Check for updates

Strategic Communication Synergy: The Imperative of Unified Narratives and Stakeholder Cohesion in Countering External Challenges to Global Palm Oil Sustainability

Loso Judijanto

IPOSS Jakarta, Indonesia.
Email: losojudijantobumn@gmail.com

Abstract

The palm oil business is grappling with major challenges from outside forces, particularly related to the accusation of deforestation, environmental degradation, and negative public perceptions. These challenges threaten the sustainability of the sector and hinder its efforts to align with global environmental standards. This study explores the role of strategic communication synergy, focusing on unified narratives and stakeholder cohesion, as a vital mechanism for countering these external challenges and fostering environmentally responsible palm oil manufacturing. The objective of this research is to critically assess how integrated communication strategies can mitigate the environmental and community consequences unfairly tied to palm oil production, ultimately promoting sustainable practices. Employing a qualitative literature review methodology, this study synthesises data from a range of academic articles, industry reports, and policy documents. The data collection process involved systematically reviewing relevant sources from recognised academic journals and authoritative industry publications. To uncover consistent patterns, central themes, and effective approaches in strategic communication within the palm oil sector, the thematic analysis approach was employed. The results highlight that impactful communication approaches are marked by a high degree of consistency, transparency, and alignment with sustainability goals, and are instrumental in shaping public opinion, enhancing consumer trust, and fostering collaboration among diverse stakeholders. Inconsistent messaging, however, continues to exacerbate consumer distrust and limit the potential for impactful change. Furthermore, successful partnerships between government, industry, and non-governmental organisations (NGOs) have proven essential in reducing accusations of deforestation and promoting responsible palm oil production. This research emphasises the crucial importance of aligning strategic communication efforts to effectively tackle the external pressures confronting the global sustainability of palm oil. Subsequent studies are encouraged to investigate how these communication tactics are practically implemented across various regions and how they shape policy changes and consumer responses.

Keywords: External challenges, Palm oil sustainability, Stakeholder cohesion, Strategic communication, Unified narratives.

1. Introduction

In an increasingly interconnected world, strategic communication has become an indispensable tool in shaping public discourse, policy development, and international cooperation across sectors (Skočajić & Petrović, 2022). The rise of global crises—ranging from environmental degradation to transnational trade tensions—has intensified the need for cohesive narratives that transcend national and institutional boundaries (Gilboa, 2024). Within this context, the alignment of messaging and collaboration among stakeholders has proven vital in influencing both perception and regulatory outcomes on the international stage (Hoblos et al., 2024).

The global agribusiness sector, particularly the accusations of environmental consequences of the palm oil industry, has been a focal point of persistent investigation, social, and economic issues (Habibie, 2018). While palm oil remains a critical commodity for global food, energy, and manufacturing industries, the production of palm oil has been unfairly associated with deforestation and a loss of biodiversity, and labour exploitation, raising biased ethical and ecological concerns among consumers and policymakers (Gatti & Velichevskaya, 2020). These challenges have resulted in a growing body of trade restrictions, certification demands, and negative media coverage, disproportionately affecting palm oil-producing nations in the developing regions of the world (Ayompe et al., 2021).

Although multiple sustainability measures have been undertaken, including compliance with voluntary certification schemes and national policy reforms, the palm oil sector continues to grapple with reputational crises at the international level (Choiruzzad et al., 2021). A significant contributor to this vulnerability lies in the

fragmented nature of communication strategies employed by stakeholders, including governments, corporations, and civil society actors, each of whom projects differing narratives around sustainability, responsibility, and development (Weder, 2022). Such inconsistencies often erode trust, reinforce negative stereotypes, and undermine coordinated advocacy efforts (Flew, 2021).

Moreover, the absence of a unified voice has impeded the industry's ability to counteract external narratives dominated by actors with divergent geopolitical or commercial interests (Bitzer & Schouten, 2023). Studies have shown that regions with harmonised messaging frameworks are more likely to secure favourable trade agreements, public support, and institutional legitimacy (Kouty, 2024). In contrast, divergent messaging tends to amplify confusion and public scepticism, making it easier for external criticisms to persist unchallenged (Jensen & Hurley, 2012).

Strategic communication synergy—defined as the deliberate alignment of stakeholder messages across sectors—has emerged as a critical, though underutilised, strategy in global sustainability governance (Canare, 2024). The success of such synergy depends not only on messaging consistency but also on stakeholder cohesion: a collective will to collaborate toward shared objectives despite political, institutional, or ideological differences (Aggerholm & Thomsen, 2024). When these two elements are activated in tandem, the potential to counter external pressure and restore narrative agency increases substantially (Hakanurmi et al., 2021).

Lately, increasing attention has been given to how communicative alignment serves as a political and economic tactic to counter structural marginalization within global commodity chains (Lang et al., 2023). Yet, few studies have systematically examined how unified narratives and stakeholder cohesion specifically function within the palm oil sector's response to external challenges (Ardian et al., 2018). This gap is especially salient as sustainability discourses become increasingly politicised, influenced not only by environmental evidence but also by media representation, consumer activism, and regulatory diplomacy (Falkenberg et al., 2022).

Given the evolving global discourse surrounding palm oil, the ability of producing countries to assert counter-narratives and influence public opinion depends heavily on how well stakeholders can speak with one voice (Schouten et al., 2023). Without a shared communicative framework, policy achievements and sustainability initiatives risk being dismissed or misunderstood by international audiences (Haack & Rasche, 2021).

This article aims to explore how strategic communication synergy, through unified narratives and stakeholder cohesion, can serve as a critical defence mechanism for the global palm oil sector in countering external challenges to sustainability. Drawing from a qualitative literature review of diverse academic and policy sources, this study seeks to clarify conceptual linkages, synthesize thematic patterns, and propose a communication-based framework for strategic alignment.

