

## **Dompot Dhuafa's Strategic Communication in Facing External Issues**

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### **Abstract**

Every organization needs to design a strategic communication planning to carry out their program, including non-profit organizations. In the midst of limited operational funds, non-profit organizations need to think creatively in developing strategic communication designs, so they are capable to maintain their organizations, including in raising public funds. As represented by Dompot Dhuafa when facing the issue of misuse of funds by philanthropic individuals. When other philanthropists were affected by the case, Dompot Dhuafa managed to overcome it. The purpose of this study is to indicate and analyze the strategic communication implemented by Dompot Dhuafa when the organization is facing an issue. This study uses a case study qualitative research method through in-depth interviews and literature studies. The result obtained is that Dompot Dhuafa takes a strategic communication approach in the form of value strengthening so that stakeholders including donors interpret Dompot Dhuafa's philanthropic activities as a transparent and accountable institution. Through analysis surveys, message communication designs and media approaches as a form of communication strategy, Dompot Dhuafa was able to maintain their performance amidst the hectic issue of public trust in Indonesian philanthropy.

**Keywords:** Strategic communication, non-profit organizations, issue, public trust.

## **INTRODUCTION**

Non-profit organizations have their own challenges where full concentration is required to realize the organization's vision and mission and focus on managing resources (Oliveira & Gonçalves, 2022). Basically every organization definitely needs funds to carry out its work program, but in non-profit organizations this is hampered with the ideal of volunteerism. In order to maintain a non-profit organization, it is necessary to develop appropriate ideas and strategic steps so that the organization continues to receive donations or grants from certain parties. This is not easy because in reality there are still many non-profit organizations that carry out various kinds of publications. , but it is difficult to get donations. Another challenge is the difficulty of measuring the success of the services provided by non-profit organizations, because changes in people's attitudes need to be observed for a long time to realize their impact (Koschmann & Sanders, 2020). That is the challenge for non-profit organizations and their background. underlies the importance of a non-profit organization having a good strategic communication design to carry out its work program, so that they are able to survive amidst limited operational funds.

One important activity that is often carried out by non-profit organizations is fundraising. The ability to raise funds is an urgency that needs to be considered by this type of organizational group. The fund raising techniques used by each non-profit organization are different, so this is what is able to represent their organization's reputation in the eyes of the public, especially in the eyes of potential donors and stakeholders. Since this type of organization manages people's funds, the matters involved in it are very sensitive and full of caution. That is why if a non-profit organization is mentioned about fund transparency, this

can trigger public attention. If a non-profit organization is unable to answer public questions, suspicion will arise. If a trust issue arises in the public, the non-profit organization could be threatened or even unable to survive, as was the case experienced by Aksi Cepat Tunjung in July 2022.

When philanthropic institutions in Indonesia were being attacked by external issues from the ACT case, Dompot Dhuafa actually managed to maintain its performance amidst public unrest and distrust towards Indonesian philanthropic institutions. However, they also admitted that they had felt the impact when the ACT case emerged to the public. Not a few of the public feel wary considering the large amount of funds collected by Dompot Dhuafa. General Manager of Remo Dompot Dhuafa, Ahmad Faqih Syarafaddin, said that since the ACT case emerged, the Dompot Dhuafa CRM team has been attacked by various responses and questions from the public who want to ensure the transparency of the Dompot Dhuafa institution. Quickly, Dompot Dhuafa took strategic steps and succeeded in making the public, especially its stakeholders, remain positive and not lose their trust in Dompot Dhuafa.

The steps taken by Dompot Dhuafa illustrate that strategic communication is able to support an organization to ward off issues. As written by Mr. Michael Galway, head of the Communication Program at UNICEF India, reported that their strategic communication design was successful in eliminating the negative stigma of the polio vaccine which was rumored by most of the people of Uttar Pradesh, India, in 2001. In his writing, Michael stated that the indicators of successful implementation of strategic communication were shown with changes, both changes at the individual and social levels. In the case of polio prevention in Uttar Pradesh, changes at the individual level occur in children (the main stakeholders) and are supported by the ability of people who are able to make these changes, namely health workers who are members of the Community Mobilization Coordinator, where they carry out the polio vaccine campaign massively (Galway et al., 2019).

