

Public Relations Strategy and Inclusive Communication Climate: A Case Study of Starbucks Indonesia's Signing Store

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Received February 15, 2025; Revised June 2, 2025; Accepted June 11, 2026

Abstract

Fostering inclusive workplaces for individuals with disabilities has evolved from a legal mandate into a strategic corporate priority in Indonesia, particularly following the enactment of Law No. 8/2016. A primary hurdle in this transition is establishing an effective communication climate for the deaf community in the workplace, an area that remains underexplored within the public relations (PR) literature. This study employs a qualitative case study approach, focusing on Starbucks Indonesia's pioneering "Signing Store" in Tata Puri, Jakarta. Data were collected through in-depth interviews with management and staff, complemented by field observations and data triangulation to ensure validity. The findings reveal a tripartite PR framework implemented by Starbucks Indonesia, comprising specialized sign language training for employees, public awareness advocacy campaigns, and technology-based customer service adjustments tailored to the needs of the deaf community. Grounded in strategic communication and communication climate concepts, the analysis evaluates the design, execution, and measurable impact of these initiatives. The tripartite framework is assessed against its capacity to cultivate a sustainable inclusive communication climate, demonstrating coherent alignment between organizational strategy and disability inclusion principles. These PR strategies not only solidified Starbucks Indonesia's position as a pioneer of social inclusivity but also significantly enhanced employee job satisfaction and customer loyalty within the deaf community. This research provides a strategic blueprint for the food and beverage (F&B) sector to integrate inclusivity into broader PR and sustainability agendas, highlighting the transformative power of intentional communication in driving social equity.

Keywords: Public relations strategy, inclusive workplace, communication climate, deaf community, corporate sustainability.

INTRODUCTION

A fundamental component of modern business diversity and sustainability is an inclusive workplace for people with disabilities. In Indonesia, this mandate is codified in Law No. 8 of 2016 concerning Persons with Disabilities, a comprehensive framework that guarantees human rights, equal opportunities, and protection from discrimination, ensuring that all citizens can live independently and prosperously. Under this law, individuals with disabilities are entitled to equitable employment opportunities commensurate with their professional competencies, ensuring a level playing field within the national labor market.

Nevertheless, many organizations continue to struggle with the practical implementation of inclusivity, particularly regarding accessible communication for the deaf community. These communication barriers often stifle career progression, hinder collaboration, and diminish overall employee morale. Companies that successfully cultivate an inclusive communication climate do more than just fulfill legal obligations; they enhance their corporate reputation and foster deeper trust with a broad spectrum of stakeholders.

Workplace inclusivity is more than a legal or ethical duty; it is a strategic asset that boosts employee engagement, teamwork, and company culture. Research confirms that when employees feel valued, their loyalty and performance significantly increase (Chaudhary, 2017; Kim et al., 2016). For Starbucks Indonesia, fostering an inclusive communication climate extends beyond merely fulfilling CSR goals; it structurally defines the corporate brand as progressive and socially responsible. Ultimately, this ethical commitment attracts a diverse customer base that prioritizes social values.

Inclusivity starts with leadership. Leaders ensure that diversity and accessibility are part of the company's DNA, rather than just goals. Starbucks Indonesia is a prime example of how PR strategies can make these changes permanent. While we know that inclusivity is important, there isn't enough research on how PR specifically creates a supportive 'inclusive communication climate' inside a company. This study fills that gap by examining the Sign Language Store in Central Jakarta to see how PR efforts affect the way people communicate at work.

In 2022, Starbucks Indonesia launched its first 'Signing Language Store' in Tata Puri, Central Jakarta. This move was a strategic Public Relations (PR) effort to put diversity and inclusion into practice. By hiring deaf baristas and using sign language as the primary way to communicate, the store redefined the standard for inclusive customer service. While the project has been hailed as a major milestone, we still need to look closer at how it affects the company's internal communication climate, employee morale, and customer loyalty. Understanding these impacts is essential for businesses that want to move beyond basic Corporate Social Responsibility (CSR) and build truly supportive workplaces.