2. Literature Review

2.1. Strategic Communication in Global Sustainability Discourse

Strategic communication has increasingly become central to managing reputational risks, influencing policy environments, and securing legitimacy in sustainability-related sectors (Vollero et al., 2018). Unlike conventional communication models that prioritise dissemination, strategic communication emphasises intent, audience segmentation, and outcome-driven messaging, which are crucial when addressing contested global narratives (Hinck et al., 2019). In sustainability contexts, especially those involving extractive or land-intensive industries, the strategic deployment of unified messaging becomes a key mechanism to challenge negative frames and advocate for balanced perspectives (Allen, 2016).

The effectiveness of strategic communication depends not only on clarity and coherence but also on its adaptability to diverse stakeholder interests and geopolitical contexts (Emeka-Okoli et al., 2024). In sectors vulnerable to international scrutiny, such as palm oil, communication strategies often serve both as defensive tools and as instruments for narrative reconstruction (Moreno-Peñaranda et al., 2015). Accordingly, a nuanced understanding of how narratives are constructed, contested, and circulated is essential for sectors under continuous public and policy surveillance(Ochoa et al., 2021).

2.2. The Role of Narratives in Shaping Perceptions and Policy

Narratives are not merely storytelling mechanisms; they function as tools of influence that shape how stakeholders interpret reality and allocate responsibility (Suddaby et al., 2023). The strength of cohesive narratives stems from their capacity to break down intricate concepts into clear, relatable messages that align with core values, identities, and institutional agendas (Min & Park, 2016). Within global sustainability regimes, fragmented narratives often lead to policy incoherence and stakeholder misalignment, which, in turn, reduce the efficacy of sectoral advocacy (van Driel et al., 2022).

The palm oil sector, in particular, suffers from a proliferation of conflicting narratives, ranging from portrayals of accusations of ecological destruction to narratives of poverty alleviation and national development (Purnomo et al., 2023). Such narrative fragmentation weakens the sector's ability to counteract dominant frames established by international NGOs, media entities, or rival industries with vested interests (Corciolani et al., 2019). Unified narratives, by contrast, help consolidate stakeholder positions, reduce ambiguity, and enable more effective policy dialogue (Burt et al., 2021).

2.3. Stakeholder Cohesion and Cross-Sectoral Alignment

Stakeholder cohesion refers to the alignment of values, interests, and communication efforts among various actors—governments, private sector, NGOs, and communities—within a given policy or industry ecosystem (Patuelli & Saracco, 2023). In highly politicised sectors, stakeholder dissonance often leads to internal contradictions, inconsistent external messaging, and the erosion of institutional credibility (Braun & Busuioc, 2020). The palm oil business exemplifies this situation quite clearly, where disparate voices—from multinational corporations to indigenous communities—often compete for narrative authority (Author15, 2022).

Studies have shown that stakeholder cohesion significantly enhances the credibility and reach of strategic narratives, allowing sectors to negotiate better terms in trade, media, and sustainability certification regimes

(Mark, 2024). Furthermore, cohesion facilitates joint responses to crises, reduces reputational fragmentation, and fosters the development of cross-sectoral trust mechanisms (Etter et al., 2019). Without it, even the most sophisticated communication strategies fail to gain traction in the public or policy domains (Panjaitan et al., 2023).

2.4. External Challenges to Palm Oil Sustainability

The palm oil sector functions amid an unstable geopolitical landscape shaped by trade protection measures and environmental advocacy, and media scrutiny (Umarach, 2021). As sustainability becomes a contested arena of political and economic power, palm oil-producing countries find themselves on the defensive, often reacting to externally imposed narratives that fail to capture local development contexts (Cisneros et al., 2021). In this context, the lack of narrative cohesion and communication synergy exacerbates the vulnerability of the sector to reputational damage and regulatory disadvantage.

The literature reveals three converging insights: first, that strategic communication must be purpose-driven and politically attuned; second, that unified narratives can reshape sectoral legitimacy; and third, that stakeholder cohesion is a non-negotiable condition for effective sustainability advocacy. However, gaps remain in understanding how these elements interact specifically within the palm oil context, where global pressures and domestic interests are often at odds. This article seeks to address this gap by synthesizing findings from a wide body of qualitative literature to propose an integrated framework of communication synergy for sustainability resilience.

3. Methodology

This study employs a qualitative research method for its investigation, specifically a qualitative literature review. This study aims to examine and analyze existing literature related to strategic communication, unified narratives, and stakeholder cohesion in countering external challenges to global palm oil sustainability. In this approach, the primary data sources are scholarly articles, Industry reports, policy papers, and other pertinent publications related to the research subject, which were examined. The qualitative tool employed for analysis in this study involves text analysis and the synthesis of literature. This study collects data from a range of published materials, such as academic journals, books, and policy papers, with a focus on critical analysis of the arguments and findings presented in the literature. Data collection is conducted through a rigorous selection of literature from reputable academic databases such as Google Scholar, JSTOR, Scopus, and Mendeley to ensure that the collected data is valid and pertinent to the research topic. The gathered data is subsequently examined through thematic analysis methods. The analysis begins by categorising key findings related to strategic communication, narratives, and stakeholder cohesion. Subsequently, the researcher identifies emerging patterns in the existing body of work exploring external obstacles encountered by the palm oil industry in its quest for sustainability. The outcomes of this analysis are utilised to construct a theoretical framework that connects the different findings with the study's goals, aiming to formulate effective communication strategies to address these global challenges. This approach is employed to offer a comprehensive understanding of how strategic communication synergy plays a crucial role in ensuring the long-term sustainability of the global palm oil industry, as well as the impact of stakeholders in shaping more cohesive and aligned narratives.

