven engagement cultivates trust and strengthens brand attachment—conditions that the Nippon Paint program effectively generated.

Reciprocity further reinforces these behavioral processes. According to Wu, Chan, and Lau (2008), community-based CSR programs evoke a psychological sense of indebtedness when individuals or groups receive tangible benefits. In Indonesia's high-context culture, where social harmony and mutual obligation are deeply embedded, such indebtedness often manifests through preferential purchasing behavior. Beautifying a place of worship, for instance, is not merely a material contribution; it enhances a sacred communal environment, creating an emotional and spiritual connection that consumers seek to reciprocate through brand loyalty and purchase. This relationship is mirrored in broader market trends, where rising inflation has encouraged “smart shopping,” yet religiously anchored “spiritual consumption” continues to grow, particularly in sectors integrated into Ramadan traditions such as halal cosmetics or festive beverages.

When viewed through this lens, purchasing Nippon Paint during the CSR campaign becomes more than a routine consumer choice; it becomes a form of prosocial reciprocity. Cho, Lee, and Lee (2017) describe this as a type of exchange in which consumers reciprocate goodwill by supporting the benefactor company. The emotional weight of such reciprocity is amplified when the beneficiary is the mosque—a space deeply intertwined with community identity and spiritual life. The observed 22% rise in sell-out during the program period suggests

that consumers showed a higher preference for Nippon Paint compared to competitors as a way of acknowledging its contribution to their religious community. This demonstrates that reciprocity, when rooted in emotionally significant contexts, becomes a powerful influence on sales performance.

To fully understand the success of the Nippon Paint campaign, it must be viewed not just as a CSR initiative, but as a cohesive IMC strategy where multiple channels converged to drive the reported sales spike. In this campaign, PR functioned not merely for reputation management but as the primary content generator for the marketing mix. Credibility in the Indonesian market, particularly during Ramadan, relies heavily on "spiritual capital." By renovating mosques, Nippon Paint generated authentic stories that resonate with the values of Sadaqah (charity) and Gotong Royong (community cooperation), which are far more persuasive than traditional advertising during religious festivals. The initiative covered 35 mosques and generated coverage in 16 media outlets. This "earned media" carries a higher trust factor than paid advertising, effectively bypassing consumer skepticism toward corporate motives. PR provided the "moral license to operate" that allowed the subsequent sales promotion to succeed without appearing exploitative.

The campaign's success was heavily dependent on the "last mile" execution by Product and Colour Consultants (PCCs) and retail partners (BA Bangunan Group). • While CSR generates interest, the conversion to sales happens at the store level. The PCCs act as the bridge between the brand's abstract values (generosity) and the consumer's tangible needs (product selection). The spike in January sell-in data suggests that the trade partners were confident enough in the campaign's potential to stock up heavily in advance, indicating a successful B2B trade marketing strategy running parallel to the B2C CSR campaign. This illustrates the IMC principle that "channel power" and "retailer loyalty" are critical multipliers for consumer-facing campaigns.

While offline engagement establishes emotional resonance, the integration of digital marketing transforms the impact of CSR by expanding its reach beyond physical boundaries. The traditional linear model of marketing communication has been replaced by interconnected consumer pathways that align with the AISAS model—Attention, Interest, Search, Action, Share. The "Attention" and "Interest" phases were driven by the physical renovation of the mosques, which served as a visual testament to the brand's commitment. The digital amplification (media releases and social media) likely facilitated the "Search" phase, where consumers validated the brand's activities before moving to the "Action" phase (purchasing paint). The 22% increase in sell-out sales during the campaign period serves as empirical evidence of the "Action" stage. Furthermore, the engagement of 16 media outlets facilitated the "Share" stage, extending the campaign's lifespan beyond the physical event. Historically, mosque repainting would have been visible only to local congregants. Today, digital platforms allow these moments to spread rapidly through news portals and social media networks, amplifying visibility and transforming what was once a localized act of community service into a widely circulated narrative.