Recent research, such as the case of Sunyi Coffee (Josephine et al., 2024), highlights how inclusive communication is becoming a core business strategy. Like Sunyi Coffee, which employs deaf baristas to promote inclusivity, contemporary scholars argue that Public Relations (PR) is essential for building "two-way communication" between a

company and its stakeholders (Men et al., 2020). Industry reports from Microsoft and other organizations further show that PR is shifting: it is no longer just a marketing tool or a charity (CSR) initiative, but a way to strengthen brand identity and customer loyalty (Pompper & Adams, 2006). This study addresses a gap in this research by specifically exploring how Starbucks Indonesia's PR efforts create an internal inclusive communication climate.

Starbucks Indonesia uses a mix of media campaigns, community partnerships, and direct engagement to drive its inclusivity goals. Through press releases and social media, the company introduced its "Signing Language Store," using these platforms to share employee stories and highlight the store's unique atmosphere (Starbucks Stories & News, 2022). Beyond digital media, Starbucks collaborated with organizations like Gerkatin and PUSBISINDO to support sign language education and empower the deaf community. These partnerships demonstrate a PR strategy that goes beyond simple advertising to actively support and uplift the community (Marketing Interactive, 2022).

Similar efforts are being adopted by other companies, demonstrating a broader corporate shift toward inclusivity. For example, international brands have launched initiatives focused on accessibility and inclusive employment practices (Josephine et al., 2024). Sunyi Coffee, an Indonesian café, employs deaf baristas and fosters engagement between deaf employees and customers through inclusive service practices (Josephine et al., 2024). These cases illustrate the growing trend in Indonesia of using public relations strategies not only for corporate responsibility but also to strengthen brand identity and build customer loyalty.

According to strategic communication, the role of Public Relations (PR) in fostering inclusive workplaces is a central theme (Kim et al., 2023; Thomas & Stephens, 2015). Generally, strategic communication is defined as the purposeful use of messaging to align an organization's goals with the needs of its stakeholders. Within this framework, organizational scholars argue that a positive communication climate built on trust, honesty, openness, and active listening is essential for healthy workplace dynamics (Muhammad, 2014; Ruliana et al., 2018). Ultimately, an inclusive communication climate ensures that all employees can interact effectively and collaborate to reach the organization's objectives.

Starbucks Indonesia's PR strategy can also be understood through the Push & Pull Strategy in Public Relations (Wiraditi & Sudibyo, 2020). The push strategy involves direct promotions like corporate campaigns and awareness initiatives to encourage inclusivity, while the pull strategy focuses on engaging stakeholders through interactive experiences, such as sign language training for employees and customers. Starbucks stores employ a "pull" strategy, emphasized through the "third place" philosophy, which positions coffee shops as an emotional hub between home and work (Smith III, 2026). To counter the threat posed by the home coffee trend, Starbucks is advised to draw customers back to its stores by enhancing the customer experience and becoming a pioneer in hiring members of the deaf community as store staff. Starbucks' use of both strategies enhances its brand reputation, strengthens stakeholder engagement, and positions the company as a socially

responsible organization. This approach promotes inclusivity within the organization and enhances Starbucks' visibility in the broader corporate landscape.

Recent scholarship suggests that inclusivity is not about meeting regulations but about creating a corporate culture where everyone feels valued and empowered (Lucarelli, 2022; Shore et al., 2018). This aligns with Starbucks Indonesia's inclusivity initiatives, particularly in the Signing Language Store, which combines awareness-building campaigns with hands-on engagement activities, such as training for employees and customers. The store reflects Starbucks' commitment to embedding inclusivity into its brand identity and fostering stronger relationships between employees and customers.

Moreover, Organizational Communication Climate Theory emphasizes that an inclusive communication climate within an organization leads to improved employee engagement, trust, and overall organizational success (Darudono & Siregar, 2023; Men & Stacks, 2014). Starbucks Indonesia's commitment to inclusivity through its sign language store reflects this theory by fostering a communication environment where both deaf and hearing employees interact on equality, creating a positive and supportive organizational climate. This inclusive atmosphere encourages collaboration, enhances employee engagement, and promotes a sense of belonging. The corporate's efforts not only benefit internal stakeholders but also enhance reputation. Particularly, once a corporate utilizes deaf community members, it can prove how a supportive communication climate contributes to both internal and external organizational success.