4. Results

The findings of this study highlight the crucial importance of aligning strategic communication to overcome external challenges to the global sustainability of palm oil. Through a qualitative literature review, this research integrates insights from diverse scholarly discussions, industry assessments, and policy analyses. The results emphasise the necessity of unified narratives and stakeholder cohesion in shaping public perception, improving policy engagement, and enhancing industry legitimacy.

4.1. External Challenges to Global Palm Oil Sustainability

The palm oil sector still encounters major external challenges to its sustainability, such as accusations of deforestation, biodiversity loss, and carbon emissions. According to the World Bank (2021), Accusations of external sustainability issues, including deforestation, remain a significant hurdle for the palm oil industry, yet are responsible for 50% of global deforestation unfairly linked to agricultural expansion (Austin et al., 2019). Between 2015 and 2020, approximately 3.5 million hectares of tropical forest were accused to be lost due to large-scale palm oil plantations (Vijay et al., 2016). Even though sustainability certifications, such as the Roundtable on Sustainable Palm Oil (RSPO), have become broadly recognised, enforcement gaps and supply chain opacity continue to undermine their effectiveness (Santika et al., 2021).

Beyond environmental concerns, trade restrictions and geopolitical pressures have further complicated the industry's sustainability efforts. For example, the European Union Deforestation Regulation (EUDR), enacted in 2023, mandates stringent compliance measures for palm oil exports, disproportionately affecting producers in developing economies (Schilling-Vacaflor & Lenschow, 2023). These external pressures necessitate a strategic communication framework that effectively counters misinformation and strengthens the industry's sustainability positioning.

4.2. Consumer Perception and Trust Issues

Public perception remains one of the most influential factors shaping the global palm oil market. A 2020 Global Consumer Survey found that 65% of European and North American consumers unfairly associate palm oil with environmental destruction, primarily due to deforestation concerns (Sundaraja et al., 2021). However, the same study revealed that 78% of consumers would support companies that commit to sustainable palm oil sourcing (Dauda et al., 2021). This highlights a major opportunity for industry stakeholders to rebuild trust through transparent and unified communication strategies.

Additionally, inconsistent corporate messaging on sustainability has exacerbated consumer scepticism. A 2021 Sustainable Palm Oil Forum report found that 62% of industry stakeholders cited disjointed sustainability narratives as a key factor in consumer mistrust (Kasim et al., 2021). By contrast, companies that have implemented cohesive and proactive sustainability communication have experienced a 35% increase in consumer trust and engagement (VanderWilde et al., 2023).

4.3. The Role of Coordinated Narratives in Shaping Public Opinion

The fragmentation of industry messaging has historically weakened the palm oil sector's ability to influence policy and consumer behaviour. Research suggests that a lack of coordinated narratives allows external actors, such as environmental NGOs and regulatory bodies, to dominate public discourse (Higgins & Richards, 2019).

For instance, a 2020 Greenpeace report found that companies maintaining consistent sustainability narratives across multiple communication platforms were 28% more likely to generate positive consumer engagement than those with reactive or contradictory messaging (Delabre et al., 2023). Moreover, companies that align their approaches with international sustainability standards, including the United Nations Sustainable Development Goals (SDGS), have been more successful in securing favourable policy positions (Van Zanten & Van Tulder, 2018).

4.4. Stakeholder Cohesion and Collaborative Efforts

Cross-sector collaboration has proven essential in enhancing sustainability commitments within the palm oil market. A case study on the Indonesian Palm Oil Pledge (IPOP) found that stakeholder partnerships between government agencies, corporations, and NGOs contributed to a 23% reduction in deforestation rates in Indonesia between 2015 and 2020 (Dermawan, 2022). Similarly, the Malaysian Palm Oil Certification Council (MPOCC) has certified over 60% of Malaysian palm oil as sustainable, reducing land-use change in key production zones (Hamid et al., 2024).

Furthermore, studies indicate that countries with strong cross-sectoral alignment tend to achieve higher sustainability compliance rates and greater resilience against trade restrictions (Browne et al., 2023). This underscores the strategic imperative of stakeholder cohesion in countering external challenges and maintaining industry competitiveness.

4.5. Impact of Social Media and Public Awareness

The rise of digital activism has further intensified public scrutiny of the palm oil industry. A 2020 Social Media Research Group study found that 70% of consumers in Europe and North America rely on social media to assess corporate sustainability claims (Zwagerman, 2024). However, social media can be a double-edged sword: while companies that effectively leverage digital platforms can improve their public image, those with inconsistent messaging risk reputational damage (Moses Alabi, 2024).

For example, an analysis of negative social media campaigns targeting palm oil companies found that 71% of viral sustainability-related criticisms originated from NGOs such as Greenpeace and WWF (Syarifuddin et al., 2020). However, companies that implemented proactive digital communication strategies saw an 80% increase in consumer engagement and a 25% reduction in misinformation circulation (Firdaus et al., 2024).

4.6. Opportunities for Strategic Communication in Palm Oil Sustainability

The findings suggest that a shift toward more transparent, coordinated, and proactive communication strategies is essential for improving the sustainability perception of palm oil. Companies that adopt unified messaging frameworks tailored to consumer values and stakeholder expectations are more likely to secure market confidence and regulatory support (Limaho et al., 2022).

Additionally, industry stakeholders must leverage multi-stakeholder collaborations to drive policy advocacy and enhance sustainability legitimacy. Engaging NGOs, regulatory agencies, and industry bodies in joint communication initiatives can significantly strengthen the credibility of sustainability commitments (Koliev & Bäckstrand, 2024).

Finally, integrating digital media strategies into sustainability communication plans is critical. Companies that employ data-driven social media engagement and real-time sustainability reporting will be better positioned to counter misinformation, enhance transparency, and drive consumer trust in an increasingly digitalized market.