The conditions carried out by Dompot Dhuafa have also been proven by Christian, Katharina, and Ulrike in their research which measured the influence of public perception on stakeholder trust in non-profit organizations (Wiencierz et al., 2015). This research, published in the International Journal of Strategic Communication, shows that stakeholders view the non-profit organization in question as an institution that has a reputation for professional fundraising and high credibility, so they are not influenced by public perception. Stakeholder perceptions must be taken into account to determine the appropriate response in defending the company's image. If a company has positive initial credibility, it makes its actions and statements more believable. Conversely, a lack of credibility will complicate strategic communications efforts. Fast response, the right spokesperson, and good credibility make an organization's strategic communications able to handle issues well and restore public trust.

In short, strategic communication does not only talk about disseminating information, but also involving stakeholders to play an active role in every planning and being able to deal with issues that threaten an organization. With strategic communication planning, the achievement of goals for the sustainability of an organization can be monitored clearly, structured and realistic to achieve (Koschmann & Sanders, 2020). The success of strategic communication from Dompot Dhuafa in dealing with issues will be the author's focus to study this topic further. The aim of this research is to represent non-profit organizations that are not solely oriented towards seeking donations, but also have strong *amil* competencies, including designing good strategic communications. It is hoped that this research can become a reference and add to the body of knowledge regarding the importance of strategic

communications in the sector. non-profit organizations, especially when facing an issue.

## **METHOD**

The research method used is a descriptive method with qualitative analysis techniques. Qualitative research itself focuses on processes, not results, so the author tries to observe real phenomena that occur (Creswell, 2013). This research refers to a case study type because it attempts to explore an organization's strategic communication planning through primary and secondary data collection procedures. Primary data was obtained through in-depth interviews and observation, while secondary data was obtained through literature study.

This research uses key informant retrieval using a purposive sampling technique, namely a data collection technique by determining the number of samples to be taken, then entering the selection stage in accordance with the objectives of the research. According to Spradley (2007) there are several criteria in determining key informants, including the informant must be an active participant in the organization being studied, there is direct involvement with the case being studied, the informant has sufficient time and the informant must convey information in natural language (Marta & Kresno , 2016). Based on the conditions for selecting informants, the author chose people who were assumed to be able to provide accurate information and be in line with the research. The informants interviewed in this research were: (a) Data Analyst Dompot Dhuafa; (b) Remo Dompot Dhuafa Manager; (c) General Manager of Social Services & Advocacy Dompot Dhuafa.

## **RESULTS AND DISCUSSION**

Dompot Dhuafa, an Islamic philanthropy that has been established since 1993, is a non-profit organization in Indonesia that has won a series of awards every year, such as the BAZNAZ Award in the Best Institutional Operation category, The Best Philanthropy Institution, Most Popular Humanitarian Institution, Top Brand Award 2022 category Best Charities and Zakat Agencies, and many more. These various awards have made Dompot Dhuafa's credibility increasingly established among the public. Known as one of the largest philanthropists in Indonesia which collects hundreds of billions of people's funds, Dompot Dhuafa was also affected when a case emerged from ACT individuals. According to Sudirman Said, National Coordinator of the Humanitarian Solidarity Forum, said that the emergence of the ACT case was not the end of the philanthropic sector, but instead was a new chapter for the Indonesian philanthropic sector. This new chapter was represented by the Dompot Dhuafa institution which immediately took precautions after the ACT case. When exposed to external issues, Dompot Dhuafa did not remain silent and immediately acted quickly by developing various strategies.

The external issues that arise from the case of ACT individuals have indeed created a gap between the activities of philanthropic institutions and the expectations of the public who want their donations to be on target and trustworthy. There are two main points when dealing with an issue, namely (1) initial identification of issues that have the potential to affect the running of the company, and (2) response and strategic communication designed to reduce or increase the impact of the issues that arise (Cutlip et al., 2016 ).Strategic communication itself is the use of communication that is deliberately designed by an organization to fulfill the organization's mission. This communication is structured strategically so that it can influence changes in individual behavior based on the messages created and conveyed by the communicator (Mirville, 2021). Patterson and Radtke (2009) explain in their book "Strategic Communications for Nonprofit Organizations", that after non-profit organizations determine their goals, vision and mission, the organization then begins to plan a clear and measurable communications strategy step by step. Through clear strategic communication planning, non-

profit organizations are able to utilize existing resources efficiently and effectively, even though their budget is limited (Nafisaputri et al., 2021).

