PT TELKOM INDONESIA'S DIGITAL TRANSFORMATION STRATEGY FACING THE DIGITAL ERA BY UTILIZING CORPORATE COMMUNICATIONS

AN INTERNSHIP REPORT

Presented as Partial Fulfillment of the Requirements to Obtain Bachelor Degree in International Program of Management Department

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PT TELKOM INDONESIA'S DIGITAL TRANSFORMATION STRATEGY FACING THE DIGITAL ERA BY UTILIZING CORPORATE COMMUNICATIONS

Internship Final Project

Compiled and submitted to meet the final exam requirements to obtain a Bachelor's degree in Management Study Program Faculty of Business and Economics, Islamic University of Indonesia

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DECLARATION OF AUTHENTICITY

"Hereby I state that in this document there are no works that have been submitted by other people to obtain a bachelor's degree in a university, and no the best of my knowledge there are also no works or opinions that have been written or published by other people, except those that are written in reference, in this manuscript and mentioned in the Ref. If it is proven that this statement is not true, I am capable of receiving any punishment/sanction according to the applicable provisions."

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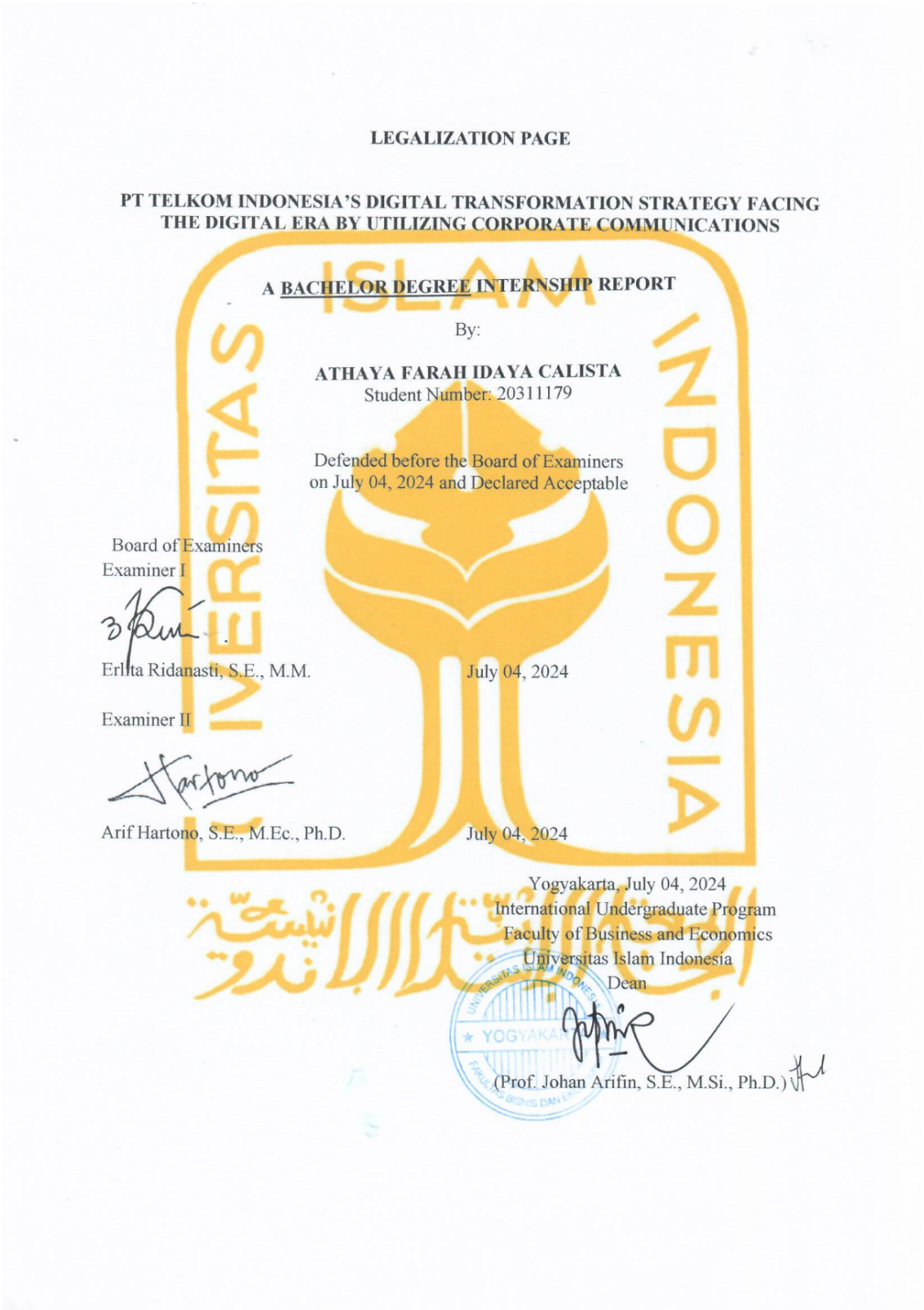
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PREFACE