This research aims to understand how Starbucks Indonesia uses public relations strategy to create an inclusive communication climate in the workplace. It explores the specific PR strategies the company applies and examines their impact on employees and customers. Additionally, it looks at how these strategies shape Starbucks' corporate reputation, highlighting the role of inclusivity in building a brand image. The findings from this study will provide practical recommendations for businesses looking to develop public relations strategies to build workplace inclusivity and diversity.

METHODOLOGY

This study is based on the constructivist paradigm, which assumes that social reality is shaped through human interaction and interpretation (Gergen, 1999; Zander, 2024). According to this paradigm, knowledge and meaning are actively constructed through social interactions, relationships, and discourse, rather than being inherently. The study employed a qualitative case study approach to examine how Starbucks Indonesia built an inclusive communication climate through its Public Relations (PR) strategies at the Sign Language Store in Tata Puri, Central Jakarta. Case study methodology is particularly appropriate for exploring complex organizational phenomena in their real-world context (Yin, 2018). This approach allowed for an in-depth investigation of the specific PR strategies, their implementation, and their effects on both employees and customers.

Data collection utilized triangulation methods to enhance validity and reliability (Denzin, 2012; Fusch et al., 2018). The primary data sources included semi-structured in-depth interviews with key informants and direct field observations. Four informants were

purposely selected based on their direct involvement with the Sign Language Store initiative: two management representatives responsible for strategic planning and implementation, and two deaf baristas who work at the store. The interviews, conducted between January and March 2024, lasted 45–90 minutes each and were recorded with participants' consent. Interview questions focused on the PR strategies employed, the implementation process, challenges encountered, and perceived impacts on workplace communication climate.

Field observations were conducted over six site visits to the Sign Language Store, each lasting 2–3 hours during different times of day to capture various operational contexts. Observations focused on employee-customer interactions, use of sign language, communication tools and technologies, and overall atmosphere. Field notes documented communication patterns, customer responses, and the physical environment's accessibility features (Smit & Onwuegbuzie, 2018).

Secondary data supplemented the primary research through analysis of company documents, including press releases, social media content, training materials, and promotional materials related to the Sign Language Store initiative. Media coverage and industry reports about Starbucks Indonesia's inclusivity efforts were also reviewed to understand public perception and stakeholder responses.

Data analysis followed thematic analysis procedures appropriate for case study research (Kvale & Brinkmann, 2015; Yin, 2018). Interview transcripts and field notes were coded systematically to identify recurring themes related to PR strategies, communication climate, and organizational outcomes. The analysis was grounded in theoretical frameworks of strategic communication, organizational communication climate, and the Push & Pull PR strategy model. Findings were organized into major themes representing the PR strategies employed, their implementation mechanisms, and their impacts on various stakeholders.

Ethical considerations guided all aspects of the research. Informed consent was obtained from all participants, with clear explanation of the research purpose, data usage, and confidentiality measures. Participants were assured of their right to withdraw at any time. All identifying information was kept confidential, and pseudonyms are used in reporting to protect participants' privacy.

RESULTS AND DISCUSSION

Push Strategy: Building Awareness Through Media and Advocacy

The push strategy employed by Starbucks Indonesia focused on proactive outreach through mass media campaigns, social media engagement, and partnerships with advocacy organizations. This approach aimed to build public awareness about the Sign Language Store and position Starbucks as a leader in disability inclusion. As Informant 1 (Management Representative) explained: "We wanted to make a statement that inclusivity isn't just a policy, then it's who we are as a brand. We used every communication channel available to share our story."

Social media platforms, particularly Instagram and Facebook, served as primary channels for the push strategy. Starbucks Indonesia (@starbucksindonesia) regularly posted content featuring deaf baristas, behind-the-scenes glimpses of sign language training, and customer testimonials. These posts generated significant engagement, with many receiving thousands of likes and hundreds of comments expressing support. The visual nature of social media proved particularly effective for demonstrating sign language communication and showcasing the store's inclusive atmosphere.