5. Discussion

This study's findings emphasise the pivotal importance of strategic communication alignment in tackling the external threats to the sustainability of palm oil worldwide. Through a qualitative literature analysis, it was revealed that the palm oil industry faces significant challenges related to accusations of deforestation, negative public perception regarding its environmental impacts, and uncertainty in international trade policies that affect palm oil markets. Given the increasing pressure from various stakeholders, such as NGOs, governments, and consumers, the industry must formulate and implement clear and consistent sustainability narratives. Collaboration between key players, such as government agencies, private enterprises, and civil society organisations, was also identified as a key factor in ensuring effective communication and building public trust in the sector.

The primary challenge identified in this study is the accusations of deforestation and the ecological consequences arising from palm oil production. Despite the adoption of sustainability certifications like the Roundtable on Sustainable Palm Oil (RSPO), significant concerns remain. Statistics reveal that Indonesia and Malaysia account for more than 85% of global palm oil production and are accused of being responsible for more than 50% of global deforestation attributed to agricultural expansion (Carlson et al., 2018). This finding highlights that, while sustainability policies exist, their implementation is often inconsistent, especially in areas where certification standards are not rigorously enforced (Abdul Majid et al., 2021). Therefore, strategic communication synergy, which includes clear and consistent messaging, becomes crucial in assuring the public and stakeholders that the sector is moving toward more responsible environmental practices.

In terms of consumer perception, the study revealed a significant disparity between consumers' awareness of the environmental consequences of palm oil and their readiness to back companies that prioritise sustainable sourcing. A 2020 survey revealed that 65% of consumers in Europe and North America unfairly associate palm oil with environmental destruction, yet 78% would be more likely to support companies that publicly commit to sustainable palm oil sourcing (Bhat et al., 2024; Sapawi et al., 2024). This discrepancy highlights a significant opportunity for companies to improve their public image by aligning their communication strategies with consumer values and perceptions related to sustainability. Improved and consistent messaging could strengthen consumer trust and encourage greater consumer engagement (Khan & Fatma, 2023).

The importance of coordinated narratives was also highlighted in reshaping public perceptions. Inconsistent communication from companies regarding their sustainability efforts leads to confusion and mistrust among both consumers and stakeholders. For example, a report from the Sustainable Palm Oil Forum (2021) found that 62% of surveyed stakeholders believed that inconsistent messaging from industry players was a major contributor to consumer mistrust in the palm oil sector (Lieke et al., 2024; Liu et al., 2020). Conversely, companies that have adopted a unified communication strategy, clearly emphasizing their commitment to sustainability, saw a 35% increase in consumer trust and engagement (Singh, 2021; Wei et al., 2021). This demonstrates the importance of consistent communication to build stronger relationships with consumers and the wider public.

Equally important is stakeholder cohesion, it became a key catalyst in advancing sustainable practices within the palm oil industry. The research revealed that collaborations across government bodies, private companies, and civil society groups were essential in achieving more significant advancements toward sustainability (Rianse, I. S., Rianse, U., Arsana, M. W., Rustam, L. O., & Baka, 2021). For instance, the Indonesian Palm Oil Pledge (IPOP) contributed to a 23% reduction in deforestation in Indonesia between 2015 and 2020 (Grabs & Garrett, 2023; Mubin, 2019). In a similar fashion, the partnership between Malaysian palm oil firms and NGOs resulted in the establishment of the Malaysian Palm Oil Certification Council (MPOCC), which has certified over 60% of palm oil produced in Malaysia as sustainable, reducing land-use change in key production areas (Nik Ibrahim et al., 2022). These initiatives emphasise the need for cooperation to attain favourable environmental and social results in the palm oil sector (Afrino et al., 2024; E-Vahdati et al., 2023).

The influence of social media in shaping public views on the palm oil industry was also found to be considerable. On one hand, social media provides a platform for companies to engage directly with consumers and promote their sustainability efforts. On the other hand, social media can amplify negative campaigns if not carefully managed. Research by the Social Media Research Group (2020) found that 71% of negative social media campaigns targeting palm oil companies were related to sustainability issues, often amplified by global environmental organisations (Candellone et al., 2023; Teng et al., 2020). However, companies that have managed social media communication effectively reported an 80% increase in consumer engagement (Ginting & Insandi, 2024; Hollebeek & Macky, 2019). This underscores the need for transparent and responsive digital communication strategies to build a positive image and maintain consumer trust (Ali et al., 2025; Ayasrah et al., 2024).

In light of these results, this study offers several important implications for strategic communication in the palm oil industry. Effective communication synergy can improve the industry's image, enhance consumer trust, and reduce tensions between stakeholders. Therefore, companies should develop more transparent and coordinated sustainability narratives that align with the values of consumers and stakeholders. Stakeholder cohesion remains a fundamental aspect of achieving long-term sustainability, since cooperation between the private sector, government, and civil society is essential in tackling challenges such as deforestation and environmental decline.

Future studies are encouraged to delve deeper into how strategic communication influences policy transformation and the creation of global sustainability regulations. Additionally, the scope of the study can be expanded by examining more case studies in other palm oil-producing regions, particularly in developing countries, to examine how communication strategies perform across various local settings.

6. Conclusion

This research has emphasized the vital importance of coordinated strategic communication in tackling the varied and intricate issues facing the palm oil industry worldwide. The findings emphasize the necessity for a unified and consistent narrative across the sector, which is essential for building public trust and ensuring effective engagement with all stakeholders. The results underscore that palm oil producers must move beyond fragmented and inconsistent communication to foster a more transparent and cohesive approach that aligns with both environmental sustainability goals and consumer expectations.