All praise and gratitude go to the presence of Allah SWT who has bestowed His grace and guidance so that the writing of this final assignment can be completed. Blessing and greetings may always be poured out on our lord, Prophet Muhammad SAW, along with his family, friends, and followers until the end of time.

This final assignment was prepared as one of the requirements for completing studies at the Department of Management, Faculty of Business and Economics, Universitas Islam Indonesia. The title of this final assignment is "PT Telkom Indonesia's Digital Transformation Strategy Facing the Digital Era by Utilizing Corporate Communications". In the process of writing this final assignment, the author received a lot of guidance, assistance, and support from various parties. Therefore, the author would like to express his deepest gratitude to:

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ABSTRACT

The development of digital technology, especially the internet, has played an important role in providing education, connecting people and providing information. Digital media enables open and participatory communication and influences interactive communication methods in the modern era. Telkom strives to be a leading digital telco, supporting digitalization through infrastructure and connectivity, as well as providing digital services and platforms. Telkom's corporate communications through various digital channels help build trust, improve brand image and drive success in the digital era. However, Telkom faces challenges in keeping up with technological developments, ensuring data security, and integrating new technology with existing infrastructure. Therefore, Telkom's corporate communications utilize advances in data-based technology, enable multichannel communication, and reach a wider audience by always following developments in digital technology, following trends, and updating knowledge and skills to remain relevant. In order to achieve this goal, corporate communications implement several strategies by maintaining the company's reputation, utilizing social media platforms, interacting with the media, and utilizing internal communications.

Keywords: *Digital Technology; Corporate Communications; Strategy; PT Telkom Indonesia*

CHAPTER I
INTRODUCTION

1.1. Company Profile

The State Post and Telecommunications Company (PN Postel) was founded by the Indonesian government in 1961. However, due to the rapid development of telephone and telex services, the government issued PP No. 30 on July 6, 1965 to split the postal and telecommunications industry into PN Post and Giro and PN Telecommunications. Each company can concentrate on managing its respective business portfolio thanks to this separation. Telkom currently originates from PN Telecommunications. Since 2016, Telkom management has set Telkom as its birthday on July 6, 1965. Telkom is a state-owned company that provides various services, including fixed cable telephones, fixed wireless telephones, mobile telephones, data and internet services, as well as other multimedia services. PT Telkom Indonesia has two divisions operating throughout Indonesia. The first is the West Telkom Division, which has 25 Telkom Regions (Witel) in the Sumatra, DKI Jakarta, Banten, and West Java regions. The second is the East Telkom Division, which has 36 Telkom Regions (Witel) in Central Java, East Java, Kalimantan, and Eastern Indonesia.