Social media plays a central role in this amplification process. Platforms convert passive observation into active engagement, allowing CSR content to be commented on, shared, and repurposed by users. In the Nippon Paint case, online exposure did more than raise awareness; it activated the “Search” and “Action” stages of the consumer journey, encouraging individuals who encountered the program online to explore Nippon Paint products and subsequently purchase them. This mechanism bypasses traditional media gatekeeping and fosters a direct brand–consumer relationship grounded in shared social values. The resulting sense of collective participation enhances brand affinity and reinforces the perception that the company is integrated into the community’s cultural narrative.

Nippon Paint’s deliberate use of digital marketing underscores this synergy. Media Release data and high Public Relations (PR) value reveal that the company intentionally maximized the “Share” component of the AISAS model, ensuring that positive narratives around the CSR program circulated widely. Kelsey & Lyon (in Azpeitia, 2021) note that contemporary marketing hinges on the principle that engagement arises where consumer need intersects with meaningful content. Kotler et al. (2020) further stress that in the digital era, competition revolves around sustained consumer attention. By disseminating socially resonant CSR stories, Nippon Paint successfully converted community engagement into digital engagement, and digital engagement into purchasing behavior—illustrating how CSR, when communicated strategically, becomes a multidimensional driver of sales.

Digital channels transformed a hyper-local event (Banten region) into a broader brand narrative, maximizing the Return on Objective (ROO). In the modern IMC framework, offline events serve as “content studios” for online engagement. The visual nature of paint (before/after photos of mosques) is highly shareable, feeding the algorithmic preference for visual transformations on platforms like Instagram and TikTok. The paper cites a specific “PR Value” and digital dissemination strategy. By timing these digital releases during Ramadan, the brand capitalized on the increased screen time and spiritual search intent of Indonesian consumers during the fasting month. Digital integration ensured that the investment in physical paint yielded exponential returns in brand visibility, validating the “Share” aspect of the AISAS model.

It is important to note that the effectiveness of the CSR program is closely embedded within the religio-cultural context of Ramadan, a period characterized by heightened social solidarity and consumption. As such, the transferability of similar CSR initiatives outside religious or culturally significant periods may require further examination.

CONCLUSION

The findings of this study demonstrate that Corporate Social Responsibility, when strategically designed and communicated, can function as an effective marketing instrument capable of generating measurable commercial outcomes. The analysis of sell-in and sell-out data across four months revealed that Nippon Paint’s Mosque and Prayer Hall CSR Program showed a clear pattern of sales growth during the implementation period. The increase in sell-out, particularly the 22% rise recorded in March, suggests that the initiative was associated not

only with goodwill generation but also with increased consumer purchasing activity during the program period. This suggests that CSR can influence not only how communities perceive a brand but also how they engage with it in the marketplace. The ability of CSR to simultaneously build emotional resonance and drive consumption is a central insight emerging from this research.

The discussion established that the program's effectiveness can be further understood through psychological and sociological frameworks. Social Identity Theory explains how consumers internalize CSR efforts that align with their cultural or religious identity. In this case, the repainting of mosques and prayer halls positioned Nippon Paint within the community's in-group, strengthening emotional affinity and trust. Similarly, the principle of reciprocity provides a compelling explanation for consumer behavior observed during the program. When companies contribute meaningfully to community welfare, individuals may feel a moral obligation to reciprocate through brand support. The study illustrates how these mechanisms manifest in real purchasing decisions, demonstrating that values-based marketing rooted in community benefit can be associated with improved sales performance within a specific contextual setting.

This study is limited by its single-case design, specific regional focus, and descriptive analytical approach. Future research may extend this framework by incorporating comparative seasonal analysis, control groups, or inferential methods to further explore the relationship between CSR initiatives and commercial performance.

Although this case focuses on the paint industry and a Ramadan-specific program, the implications extend to a wide range of sectors. CSR initiatives that tap into cultural identity, religious values, or community welfare—particularly when amplified through digital channels—hold significant potential to influence consumer behavior in Indonesia's socially responsive marketplace. Future research can explore this dynamic across different industries, seasons, and cultural contexts to deepen the understanding of CSR's commercial and societal impact.