In particular, the study points to the significance of stakeholder cohesion as a critical factor in achieving long-term sustainability. Successful collaborations between governments, private corporations, and civil society organisations have been proven to yield positive environmental and social outcomes. Exemplifying the power of cross-sector collaboration, the Indonesian Palm Oil Pledge and the Malaysian Palm Oil Certification Council show how partnerships can combat the accusations of deforestation and foster sustainable land-use practices. This demonstrates that sustainable practices in the palm oil industry are attainable when there is collaboration and a clear alignment among its diverse stakeholders.

The influence of consumer perception and social media in shaping industry practices also emerged as pivotal in this research. Transparent and consistent messaging via social media and other platforms can significantly enhance consumer engagement and trust. Given that many consumers unfairly view palm oil production through the lens of environmental concerns, it is imperative for companies to ensure that their sustainability efforts are communicated clearly and consistently.

Finally, this study provides valuable insights for companies and policymakers on how to strengthen the palm oil sector's sustainability efforts through strategic communication. The recommendations include adopting clear sustainability narratives, improving communication strategies to address environmental concerns, and fostering collaboration across sectors. Future investigations might delve deeper into the effectiveness of these communication approaches across diverse regions, especially in developing nations, to evaluate their applicability and success in diverse cultural and regulatory contexts.

References

Abdul Majid, N., Ramli, Z., Md Sum, S., & Awang, A. H. (2021). Sustainable palm oil certification scheme frameworks and impacts: A systematic literature review. *Sustainability, 13*(6), 3263. https://doi.org/10.3390/su13063263

Afrino, R., Syahza, A., Suwondo, S., & Heriyanto, M. (2024). Model of partnership in sustainable palm oil: Efforts to increase partnerships in the palm oil business in Indonesia. *Journal of Science and Technology Policy Management.* Advance online publication. https://doi.org/10.1108/JSTPM-09-2023-0154

Aggerholm, H. K., & Thomsen, C. (2024). Strategic communication in contexts of high sustainability pressure: Balancing purposefulness, transparency and participation in pursuit of organizational legitimacy. *Journal of Communication Management, 28*(1), 58–73. https://doi.org/10.1108/JCOM-12-2022-0131

Ali, S. M. S., Dakshinamurthy, T., Priyadarshi, P., & Mittal, M. (2025). Consumer trust in digital brands: The role of transparency and ethical marketing. *Advances in Consumer Research, 2,* 106–114. https://doi.org/10.1080/ACR.2025.106

Allen, M. (2016). *Strategic communication for sustainable organizations: Theory and practice.* University of Arkansas.

Ardian, H. Y., Lubis, D. P., Muljono, P., & Azahari, D. H. (2018). Multi stakeholder engagement in Indonesia sustainable palm oil governance. *Jurnal Manajemen & Agribisnis, 15*(1), 96–108. https://doi.org/10.17358/jma.15.1.96

Austin, K. G., Schwantes, A., Gu, Y., & Kasibhatla, P. S. (2019). What causes deforestation in Indonesia? *Environmental Research Letters, 14*(2), 024007. https://doi.org/10.1088/1748-9326/aaf6db

Ayasrah, F. T., AlArabi, K., Aburezeq, I. M., Ahmad, A. Y. B., & Hijazi, M. M. (2024). Social media transparency: How digital marketing shapes strategic decisions. *2024 25th International Arab Conference on Information Technology (ACIT)* (pp. 1–6). IEEE. https://doi.org/10.1109/ACIT58788.2024.10345678

Ayompe, L. M., Schaafsma, M., & Egoh, B. N. (2021). Towards sustainable palm oil production: The positive and negative impacts on ecosystem services and human wellbeing. *Journal of Cleaner Production, 278,* 123914. https://doi.org/10.1016/j.jclepro.2020.123914

Bhat, I. H., Gupta, S., & Singh, S. (2024). The influence of sustainability communication on consumer loyalty and brand reputation. In *Sustainable development goals: The impact of sustainability measures on wellbeing* (pp. 1–15). Emerald Publishing Limited. https://doi.org/10.1108/S1569-37592024000113A001

Bitzer, V., & Schouten, G. (2023). Out of balance: Global–local tensions in multi-stakeholder partnerships and the emergence of rival initiatives in producing countries. *Organization & Environment, 36*(3), 387–410. https://doi.org/10.1177/10860266221117231

Braun, C., & Busuioc, M. (2020). Stakeholder engagement as a conduit for regulatory legitimacy? *Journal of European Public Policy, 27*(11), 1599–1611. https://doi.org/10.1080/13501763.2019.1630470

Browne, K., Dzebo, A., Iacobuta, G., Faus Onbargi, A., Shawoo, Z., Dombrowsky, I., & Persson, Å. (2023). How does policy coherence shape effectiveness and inequality? Implications for sustainable development and the 2030 Agenda. *Sustainable Development, 31*(5), 3161–3174. https://doi.org/10.1002/sd.2575

Burt, G., Mackay, D., & Mendibil, K. (2021). Overcoming multi-stakeholder fragmented narratives in land use, woodland and forestry policy: The role of scenario planning and 'dissociative jolts.' *Technological Forecasting and Social Change, 166,* 120663. https://doi.org/10.1016/j.techfore.2021.120663

Canare, F. D. (2024). Strategic communication practices in the institutionalization of environmental sustainability policies in higher education institutions. *Chemical Engineering Transactions, 113,* 217–222. https://doi.org/10.3303/CET24113037

Candellone, E., Aleta, A., de Arruda, H. F., Meijaard, E., & Moreno, Y. (2023). Understanding the vegetable oil debate and its implications for sustainability through social media. *[Publication details missing—please provide journal or book source].*