General Manager of Social Services & Advocacy for Dompot Dhuafa, Arief Rahmadi Haryono, said that when the ACT case emerged, Dompot Dhuafa's CRM team was attacked by various responses and questions from the public who wanted to ensure the transparency of the Dompot Dhuafa institution. The first step they took to deal with this issue was to carry out an environmental analysis with the help of a survey of several samples from the public. In line with Radtke's opinion, strategic communication planning begins with an analysis of the problems and environment within the organization (Patterson & Radtke, 2009). In this situation, Dompot Dhuafa wanted to know the public's opinion regarding Dompot Dhuafa after the ACT issue arose. Dompot Dhuafa together with the IDEAS survey institute conducted interviews and distributed questionnaires to the public including their main stakeholders, namely donors, key opinion leaders and the media. The survey was conducted two months after the ACT case emerged, namely in September 2022. Several results were obtained which were further analyzed by Dompot Dhuafa, as follows:

a) The public was shocked by the system for managing philanthropic funds after the ACT case.

Based on the survey results, 45% of respondents expressed surprise that financial institution managers were paid very high salaries, 45% of respondents were also surprised that donations were cut by a large percentage for institutional operations, and another 35% stated that they were surprised by the fairly luxurious institutional facilities. These statements lead public opinion and trigger their vigilance to channel donations to other non-profit organizations. Not to mention, findings from PPATK stated that there were 176 philanthropic institutions in Indonesia that misused funds similar to those carried out by ACT (Firmansyah, 2022). This news has caused other philanthropic institutions to be more closely monitored.

Next, Dompot Dhuafa looked at the ACT case from two main contexts. First, prudential, namely the prudential aspect that cannot be fulfilled by these philanthropic individuals. Second, philanthropy's ability to comply with existing regulations. These two contexts are the basis for the strategic communication planning that Dompot Dhuafa is trying to frame to show to the public. Dompot Dhuafa took advantage of this momentum by openly opening all of Dompot Dhuafa's 'kitchens' through financial reports that can be easily accessed by the public through various Dompot Dhuafa communication channels. They did this to show that Dompot Dhuafa complies with existing regulations and is prudent with all aspects of organizational management, so that ultimately the public is able to judge for themselves that Dompot Dhuafa is not the same as the philanthropist in question.

b) Public trust in Dompot Dhuafa remains maintained after the ACT case.

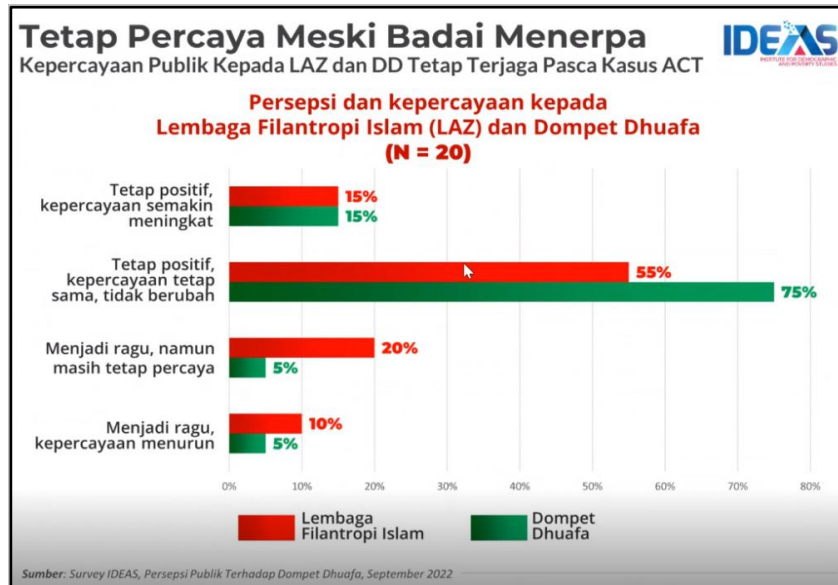


Figure 1. Survey results regarding public trust in Dompet Dhuafa compared to other LAZs.  
Source: Personal Documentation of Dompet Dhuafa