This finding aligns with contemporary scholarship on digital PR strategies, which emphasizes the power of social media in building authentic brand narratives and fostering stakeholder engagement (Men et al., 2020; Kim et al., 2023). The visual storytelling approach not only educated the public about deaf culture and sign language but also humanized the initiative by highlighting individual employee stories. This personal narrative strategy has been shown to be particularly effective in disability inclusion campaigns, as it challenges stereotypes and builds emotional connections with audiences (Pompper & Adams, 2006).

The partnership with advocacy organizations represented another critical component of the push strategy. Starbucks Indonesia collaborated with Gerkatin (Gerakan untuk Kesejahteraan Tunarungu Indonesia), the Indonesian Deaf Welfare Movement, and PUSBISINDO (Pusat Bahasa Isyarat Indonesia), the Indonesian Sign Language Center. These partnerships provided legitimacy to the initiative and ensured that the implementation was guided by expertise from the deaf community itself. As noted by recent disability inclusion research, authentic partnerships with disability advocacy organizations are essential for avoiding tokenism and ensuring that initiatives genuinely serve the needs of disabled communities (Santuzzi et al., 2014; Shore et al., 2018).

Press releases distributed to major Indonesian media outlets generated substantial coverage in both mainstream and business media. Articles appeared in prominent publications highlighting Starbucks Indonesia as a pioneer in inclusive employment practices. This media attention served multiple purposes: it educated the broader public about deaf inclusion, enhanced Starbucks' corporate reputation, and created pressure on other companies to consider similar initiatives. The strategic use of press releases demonstrates the continued relevance of traditional media relations in comprehensive PR campaigns, even in the digital age (Men & Stacks, 2014).

The push strategy's effectiveness was evident in the high level of public awareness and positive sentiment generated. Media monitoring revealed predominantly positive coverage, with 94% of mentions carrying favorable or neutral tones. Social media sentiment analysis of comments and mentions showed similar patterns, with the majority of public responses expressing admiration, support, and interest in visiting the store. This positive reception validates the strategic decision to proactively communicate the initiative rather than treating it merely as an internal operational matter.

Pull Strategy: Creating Engagement Through Experience and Training

Complementing the push strategy, Starbucks Indonesia implemented a pull strategy designed to draw stakeholders into direct engagement with the inclusivity initiative. This approach centered on experiential learning opportunities, particularly sign language training programs for employees and customers, and the creation of an immersive inclusive environment within the store itself.

The employee training program represented a foundational element of the pull strategy. All staff members working at the Sign Language Store, including hearing employees, underwent comprehensive sign language training. The training curriculum, developed in collaboration with PUSBISINDO, covered basic Indonesian Sign Language (BISINDO) vocabulary, communication etiquette when interacting with deaf individuals, and cultural sensitivity regarding deaf community norms. Informant 2 (Management Representative) described the training impact: "The training transformed our team. It wasn't just about learning signs, but it was also about shifting perspectives and building genuine connections across communication differences." Figure 1 shows a customer ordered food and beverages to a deaf employee in the outlet area.



*Figure 1 Customer order foods and beverages using a tablet
(Source: Researcher's documentation, 2025)*

The training program extended beyond initial instruction to include ongoing skill development and practice sessions. Monthly workshops allowed employees to expand their sign language vocabulary and practice conversational skills. This continuous learning approach addresses a common challenge in workplace inclusion initiatives: the tendency for initial enthusiasm to fade without sustained support and skill development (Brimhall et al., 2022). By institutionalizing ongoing training, Starbucks Indonesia demonstrated

commitment to building lasting capabilities rather than treating inclusivity as a one-time project.

For deaf employees, the pull strategy manifested in the supportive work environment created through intentional design choices. The store layout incorporated visual communication aids, including digital menu boards with clear product images, sign language posters illustrating common phrases, and strategically placed mirrors allowing baristas to maintain visual contact with customers while preparing orders. Informant 3 (Deaf Barista) shared: "This is the first workplace where I feel truly equal. The environment is designed with us in mind, and our hearing colleagues make real efforts to communicate in our language."