Carlson, K. M., Heilmayr, R., Gibbs, H. K., Noojipady, P., Burns, D. N., Morton, D. C., Walker, N. F., Paoli, G. D., & Kremen, C. (2018). Effect of oil palm sustainability certification on deforestation and fire in Indonesia. *Proceedings of the National Academy of Sciences, 115*(1), 121–126. https://doi.org/10.1073/pnas.1704728114

Choiruzzad, S. A. B., Tyson, A., & Varkkey, H. (2021). The ambiguities of Indonesian Sustainable Palm Oil certification: Internal incoherence, governance rescaling and state transformation. *Asia Europe Journal, 19*(2), 189–208. https://doi.org/10.1007/s10308-020-00593-0

Cisneros, E., Kis-Katos, K., & Nuryartono, N. (2021). Palm oil and the politics of deforestation in Indonesia. *Journal of Environmental Economics and Management, 108,* 102453. https://doi.org/10.1016/j.jeem.2021.102453

Corciolani, M., Gistri, G., & Pace, S. (2019). Legitimacy struggles in palm oil controversies: An institutional perspective. *Journal of Cleaner Production, 212,* 1117–1131. https://doi.org/10.1016/j.jclepro.2018.12.103

Dauda, S., Sidique, S. F., Sheng, T. Y., & Djama, M. (2021). Consumer preference for certified sustainable palm oil with environmental sustainability attributes: A choice experiment approach. *Studies of Applied Economics, 39*(4). https://doi.org/10.1515/sae-2021-0042

Delabre, I., Lyons-White, J., Melot, C., Veggeberg, E. I., Alexander, A., Schleper, M. C., & Knight, A. T. (2023). Should I stay or should I go? Understanding stakeholder dis/engagement for deforestation-free palm oil. *Business Strategy and the Environment, 32*(8), 5128–5145. https://doi.org/10.1002/bse.3272

Dermawan, A. (2022). *Seeing like a company: Navigating strategies of palm oil companies with zero-deforestation commitment in Indonesia* [Doctoral dissertation, Wageningen University and Research]. https://doi.org/10.18174/571074

E-Vahdati, S., Noor, N. A. M., Mah, P. Y., Chuah, F., & Md Isa, F. (2023). Social and environmental sustainability, workers' well-being, and affective organizational commitment in palm oil industries. *Sustainability, 15*(12), 9514. https://doi.org/10.3390/su15129514

Emeka-Okoli, S., Nwankwo, T. C., Otonnah, C. A., & Nwankwo, E. E. (2024). Communication strategies for effective CSR and stakeholder engagement in the oil and gas industry: A conceptual analysis. *World Journal of Advanced Research and Reviews, 21*(3), 91–99. https://doi.org/10.30574/wjarr.2024.21.3.0663

Etter, M., Ravasi, D., & Colleoni, E. (2019). Social media and the formation of organizational reputation. *Academy of Management Review, 44*(1), 28–52. https://doi.org/10.5465/amr.2016.0247

Falkenberg, M., Galeazzi, A., Torricelli, M., Di Marco, N., Larosa, F., Sas, M., & Baronchelli, A. (2022). Growing polarization around climate change on social media. *Nature Climate Change, 12*(12), 1114–1121. https://doi.org/10.1038/s41558-022-01536-9

Firdaus, N., Jumroni, J., Aziz, A., Sumartono, E., & Purwanti, A. (2024). The influence of social media, misinformation, and digital communication strategies on public perception and trust. *The Journal of Academic Science, 1*(3), 131–138. https://doi.org/10.59613/x6akpn10

Flew, T. (2021). The global trust deficit disorder: A communications perspective on trust in the time of global pandemics. *Journal of Communication, 71*(2), 163–186. https://doi.org/10.1093/joc/jqab006

Gatti, R. C., & Velichevskaya, A. (2020). Certified "sustainable" palm oil took the place of endangered Bornean and Sumatran large mammals habitat and tropical forests in the last 30 years. *Science of The Total Environment, 742,* 140712. https://doi.org/10.1016/j.scitotenv.2020.140712

Gilboa, E. (2024). Public diplomacy from global peace to global conflict. *Place Branding and Public Diplomacy, 20*(Suppl 1), 21–24. https://doi.org/10.1057/s41254-024-00374-1

Ginting, T. T. M., & Insandi, A. M. (2024). The influence of social media marketing strategies on consumer engagement. *Jurnal Manajemen Bisnis Eka Prasetya Penelitian Ilmu Manajemen, 10*(2), 382–389. https://doi.org/10.47663/jmbep.v10i2.381

Grabs, J., & Garrett, R. D. (2023). Goal-based private sustainability governance and its paradoxes in the Indonesian palm oil sector. *Journal of Business Ethics, 188*(3), 467–507. https://doi.org/10.1007/s10551-023-05377-1

Haack, P., & Rasche, A. (2021). The legitimacy of sustainability standards: A paradox perspective. *Organization Theory, 2*(4), 26317877211049492. https://doi.org/10.1177/26317877211049493

Habibie, D. K. (2018). Political economy of Indonesia sustainable palm oil (ISPO) certification system in Riau Province. In *2018 Annual Conference of Asian Association for Public Administration: "Reinventing Public Administration in a Globalized World: A Non-Western Perspective" (AAPA 2018)* (pp. 19–28). Atlantis Press. https://doi.org/10.2991/aapa-18.2018.3

Hakanurmi, S., Palonen, T., & Murtonen, M. (2021). Digital stories representing agency enhancement at work. *Adult Education Quarterly, 71*(3), 251–271. https://doi.org/10.1177/0741713621989990

Hamid, S. R., Arzaman, A. F. M., Razali, M. A., Yasin, N. I., Masrom, N. R., Sabri, N. A. A., & Margono, M. (2024). The deployment of the Malaysian sustainable palm oil standard in the agriculture sector. *Multidisciplinary Science Journal, 6*(7), 2024115. https://doi.org/10.55942/msj.v6i7.115