Influenced by the ACT case, Dompet Dhuafa has not failed to maintain public trust. One of the results of their survey shows a comparison of public perceptions of Dompet Dhuafa and other philanthropic institutions. This comparison shows a graph of public trust which is more dominant towards Dompet Dhuafa compared to the Amil Zakat Institution (LAZ) others. Dompet Dhuafa obtained a figure of 75% in the perception of stakeholders who think positively and continue to believe in their institution. According to Faqih, some of the others whose trust has fallen is caused by several factors, one of which is because a handful of the public do not yet know that ACT is no longer part of Dompet Dhuafa. In fact, since 2005, ACT has separated itself from the Dompet Dhuafa humanitarian program and become an independent institution.

After further analysis, the factors that strengthen the public's positive attitude towards Dompet Dhuafa are the credibility and accountability of Dompet Dhuafa as well as the effectiveness and innovation of the Dompet Dhuafa distribution program, which is Dompet Dhuafa's advantage compared to other LAZs. 80% of respondents believe that Dompet Dhuafa's long and long-established track record means that they are not influenced by the public trust issue regarding the ACT case. In fact, according to the monitoring results of Dompet Dhuafa's public relations team when the case of ACT individuals was raised by Tempo magazine, there were two very big noises from netizens. The first response was netizens' distrust of ACT and the second response was netizens' distrust of intermediary institutions or institutions similar to ACT, so they thought they would donate directly to what was visible to the naked eye. These two noises also caused a dominos effect or exposure to issues felt by other philanthropists in Indonesia.

The situation is different from Dompet Dhuafa, who did not feel a significant impact from the noise after the ACT case. Arief said that one of the advantages Dompet Dhuafa has is a loyal market, in line with the results of their survey which shows the loyalty of Dompet Dhuafa stakeholders. Arief continued that this condition reflects that Dompet Dhuafa has succeeded in inducing value and educating all levels of stakeholders thanks to a good strategic communication design. According to Arief, the induction value implemented by Dompet Dhuafa does not only focus on internal management, but also reaches the level of

implementers, volunteers, and so on. This is in line with Jones' opinion that in building collaboration with stakeholders, organizations need to achieve an understanding of values with all the constituents concerned (Jones et al., 2018). Concrete evidence is shown through a series of planned strategic communications management from year to year, adapting to current developments and audience needs, so that Dompét Dhuafa is able to build good credibility.

The three feedbacks most felt by the public that make Dompét Dhuafa's credibility continue to increase are the program innovation provided by Dompét Dhuafa, the distribution of funds that are right on target, and responsiveness and high speed (real time notification) in order to provide the best service and ensure that the trust of donors is used as well as possible. -good. These three things are also included in the core values adhered to by Dompét Dhuafa. This means that Dompét Dhuafa represents the company's values through a series of communication strategy activities whose effects are felt at the public level so that it becomes a strong brand positioning when the public feels more comfortable in channeling their donations to Dompét. Dhuafa.

a) Public hopes for Dompét Dhuafa.

From this survey, suggestions and hopes were also obtained from the public which Dompét Dhuafa would analyze as material for message planning design. In line with the concept of strategic communication planning from Dave Fleet, which states that strategic communication planning steps start from analyzing the problem and environment, then setting goals and planning messages (Widjajanto & Bajari, 2013). The goal is that the message conveyed can be effective in accordance with the organization's vision and mission, focused on what the audience needs, and action-oriented. At the Dompét Dhuafa institution there is a section that formulates missions related to handling issues which is part of the communications division. This division tries to frame and develop messages from the results of surveys that have been carried out by paying attention to three message components (triangle messages).