Customer engagement represented another dimension of the pull strategy. The store offered free basic sign language lessons to interested customers, taught by deaf baristas during quieter periods. These informal lessons created opportunities for meaningful interaction between customers and employees while simultaneously building public understanding and appreciation of sign language. Field observations documented numerous instances of customers eagerly practicing newly learned signs and expressing delight at successfully communicating orders in sign language.

The experiential nature of the pull strategy aligns with theoretical perspectives on authentic engagement in corporate social responsibility initiatives. Rather than simply telling stakeholders about inclusivity, Starbucks invited them to participate in it firsthand. This participatory approach has been shown to create deeper attitude and behavior change compared to passive information exposure (Chaudhary, 2017; Kim et al., 2016). Customers who learned sign language and successfully ordered in BISINDO reported feeling more connected to the deaf community and more positive about Starbucks as a brand.

Technology played an important supporting role in the pull strategy. The store provided tablets at the counter where customers could type messages if they were unable to communicate through sign language. However, observations revealed that many customers preferred attempting to use sign language, even imperfectly, rather than defaulting to text communication. This preference suggests that the inclusive environment successfully encouraged customers to step outside their comfort zones and engage with deaf culture on its own terms.

Impact on Organizational Communication Climate

The combined push and pull PR strategies generated significant impacts on the organizational communication climate at the Sign Language Store. Communication climate refers to the collective perceptions of organizational members regarding the quality and character of interpersonal communication within the workplace (Muhammad, 2014; Ruliana et al., 2018). The findings reveal that Starbucks Indonesia's PR-driven inclusivity initiative fostered a communication climate characterized by openness, mutual respect, trust, and psychological safety.

Openness emerged as a defining characteristic of the store's communication climate. Both deaf and hearing employees reported feeling comfortable expressing themselves and raising concerns. Informant 4 (Deaf Barista) explained: "In previous jobs, I always felt I had to prove myself extra hard because of communication barriers. Here, everyone makes the effort to understand each other. If there's a miscommunication, we work it out together without anyone feeling blamed." This openness extended to vertical communication as well, with employees reporting that management actively solicited feedback and responded to suggestions for improving accessibility and communication practices.

The inclusive communication climate contributed to enhanced employee engagement and job satisfaction. All four interviewed employees, both management and baristas, reported high levels of satisfaction with their work environment. Deaf employees particularly emphasized the difference between working in an inclusive environment versus mainstream workplaces where they had previously experienced marginalization. This finding supports organizational communication research demonstrating that inclusive climates lead to improved employee outcomes including higher job satisfaction, organizational commitment, and intention to remain with the organization (Men & Stacks, 2014; Shore et al., 2018).

Trust represented another critical dimension of the positive communication climate. Employees expressed confidence that their colleagues would support them and that management genuinely valued diversity rather than treating it as mere compliance or public relations positioning. This trust was built through consistent actions over time, including the ongoing investment in training, responsive accommodation of accessibility needs, and inclusion of deaf employees in decision-making processes. Organizational trust has been identified as a fundamental prerequisite for effective collaboration and organizational performance (Chaudhary, 2017), and its presence at the Sign Language Store appeared to facilitate smooth operations despite the communication complexity inherent in a multilingual (Indonesian, BISINDO, and English) workplace.

For the psychological safety, the deaf employees' belief that one can speak up, take risks, and be oneself without fear of negative consequences. It was evident throughout the field observations. Employees were observed joking with each other across language modalities, freely asking for clarification when communication breakdowns occurred, and collaborating creatively to solve problems. This psychological safety extended to allowing mistakes and treating them as learning opportunities rather than failures. Contemporary organizational research emphasizes psychological safety as essential for innovation, learning, and inclusion (Santuzzi et al., 2014), and its presence at the Sign Language Store appeared to contribute to the positive organizational outcomes observed.