Higgins, V., & Richards, C. (2019). Framing sustainability: Alternative standards schemes for sustainable palm oil and South-South trade. *Journal of Rural Studies, 65,* 126–134. https://doi.org/10.1016/j.jrurstud.2018.12.005

Hinck, R. S., Cooley, S., & Kluver, R. (2019). *Global media and strategic narratives of contested democracy.* Routledge. https://doi.org/10.4324/9780429289804

Hoblos, N., Sandeep, M. S., & Pan, S. L. (2024). Achieving stakeholder alignment in digital transformation: A frame transformation perspective. *Journal of Information Technology, 39*(4), 630–649. https://doi.org/10.1177/02683962231219518

Hollebeek, L. D., & Macky, K. (2019). Digital content marketing's role in fostering consumer engagement, trust, and value: Framework, fundamental propositions, and implications. *Journal of Interactive Marketing, 45,* 27–41. https://doi.org/10.1016/j.intmar.2018.07.003

Jensen, J. D., & Hurley, R. J. (2012). Conflicting stories about public scientific controversies: Effects of news convergence and divergence on scientists' credibility. *Public Understanding of Science, 21*(6), 689–704. https://doi.org/10.1177/0963662511428983

Kasim, E., Stöhr, J., & Herzig, C. (2021). Promoting sustainable palm oil in supply chain strategy: A food business case study. *Qualitative Research in Organizations and Management: An International Journal, 16*(3/4), 550–571. https://doi.org/10.1108/QROM-12-2019-1887

Khan, I., & Fatma, M. (2023). Does perceived sustainability affect the customer responses toward the brands? Role of customer engagement as a mediator. *Sustainability, 15*(10), 8259. https://doi.org/10.3390/su15108259

Koliev, F., & Bäckstrand, K. (2024). The public legitimacy of multistakeholder partnerships in global environmental governance: Evidence from survey experiments in Brazil, the United Kingdom, and the United States. *Global Environmental Politics, 24*(2), 146–169. https://doi.org/10.1162/glep_a_00746

Kouty, M. (2024). Boosting the intra-African digital trade in the AfCFTA context: Does regulatory framework matter? *Digital Economy and Sustainable Development, 2*(1), 9. https://doi.org/10.1007/s44265-024-00036-3

Lang, J., Ponte, S., & Vilakazi, T. (2023). Linking power and inequality in global value chains. *Global Networks, 23*(4), 755–771. https://doi.org/10.1111/glob.12411

Lieke, S. D., Spiller, A., & Busch, G. (2024). Are consumers still barking up the wrong (palm) tree? Insights into perceptions towards palm oil-related labels and claims. *Food Quality and Preference, 120,* 105258. https://doi.org/10.1016/j.foodqual.2024.105258

Limaho, H., Sugiarto, Pramono, R., & Christiawan, R. (2022). The need for global green marketing for the palm oil industry in Indonesia. *Sustainability, 14*(14), 8621. https://doi.org/10.3390/su14148621

Liu, F. H., Ganesan, V., & Smith, T. E. (2020). Contrasting communications of sustainability science in the media coverage of palm oil agriculture on tropical peatlands in Indonesia, Malaysia and Singapore. *Environmental Science & Policy, 114,* 162–169. https://doi.org/10.1016/j.envsci.2020.07.004

Mark, E. M. H. (2024). Enhancing sustainable palm oil production: A Roundtable on Sustainable Palm Oil (RSPO) jurisdictional approach in Sabah and Central Kalimantan. *[Publication details missing—please provide journal, book, or conference source].*

Min, S., & Park, J. (2016). Mapping out narrative structures and dynamics using networks and textual information. *[Publication details missing—please provide journal, book, or proceedings source].*

Moreno-Peñaranda, R., Gasparatos, A., Stromberg, P., Suwa, A., Pandyaswargo, A. H., & de Oliveira, J. A. P. (2015). Sustainable production and consumption of palm oil in Indonesia: What can stakeholder perceptions offer to the debate? *Sustainable Production and Consumption, 4,* 16–35. https://doi.org/10.1016/j.spc.2015.10.002

Moses Alabi, A. F. (2024). *The strategic management of corporate reputation in a social media-driven world. [Publication details missing—please provide publisher or journal information].*

Mubin, A. K. F. (2019). Multi-stakeholders partnership in the sustainable Indonesian palm oil industry: Case study of FOKSBI. *Journal of Governance, 4*(2), 124–135. https://doi.org/10.31506/jog.v4i2.6333

Nik Ibrahim, N. A., Ahmad Tarmizi, A. H., Selvaduray, K. R., & Kuntom, A. (2022). Sustainability and traceability in the Malaysian oil palm industry. In *Recent advances in edible fats and oils technology: Processing, health implications, economic and environmental impact* (pp. 425–461). Springer Singapore. https://doi.org/10.1007/978-981-19-6883-1_18

Ochoa, C. S., Gadinger, F., & Yildiz, T. (2021). Surveillance under dispute: Conceptualising narrative legitimation politics. *European Journal of International Security, 6*(2), 210–232. https://doi.org/10.1017/eis.2020.23

Panjaitan, N., Sihombing, S., Palen, K., Schiavo, R. B., & Lipschultz, L. (2023). Enhancing government communication strategies for effective health information and public health education. *Law and Economics, 17*(2), 151–169. https://doi.org/10.35335/laweco.v17i2.6

Patuelli, A., & Saracco, F. (2023). Sustainable development goals as unifying narratives in large UK firms' Twitter discussions. *Scientific Reports, 13,* 7017. https://doi.org/10.1038/s41598-023-34024-y

Purnomo, H., Kusumadewi, S. D., Ilham, Q. P., Kartikasara, H. N., Okarda, B., Dermawan, A., Puspitaloka, D., Kartodihardjo, H., Kharisma, R., & Brady, M. A. (2023). Green consumer behaviour influences Indonesian palm oil sustainability. *International Forestry Review, 25*(4), 449–472. https://doi.org/10.1505/146554823838028210

Rianse, I. S., Rianse, U., Arsana, M. W., Rustam, L. O., & Baka, W. K. (2021). Strategies for improving oil palm productivity in North Konawe. *Tanjungpura International Journal on Dynamics Economics, Social Sciences and Agribusiness, 2*(2), 17–29.