The first key message point is that public trust must be in line with institutional transparency and accountability. The important thing to do now to strengthen trust in Dompét Dhuafa is to communicate all information related to the implementation of more massive fund management. Based on the results of a survey conducted by Dompét Dhuafa, the public was surprised by the governance of philanthropic institutions, especially regarding the salary levels for philanthropic fund managers and the large percentage deductions for program operations. According to Anna Aynushshaalihah, Data Analyst Specialist at Dompét Dhuafa, Dompét Dhuafa's efforts to restore the trust of stakeholders who have become doubtful is by providing what they need, including reinforcing the intensity of the institution's communication with the public regarding Dompét Dhuafa's 'kitchen', including the organizational governance mechanisms in place. healthy, information regarding the profile track record of donation managers, as well as the exact location and impact of the empowerment program felt by the community by displaying testimonials from beneficiaries who directly felt the impact of the distribution of ZISWAF Dompét Dhuafa. In accordance with one of Dompét Dhuafa's values, namely being a professional Islamic philanthropic institution, this strategic communication effort is expected to be able to realize the first key message point strategy and represent the values they hold. This is also in line with Dethier's opinion that strategic communication is able to meet the needs of non-profit organizations to overcome skeptical views from audiences (Dethier et al., 2021).



The screenshot shows the 'LAPORAN KEUANGAN' (Financial Reports) section of the Dompét Dhuafa website. It features a table with columns for 'NAMA FILE', 'UPDATE DATE', and 'DOWNLOAD'. Each row represents a financial report for a specific year, with a corresponding 'DOWNLOAD' button and download statistics.

NAMA FILE	UPDATE DATE	DOWNLOAD
Laporan Keuangan Audit Dompét Dhuafa Tahun 2021 (1 file(s) @ 1360 downloads)	July 5, 2022	DOWNLOAD
Laporan Keuangan Audit Dompét Dhuafa Tahun 2020 (1 file(s) @ 1567 downloads)	August 10, 2021	DOWNLOAD
Laporan Keuangan Audit Dompét Dhuafa Tahun 2019 (1 file(s) @ 2257 downloads)	January 19, 2021	DOWNLOAD
Laporan Keuangan Audit Dompét Dhuafa Tahun 2018 (1 file(s) @ 917 downloads)	June 3, 2022	DOWNLOAD
Laporan Keuangan Audit Dompét Dhuafa Tahun 2017 (1 file(s) @ 650 downloads)	June 14, 2022	DOWNLOAD
Laporan Keuangan Audit Dompét Dhuafa Tahun 2016 (1 file(s) @ 228 downloads)	December 7, 2022	DOWNLOAD

Figure 2. One form of Dompét Dhuafa's financial report.

Source: <https://publikasi.dompétdhuafa.org/>

The second key message point is regarding program innovation that focuses on fighting structural poverty. Referring to the vision and mission of Dompét Dhuafa which wants to build a prosperous society and free from the shackles of poverty, this is also supported by public survey data which shows that they are interested in innovative programs in Dompét Dhuafa, this is what underlies the framing of the second key message point. The tactic that can realize this second key message point strategy is to complete more varied programs, especially those oriented towards empowering micro businesses, according to suggestions and expectations from the public. Regarding this matter, Dompét Dhuafa is trying to develop a better strategic communication plan in the field of fundraising so that these programs can be realized immediately. According to Arief's explanation, fundraising at Dompét Dhuafa is one of the focuses on gaining as much public support as possible to support Dompét's programs Dhuafa in any form. Some of the strategies they have implemented include targeting millennials to join Dompét Dhuafa Volunteer, maintaining the loyalty of premium donors by providing different experiences through care visit programs, as well as massive campaigns both digitally and conventionally.

The third key message point is regarding improving the governance of non-profit organizations. In line with the opinion expressed by the Head of the Sub-directorate of Accreditation and Audit of Zakat Institutions, the Directorate of Empowerment of Zakat and Waqf, Ministry of Religion, Muhibuddin, conveyed to all Islamic philanthropic institutions that the post-ACT case moment is an opportunity every philanthropy to improve its amil competence, so that it can remain trusted by the public. This polemic has given rise to a good market mechanism to make philanthropic institutions compete for credibility and compete in a healthy manner to attract the hearts of the public. Apart from that, this third key message point is also framed to support one of Dompét Dhuafa's missions, namely realizing organizational sustainability through good governance in accordance with the principles of Good Corporate Governance and sharia principles. The tactic that can realize this last key message point strategy is to improve the position of power in the organization for a healthy power control mechanism.