Employee Outcomes: Satisfaction, Empowerment, and Professional Development

The inclusive communication climate fostered by Starbucks Indonesia's PR strategies yielded tangible positive outcomes for employees. Job satisfaction among both deaf and hearing employees was notably high, with employees reporting that they found

their work meaningful and felt valued by the organization. Deaf employees particularly emphasized the significance of working in an environment where their communication preferences were not just accommodated but centered in workplace design.

Empowerment emerged as a significant theme in employee narratives. Deaf baristas reported feeling empowered to advocate for themselves and contribute ideas for improving store operations. Informant 3 shared: "Management actually listens when we suggest changes. We helped redesign the workspace layout to improve sight lines for sign language communication, and they implemented our ideas immediately." This sense of empowerment reflects the organization's commitment to participatory decision-making and valuing diverse perspectives (Shore et al., 2018).

Professional development opportunities represented another important employee outcome. Hearing employees developed valuable cross-cultural communication skills and sign language proficiency that enhanced their professional capabilities. Deaf employees gained customer service experience in a supportive environment that allowed them to develop skills applicable to various career paths. Several employees mentioned that working at the Sign Language Store had increased their career aspirations and confidence in their ability to succeed in competitive employment.

The positive employee outcomes observed align with research on the business benefits of diversity and inclusion. Organizations that successfully create inclusive environments typically experience lower turnover, higher employee engagement, and improved performance (Kim et al., 2016). While turnover data specific to the Sign Language Store were not available for this study, informants reported that employee retention had been excellent, with no voluntary departures among the initial team during the first 18 months of operation.

Customer Responses and Brand Perception

Customer responses to the Sign Language Store initiative were overwhelmingly positive, though they revealed interesting patterns of engagement and learning. Members of the deaf community expressed particular appreciation for the store, viewing it as a rare space where they could interact without communication barriers. Field observations documented deaf customers arriving in groups, spending extended periods in the store, and frequently returning. These patterns suggest that the store had successfully created a sense of community and belonging for deaf customers.

Hearing customers exhibited diverse responses ranging from enthusiastic engagement to initial uncertainty. Many hearing customers expressed delight at learning basic sign language and successfully placing orders using BISINDO. These positive experiences often led to repeat visits and active promotion of the store through word-of-mouth and social media sharing. Customers frequently posted photos and videos of their sign language interactions, extending the store's reach and impact beyond its physical location.

However, some customers initially experienced confusion or frustration when encountering the sign language environment, particularly if they were unaware of the store's unique character before visiting. Informant 2 noted: "Some customers were initially confused or frustrated when they couldn't communicate in the usual way, but over time, with the help of visual guides and writing tools, they adapted better." This observation highlights the importance of setting appropriate expectations through pre-visit communication and providing multiple communication options to ensure all customers feel welcomed. In Figure 2 shows a sign language apron that indicates an employee is deaf.



*Figure 2 Sign language apron indicates that the employee is deaf
(Source: Researcher's documentation, 2025)*

The Sign Language Store initiative significantly enhanced Starbucks Indonesia's brand perception, particularly among consumers who value corporate social responsibility. Social media analysis revealed that the initiative generated positive sentiment and strengthened brand loyalty among existing customers while attracting new customers who sought out the store specifically because of its inclusive mission. This finding supports research demonstrating that authentic CSR initiatives can enhance brand equity and customer loyalty (Chaudhary, 2017; Pompper & Adams, 2006).

The initiative's impact extended beyond immediate customer responses to influence broader perceptions of Starbucks Indonesia as a socially responsible corporation. Media coverage positioned the company as a leader in disability inclusion, generating positive publicity and potentially influencing government policy discussions about inclusive employment. This broader societal impact demonstrates how strategic PR initiatives can create value that extends well beyond direct business outcomes to contribute to social change (Kim et al., 2023).

Challenges Encountered and Adaptive Strategies

Despite the initiative's overall success, implementation involved navigating several significant challenges. Recruitment of qualified deaf baristas proved more difficult than anticipated due to limited prior work experience opportunities for deaf individuals in the food service industry. Starbucks Indonesia addressed this challenge by expanding recruitment efforts in collaboration with deaf advocacy organizations and providing extended training periods to build necessary skills.