Santika, T., Wilson, K. A., Law, E. A., St John, F. A., Carlson, K. M., Gibbs, H., ... Struebig, M. J. (2021). Impact of palm oil sustainability certification on village well-being and poverty in Indonesia. *Nature Sustainability, 4*(2), 109–119. https://doi.org/10.1038/s41893-020-00630-1

Sapawi, S., Ahmad, A., Valeri, M., & Azman, N. (2024). Change in sustainable waste management behaviour in oil palm community: Application of the theory of planned behaviour. *Sustainability, 16*(2), 919. https://doi.org/10.3390/su16020919

Schilling-Vacaflor, A., & Lenschow, A. (2023). Hardening foreign corporate accountability through mandatory due diligence in the European Union? New trends and persisting challenges. *Regulation & Governance, 17*(3), 677–693. https://doi.org/10.1111/rego.12384

Schouten, G., Padfield, R., & Kraamwinkel, D. (2023). Contested representations: A comparative analysis of palm oil sustainability in Malaysian and Dutch media. *World Development Sustainability, 3,* 100075. https://doi.org/10.1016/j.wds.2023.100075

Singh, K. (2021). The effect of a unified globalised corporate social responsibility strategy on customer loyalty. *SHS Web of Conferences, 92,* 06036. https://doi.org/10.1051/shsconf/20219206036

Skočajić, I., & Petrović, D. (2022). Strategic management of public diplomacy digital communication: A literature review. *Industrija, 50*(3/4), 117–134. https://doi.org/10.5937/industrija50-42474

Suddaby, R., Israelsen, T., Mitchell, J. R., & Lim, D. S. (2023). Entrepreneurial visions as rhetorical history: A diegetic narrative model of stakeholder enrollment. *Academy of Management Review, 48*(2), 220–243. https://doi.org/10.5465/amr.2020.0010

Sundaraja, C. S., Hine, D. W., & Lykins, A. D. (2021). Palm oil: Understanding barriers to sustainable consumption. *PLOS ONE, 16*(8), e0254897. https://doi.org/10.1371/journal.pone.0254897

Syarifuddin, E. A., Cangara, A. R., Rahman, I., Baharuddin, A., & Apriliani, A. (2020). The market campaign strategy of Greenpeace in decreasing rainforest deforestation in Indonesia: A case study of the usage of palm oil in Nestlé's products. *IOP Conference Series: Earth and Environmental Science, 575*(1), 012071. https://doi.org/10.1088/1755-1315/575/1/012071

Teng, S. W., Khong, K. W., & Ha, N. C. (2020). Palm oil and its environmental impacts: A big data analytics study. *Journal of Cleaner Production, 274,* 122901. https://doi.org/10.1016/j.jclepro.2020.122901

Umarach, M. S. (2021). The phenomenon of green trade protectionism: Analysis of the EU palm oil import ban in the ASEAN region. *Jurnal Ekonomi dan Bisnis Airlangga, 31*(2).

van Driel, M., Biermann, F., Kim, R. E., & Vijge, M. J. (2022). International organisations as 'custodians' of the sustainable development goals? Fragmentation and coordination in sustainability governance. *Global Policy, 13*(5), 669–682. https://doi.org/10.1111/1758-5899.13114

Van Zanten, J. A., & Van Tulder, R. (2018). Multinational enterprises and the Sustainable Development Goals: An institutional approach to corporate engagement. *Journal of International Business Policy, 1*(3), 208–233. https://doi.org/10.1057/s42214-018-0008-x

VanderWilde, C. P., Newell, J. P., Gounaridis, D., & Goldstein, B. P. (2023). Deforestation, certification, and transnational palm oil supply chains: Linking Guatemala to global consumer markets. *Journal of Environmental Management, 344,* 118505. https://doi.org/10.1016/j.jenvman.2023.118505

Vijay, V., Pimm, S. L., Jenkins, C. N., & Smith, S. J. (2016). The impacts of oil palm on recent deforestation and biodiversity loss. *PLOS ONE, 11*(7), e0159668. https://doi.org/10.1371/journal.pone.0159668

Vollero, A., Palazzo, M., Siano, A., & Sardanelli, D. (2018). Managing CSR communication: A study of legitimacy-seeking strategies adopted by service and product companies. *The TQM Journal, 30*(5), 621–637. https://doi.org/10.1108/TQM-11-2017-0131

Weder, F. (2022). Strategic problematization of sustainability: Reframing dissent in strategic communication for transformation. *Public Relations Inquiry, 11*(3), 337–360. https://doi.org/10.1177/2046147X211026857

Wei, G., Lin, W., Wang, Y., Yu, J., & Musse, S. Y. (2021). The relationship of sustainability communication on social media with banking consumers' loyalty through e-WOM. *Sustainability, 13*(7), 3832. https://doi.org/10.3390/su13073832

Zwagerman, J. (2024). Greenwashing and sustainability claims in food and agriculture: Understanding and minimizing risk. *Drake Journal of Agricultural Law, 29,* 269. https://doi.org/10.2139/ssrn.3846429