A form of communication strategy implemented by Dompét Dhuafa after the ACT case was to develop an organizational system called Government and Risk Complaints (GRC), namely an organizational governance that upholds caution and good risk management. This governance guarantees and anticipates things that could give rise to issues or crises, such as conflict of interest, phase of interest, and also creates a whistleblowing system. The next strategy, Dompét Dhuafa is trying to be more practical in organizational governance,

especially financial management. Before the ACT case arose, if Dompot Dhuafa wanted to launch a program it only needed to prepare a program committee document, which contained the background, implementation time, RAB and so on. After the ACT case, there are several supporting documents that need to be submitted, namely the Self Risk Assessment document related to the analysis of risks that have the potential to occur in a program, as well as the Logical Framework Analysis document which contains the program flow. The final strategy, Dompot Dhuafa strengthens the internal monitoring aspect, which is Initially there was only an internal audit and sharia supervisor, after the ACT case a division was established called MEAL (Monitoring Evaluation Accountability and Learning). This is Dompot Dhuafa's effort so that the program team can get feedback from every program activity carried out, as well as ensuring that each program can run according to the strategic communication plan that has been prepared previously.

Through strategic communication steps carried out by Dompot Dhuafa, they were able to survive the impact of the ACT case and managed to overcome this issue. Even in early December 2022, Dompot Dhuafa succeeded in winning second place in the best philanthropy category at the 2022 SDGs Action Award. SDGs Action Award 2022 is a form of government appreciation for parties who have made a real contribution to realizing inclusive and sustainable development. According to the Director of Communications and Strategic Alliances, Dompot Dhuafa, Bambang Suherman, said that this award is a form of Dompot Dhuafa's responsibility to continue to improve the quality and caliber of their programs, in line with the tactics contained in Dompot Dhuafa's strategic communications plan.

#### Media Approach Strategy for Strategic Communication Plans Regarding Relevant Issues

Strategic communication planning also needs to build good relationships with the media because the media plays an important role in framing issues. Whatever is related to strategic communication planning, it is related to the distribution of information, both inward and outward distribution of information. The media itself is an extension of the organization , meaning that information within the organization that wants to be conveyed to external parties will be easier using media. Apart from that, the media is also a space for public discussion. If strategic communication is not built to reflect the existing frame in public discussion, then the organization will not be successful in voicing its plans (Sisson, 2017).

a) Monitoring every public discourse and having sensitivity to issues that are busy in the public.

The mission that has been formulated in strategic communication planning needs to be stated to the public, at least to all levels of stakeholders. This momentum is able to make media and organizations integrate with each other to convey and frame a message. In public relations, strategic communication means treating media and communication relations as something important , integrated, consistent and investing existing resources. When an issue is considered important by the public, the media tries to build public opinion until a common public understanding emerges. The media is able to encourage the public by generating consensus from what they convey. Therefore, an organization's strategic communication approach to the media is through their ability to guide the media in thematic framing, as one of the media's roles is analytical framing.

Framing is the media's way of presenting the reality of an issue by giving prominence to certain aspects. When choosing a particular aspect of an event, this concerns how that aspect is packaged by the media. This makes framing analysis closely related to the use of



diction, pictures or images. particular thing that the media wants to present to the public. This framing analysis is often used by the mass media in studying the framing of a reality, be it an event, individual or group. This framing is constructed in a certain way and with a certain meaning, so that only certain parts are given more attention or are considered important in the public mind (Eriyanto, 2015).