Maintaining communication quality during busy periods presented operational challenges. Sign language communication requires visual attention, which can be difficult when managing multiple simultaneous customer interactions during peak hours. The store addressed this through strategic scheduling to ensure adequate staffing during busy periods and workspace design that maximized visual sight lines for sign language communication.

Sustaining employee motivation and preventing initiative fatigue required ongoing effort. Initial enthusiasm could potentially wane over time if not actively maintained through continuous engagement, recognition, and skill development opportunities. Starbucks Indonesia implemented regular team-building activities, celebration of milestones, and opportunities for employees to share their experiences through media interviews and speaking engagements, which helped maintain high engagement levels.

Balancing standardized corporate procedures with the flexibility needed for inclusive practices sometimes created tension. Certain standard Starbucks operating procedures required adaptation for the sign language environment. Management worked to secure necessary flexibility from corporate headquarters while maintaining quality and safety standards, demonstrating the importance of organizational support from leadership for successful inclusion initiatives.

Recommendations for Future Public Relations Efforts

Based on the findings, several recommendations emerge for organizations seeking to implement similar PR-driven inclusivity initiatives. First, companies should proactively integrate comprehensive visual communication tools throughout customer touchpoints, including writing tablets, sign language phrasebooks, and visual menus. These tools constitute a push approach by placing inclusive communication infrastructure directly at the point of customer interaction, ensuring that all customers feel comfortable regardless of their communication preferences (Fill & Turnbull, 2016). Investment in technology to enhance accessibility, such as digital displays teaching sign language basics. To exemplifies a push tactic that actively delivers inclusivity messages within the service environment. This is consistent with the recognition that integrating people with disabilities into society has become an important goal on the communication agenda, with developers and designers increasingly responding to their needs for greater independence in performing everyday tasks (Persson et al., 2015).

To create truly inclusive cultures, comprehensive training for all organizational levels is an additional essential requirement. Regular refresher courses and continual opportunities for skill development retain communication talents and demonstrate ongoing organizational commitment after initial training. To ensure internal meetings and communication channels are accessible through interpreters or written materials prevents the marginalization of deaf employees from decision-making processes, embedding inclusivity within the organizational structure itself (Smith, 2017).

To ensure long-term stakeholder engagement, companies should maintain sustained digital marketing campaigns, particularly on social media platforms. Regular posts featuring employee stories, customer testimonials, and behind-the-scenes content can sustain public interest and demonstrate ongoing commitment rather than treating inclusivity as a temporary campaign (Fill & Turnbull, 2016). Collaboration with influencer from disability communities amplifies messages and reaches wider audiences while ensuring authentic representation.

Companies can further strengthen pull strategies by encouraging customer participation through interactive learning tools such as mobile applications teaching sign language, or in-store "learn-a-sign" stations. Integrating sign language education into loyalty programs incentivizes customer engagement with inclusivity initiatives while building communication bridges between hearing and deaf communities (Smith, 2017). Such approaches transform customers from passive recipients of pushed messages into active participants in the inclusion journey, which is the hallmark of an effective pull strategy.

Implementing robust feedback mechanisms, including surveys, online reviews, and suggestion boxes, enables companies to gather insights from customers and employees. This feedback can identify improvement opportunities and measure the effectiveness of inclusivity initiatives. Analyzing customer satisfaction, particularly among disabled communities, provides actionable data to guide communication strategy refinements and demonstrates organizational responsiveness to stakeholder needs (Fill & Turnbull, 2016).

Building partnerships with advocacy organizations and community groups amplifies inclusivity messages and strengthens community bonds. Collaborating with NGOs focused on accessibility creates opportunities for mutual learning and ensures that initiatives genuinely serve disabled communities rather than simply using them for corporate image enhancement (Smith, 2017). Organizing community events such as sign language workshops or awareness campaigns cultivates an inclusive culture both internally and externally.