REFERENCES

- Anderson, M., & Johnson, D. (2022). The role of digital transformation in shaping consumer behavior. *Marketing Science*, 40(3), 517–533. <https://doi.org/10.1287/mksc.2022.1373>
- Azpeitia, J. (2021). *Social media marketing and its effects on TikTok users* (Publication No. 02104205240) [Bachelor's thesis, Vaasan Ammattikorkeakoulu University of Applied Sciences]. Theseus.
- Baduria, F. (2025). Retail sales during Ramadan up by 16% in SEA: Report. *MARKETECH APAC*. <https://marketech-apac.com/retail-sales-during-ramadan-up-by-16-in-sea-report/>
- Carroll, A. B., & Brown, J. (2018). Corporate social responsibility: A review of current concepts, research, and issues. *Business and Society*, 360(2), 39–69. <https://doi.org/10.1108/S2514-175920180000002002>
- Gao, F., & Zhang, X. (2022). Consumer behavior in digital platforms: A meta-analysis. *Journal of Interactive Marketing*, 56, 82–96. <https://doi.org/10.1016/j.intmar.2022.01.005>

- González-Morales, O., Galván-Sánchez, I., & Román-Cervantes, C. (2023). Social responsibility as a source of satisfaction for worker-members in a social economy transport company. *Research in Transportation Business & Management*, 51, 101070.
- Kotler, M., Cao, T., Wang, S., & Qiao, C. (2020). *Marketing strategy in the digital age: Applying Kotler's strategies to digital marketing*. World Scientific. <https://doi.org/10.1142/11737>
- Kotler, P., & Keller, K. L. (2016). *Marketing management* (15th ed.). Pearson Education.
- Kotler, P., Kartajaya, H., & Setiawan, I. (2017). *Marketing 4.0: Bergerak dari tradisional ke digital*. PT Gramedia Pustaka Utama.
- Listiani, N. M. (2017). Pengaruh kreativitas dan motivasi terhadap hasil belajar mata pelajaran produktif pemasaran pada siswa kelas XI SMK Negeri 2 Tuban. *Jurnal Ekonomi Pendidikan dan Kewirausahaan*, 2(2), 263–275. <https://doi.org/10.26740/jepk.v2n2.p263-275>
- Liu, Y., Heinberg, M., Huang, X., & Eisingerich, A. B. (2023). Building a competitive advantage based on transparency: When and why does transparency matter for corporate social responsibility? *Business Horizons*, 66(4), 517–527. <https://doi.org/10.1016/j.bushor.2022.10.004>
- Marlina, E. (2020). Pengembangan model pembelajaran blended learning berbantuan aplikasi Sevima Edlink. *Jurnal Padagogik*, 3(2), 104–110.
- Nguyen, T., & Tran, M. (2021). Digital consumer behavior in emerging markets: A review. *Journal of Retailing and Consumer Services*, 60, 102451. <https://doi.org/10.1016/j.jretconser.2021.102451>
- Pamungkas, F., & Winarsih. (2020). Pengaruh corporate social responsibility (CSR) terhadap kinerja keuangan perusahaan pada perusahaan sektor industri barang konsumsi yang terdaftar di Bursa Efek Indonesia. *Konferensi Ilmiah Mahasiswa Unissula (KIMU) 4*.
- Paruzel, A., Danel, M., & Maier, G. W. (2020). Scrutinizing social identity theory in corporate social responsibility: An experimental investigation. *Frontiers in Psychology*, 11. <https://doi.org/10.3389/fpsyg.2020.580620>
- Putri, Y. S. K. (2024). *Pengaruh corporate social responsibility (CSR) terhadap kinerja perusahaan dan reputasi perusahaan sebagai variabel mediasi (Studi pada perusahaan di indeks Sri-Kehati tahun 2017–2021)* [Skripsi, Universitas Jambi].
- Setyaningsih, R., & Setiawan, D. (2019). Recent development of Islamic corporate social responsibility. *ETIKONOMI*, 18(2), 287–302. <https://doi.org/10.15408/etk.v18i2.10807>
- Sugiyono. (2019). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Alfabeta.
- World Giving Index. (2024). *Global trend in generosity*. Charities Aid Foundation.
- Wu, W., Chan, T., & Lau, H. (2008). Does consumers' personal reciprocity affect future purchase intentions? *Journal of Marketing Management*, 24(3), 345–360. <https://doi.org/10.1362/026725708X306130>