The issue of misuse of community funds by ACT individuals has become a public discourse on various media channels, both social media and mass media. One of the stakeholders of Dompot Dhuafa, namely MNC Group, framed this issue from another point of view. Two days after Tempo magazine published a report regarding the case of ACT individuals, MNC Multimedia immediately invited Dompot Dhuafa to hold a discussion entitled "Trust to Manage Community Funds". In the midst of public concern about the honesty of Indonesian philanthropy, MNC is trying to highlight other aspects of the issue by presenting the reality that this case cannot be generalized to all philanthropies. The Editor-in-Chief of MNC Multimedia Network, Gaib Maruto Sigit, considers that Dompot Dhuafa is able to become a representative of philanthropy that can be trusted by the public and he hopes it can reduce the chaotic situation at that time.



Figure 3. Discussion launched by MNC Multimedia after the ACT case.  
Source: MNC Trijaya Personal Documentation

This shows that the strategic communication built by Dompot Dhuafa succeeded in reflecting the existing frame in public discussions through an approach to the media. According to Gaib, this momentum is not about taking advantage of other parties' circumstances and siding with one party subjectively, but rather carrying out the role of media as the aspirations of society. Even though the MNC Group is a stakeholder in Dompot Dhuafa, they still carry out the discussion objectively. The main role of the media is to represent the public, so the public is critically represented by the media. Therefore, the framing of the issue above is part of the transparency that MNC wants to build so that Dompot Dhuafa is able to tell stories from their point of view.

Gaib said that the partnership that MNC Group has built with Dompot Dhuafa over the years has also had a positive impact, one of which is brand value. Dompot Dhuafa has its own market, so that when the name MNC Group appears in Dompot Dhuafa's timeline or article, MNC Group will be seen as a company that cares. Moreover, Dompot Dhuafa is already known as a credible philanthropic institution, so the name of MNC Group has also

been raised. As stated by Bonk, one of the basic concepts of developing strategic communication is built an advantage (Bonk et al., 2008). This advantageous context can be reached by an organization through collaborative relationships between organizations (partnership). One element of the collaboration model is that collaborating organizations must find common ground in the message they want to bring to the public.

When partner organizations are able to combine their resources and perspectives into a collaborative strategy based on shared values, this can optimize the strategic communications planning that will be carried out. The key to collaboration is researching the audiences of both organizations and analyzing news trends regarding the issues being discussed. is currently being discussed by the public. Based on this research, the two organizations can compile key messages and develop messages that are suitable for conveying to the target audience. Through collaboration like this, organizations with limited resources can influence the media, helping to bring issues to light. what has been neglected becomes elevated, and reframes public understanding in ways that lead to matters related to the mission of both organizations. This is what Dompot Dhuafa represents as a form of media approach strategy to reach a wider audience.

a) Optimizing social media as a public discussion space.



Figure 4. Content raised by Dompot Dhuafa on Instagram after the ACT case.

Source: Instagram @dompotdhuafaorg

When the case of ACT individuals occurred, Dompot Dhuafa did not act reactive, but tried to be responsive. As explained by Faqih, General Manager of Remo Dompot Dhuafa, that they studied what donors needed through the results of surveys that had been carried out previously. So, the communication approach that Dompot Dhuafa took on social media after the ACT case was dominated by the program portfolio. In the August period, Dompot Dhuafa tried to optimize their use of social media by issuing messages that indirectly showed Dompot Dhuafa was not involved in the current issue. widely discussed. The program portfolio is designed in graphic content equipped with messages that are able to meet the needs of donors. The copywriting that Dompot Dhuafa adopted was designed with great care and tries to create two-way communication so that their social media becomes a space for netizens to channel their aspirations. for the Dhuafa Wallet.

The hope is that the program portfolio will help Dompot Dhuafa convince the public who are skeptical about the Indonesian philanthropic sector. Every post on social media regarding the portfolio is packaged in such a way as to illustrate a commitment that Dompot Dhuafa always holds, namely empowering mustahik from the ZISWAF funds they collect. An example of a portfolio category designed by Dompot Dhuafa is, "2 million people in Indonesia have been helped by your zakat". Then the key message was further developed into content equipped with a caption which not only contained program information, but also contained a message of invitation to netizens. As several effective communication methods include informational and persuasive (Arifin, 2008). Informational means informing important messages and can be said to be complete information when the message is structured specifically, measurable, achievable, relevant (appropriate). and has a time bound (there is a deadline) (Widjajanto & Bajari, 2013). Similar to the opinion of Weber and Grauer who state that strategic communication is said to be effective when an organization is able to involve specific content and communication that reflects the organization's views and organizational values to all stakeholders (Weber & Grauer, 2019). Specific, relevant and achieved information is demonstrated by Dompot Dhuafa in their portfolio which states the amount of funds collected and the number of beneficiaries in each program. Likewise, measurable and timebound information is shown by updates on donation achievements listed for each program on the Dompot Dhuafa website.