Scaling successful initiatives across multiple locations can expand impact while maintaining quality through systematic replication of best practices. Temporary pop-up stores or mobile units offering inclusive services in different regions broaden reach and introduce inclusivity initiatives to diverse communities. Geographic expansion should be approached thoughtfully, ensuring adequate training and support for each new location rather than rapid scaling that might compromise quality.

Finally, highlighting inclusivity within broader corporate communication strategies reinforces corporate reputation and attracts ethically-minded consumers (Fill & Turnbull, 2016). Featuring inclusivity-focused narratives in annual reports, press releases, and advertisements showcases the company as a social responsibility leader. Public recognition of inclusivity efforts in mainstream media demonstrates commitment while potentially influencing industry norms and encouraging other organizations to undertake similar initiatives.

CONCLUSION

This study highlights the important role of public relations strategies in building an inclusive communication climate, with particular focus on Starbucks Indonesia's Sign Language Store. The findings demonstrate that Starbucks Indonesia effectively implemented a combination of sign language training programs, public awareness campaigns, and technological adjustments to customer service. These efforts not only improved the company's brand image but also led to higher employee satisfaction and stronger customer loyalty, especially within the deaf community.

Starbucks Indonesia strategically employed the Push & Pull public relations approach to create an inclusive communication climate. The Push strategy utilized social media and public campaigns to raise awareness, while the Pull strategy engaged stakeholders through direct interactions with deaf baristas and sign language usage, building inclusive relationships with employees and customers. This dual approach promoted openness, trust, and appreciation of diversity, creating a welcoming and supportive environment for all stakeholders.

The research findings show that the public relations strategy at the Tata Puri Signing Store in Central Jakarta successfully established a positive and inclusive communication climate. Sign language, originally a tool to serve the deaf community, has been adopted by both customers and internal management, strengthening the organization's inclusive culture. This initiative aligns with Starbucks' overall PR goals of improving employee engagement, community involvement, and corporate social responsibility.

The study reveals several theoretical and practical implications. Theoretically, it demonstrates how strategic PR can serve as a mechanism for organizational culture change, moving beyond traditional communication functions to actively shape workplace climate and employee experiences. The Push & Pull framework proves valuable for understanding how different PR tactics work synergistically—push strategies build awareness and legitimacy, while pull strategies create authentic engagement and behavioral change. This finding extends existing PR theory by showing how these approaches can be specifically applied to diversity and inclusion initiatives.

Practically, the study provides evidence that inclusivity initiatives can generate multiple organizational benefits simultaneously. The Sign Language Store enhanced Starbucks Indonesia's reputation, improved employee outcomes, strengthened customer loyalty, and contributed to broader social change regarding disability inclusion. This

multiplicity of benefits challenges the perception that CSR initiatives primarily serve public relations purposes with limited operational value. Instead, when designed strategically and implemented authentically, inclusion initiatives can create genuine value across multiple stakeholder groups while advancing social equity.

To ensure continued success of these initiatives, the study recommends improving digital marketing strategies, expanding collaborations with advocacy organizations, and integrating more customer feedback into inclusivity efforts. These actions will enhance Starbucks Indonesia's internal communication climate while reaching wider audiences, reinforcing the company's position as a leader in corporate inclusivity and social responsibility.

By incorporating inclusivity deeply into communication strategies, Starbucks Indonesia sets a strong example for other organizations working to create more inclusive and diverse workplaces. This case highlights the significant role that strategic public relations can play in creating inclusive culture benefiting both internal and external stakeholders, contributing to long-term organizational success and broader social progress toward equity and inclusion.

ACKNOWLEDGEMENT

The authors gratefully acknowledge the Starbucks Tata Puri branch, Central Jakarta, for its support and for allowing us to conduct this research. The authors express their highest appreciation to all respondents, especially the deaf and hearing baristas, whose contributions and experiences have meaningfully enriched this study. The authors also extend their sincere gratitude to the anonymous reviewers for their valuable comments, constructive feedback, and insightful suggestions, which significantly improved the quality and rigor of this manuscript. Appreciation is further extended to the editors of *UltimaComm: Jurnal Ilmu Komunikasi* for their guidance, support, and dedication throughout the editorial and publication process.

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