A persuasive message itself means that the message conveyed must be persuasive and as much as possible able to influence the public without them realizing it. Persuasive narrative is a competency required in every marketing process that allows organizational actors to communicate and build trust (Spiller, 2018). Dompot Dhuafa packages this message through content that is soft selling in nature, for example video content that tells the limitations of a citizen in terms of food and clothing needs, the story of an orphaned sibling who was entrusted to an orphanage and so on. The aim is to touch the emotional side of the public so that it can indirectly attract their interest in donating. Apart from that, they often promote hard selling content using public figures to make it more credible and take advantage of the influence of influencer marketing, for example stakeholders from key opinion leaders Dompot Dhuafa who play a role in branding Dompot Dhuafa's programs to their followers. with their own style, so that the message conveyed is more flexible and followers can more easily grasp the message.

## **CONCLUSION**

The series of strategic communication planning steps above shows that even a non-profit organization needs systematic and measurable guidelines to achieve its vision and mission and maintain the organization's reputation. The need for strategic communication planning is long term because it is related to the goals to be achieved. This means that if you don't have planning at the start, the fate of the organization will not be able to survive for long, especially for non-profit organizations that need to think creatively to optimize limited funds, but still be able to achieve their goals. With a good strategy, organizations are able to change public perceptions and even gain competitive opportunities from stakeholders (Steyn, 2003). Like what Dompot Dhuafa did when facing an issue.

Dompot Dhuafa carries out strategic communication planning in the form of problem analysis and forming effective messages through a survey. As the most basic concept of strategic communication, it must start with research or analysis (Patterson & Radtke, 2009). Based on the analysis of the survey results, Dompot Dhuafa can improve their quality and performance by reflecting on the ACT case. The three main things they analyzed were the

reasons why the public was affected by the trust issue from the ACT case, the public opinion that still believed in Dompot Dhuafa, and the public's hopes for Dompot Dhuafa after the ACT case. The next step in strategic communication is to design the message so that it is effective and in line with the needs of the audience. So after analyzing the problem, Dompot Dhuafa tried to create three key messages which included programs and evaluation materials that were able to ward off the ACT issue and improve the quality of Dompot Dhuafa's services according to its vision. and its mission.

Meanwhile, the media approach strategy carried out by Dompot Dhuafa is in the form of a cooperative relationship with the media who are their stakeholders through framing messages from developing issues, as well as highlighting content needed by the audience on social media as an embodiment of public discussion space. Through strategic communication steps In a planned manner, the use of Dompot Dhuafa's social media can be optimized well even though various issues arise outside. Dompot Dhuafa's program portfolio with specific, relevant, measurable communication designs and interesting narrative invitations, enables netizens to easily grasp the values that Dompot Dhuafa is trying to convey. This is what researchers describe, that strategic communication must also be built to reflect the existing frames in public discussion, so that organizations are able to voice their plans (Sisson, 2017).

This shows that it is not only profit organizations that need a series of strategic communication plans, but the need is also the same as non-profit organizations. That is why strategic communication plays an important role for non-profit organizations so that they are able to improve their amil competencies, such as maintaining professionalism in collecting donations, implementing trustworthy principles, and having strict moral and ethical standards. In this way, non-profit organizations are able to function like philanthropists. assist the state's role in overcoming various problems of social inequality. Apart from that, people also have no doubts about their choice of non-profit organizations so that there is no such thing as "donation trauma", and Indonesian people are also able to maintain their culture of generosity, as per data released by the Charity Aid Foundation which gave awards to Indonesia for being the most generous country. in the world for three consecutive years (Charities Aid Foundation, 2022).

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