PT Telkom Indonesia, also known as Telkom, is a state-owned company operating in Indonesia in the fields of information and communications technology services and telecommunications networks. Telkom continues to strive to transform into a leading digital telecommunications company that is able to adapt to various situations, difficulties and market conditions to face the increasingly rapidly developing digital era. This is part of Telkom's efforts to achieve its vision of becoming a major digital telecommunications company that contributes to the progress of society. Therefore, Telkom is responsible for supporting digitalization by building infrastructure and providing connectivity throughout the country equipped with various digital services and platforms. Telkom's mission to transform into a digital telecommunications company includes taking a role in developing digital infrastructure and platforms that are sustainable and affordable for the entire community, continuing to retain and develop the best digital talent to accelerate the digitalization process of society, and becoming the main actor providing a digital ecosystem that provides services and the best experience for the community. With this, the Telkom logo includes

four main company elements, including business transformation, infrastructure, operating systems and models, and human resources. With the following philosophy logo:

1. Red (Brave, Love, Energy, Tenacious): Reflects Telkom's spirit to always be optimistic and brave in facing challenges and the company.
2. White (Holy, Peaceful, Light, United): Reflects Telkom's spirit to provide the best for the nation.
3. Black (Basic Color): Symbolizes strong will.
4. Ash (Transition Color): Symbolizes technology.

PT Telkom Indonesia, one of the largest telecommunications and digital services companies in Indonesia, communicates through various digital channels and platforms through the use of digital tools such as email, social media, websites, and others to disseminate information, establish relationships with stakeholders, and monitor the company's reputation. . Telkom strives to provide stakeholders with information about company progress, initiatives and industry trends through its digital corporate communications efforts. One important part of Telkom's digital communications strategy is digital corporate communications, which helps build trust, improve brand image and drive success in the digital era. Digital channels enable Telkom to reach employees across multiple locations and departments, ensuring that everyone is informed and aligned with the company's goals and values. Telkom is currently concentrating on three areas which include digital connectivity, digital platforms and digital services. Operations in these three areas are carried out with the main aim of meeting all customer needs. In operating this field, Telkom applies the Five Bold Moves strategy to build competitive advantage and company leadership. This strategy includes the Fixed & Mobile Convergence (FMC) strategy, Infra Co strategy, Data Center Co strategy, B2B IT Service initiative, and developing a digital company or DigiCo that focuses on B2B and B2C business segments.

One of the units at PT Telkom Indonesia is Corporate Communication, which is responsible for establishing communication both inside and outside the company to maintain the company's positive reputation. These two things must be done simultaneously to achieve company goals. There are four sub-units in the Corporate Communication unit; the following is a description of the duties and responsibilities of each sub-unit:

1. Program and Partnership is responsible for coordinating with partners and monitoring budgets and schedules.
2. Internal Communication is responsible for managing internal communications, including managing information from top level management to employees and contributing to programs that involve internal audiences in the company.
3. External Communication is responsible for managing the company's external communications, such as collaborating in building relationships with the media and publishing company information.
4. Digital Media is responsible for producing activation and advertising content on Telkom's social media such as Instagram, Facebook, TikTok and Twitter.

1.2. Background

The development of information and communication technology has changed many practices in the field of communication science. Especially in corporate communications, this field cannot be separated from these developments considering that the activities within it depend on the use of media as the main tool and channel in communicating with the public. This is due to the fact that they enable open and participatory communication with other individuals and groups (Zerfass, Moreno, Tench, Verčič & Verhoeven, 2017). When companies communicate via digital media, they use a conceptual framework consisting of five main dimensions, including active presence, interactive attitude, interactive resources, responsiveness, and discussion. These five dimensions influence interactive communication methods in the modern era. As a result, companies have the ability to increase direct interactions with audiences and organizations (Camilleri, 2018b; Schultz, Utz & Göritz, 2011). With current technological developments, old systems and processes must be rethought and new technology implemented so that companies remain competitive and develop (Supriyanto & Hana, 2020). These technological developments have changed the way companies do various things, from designing, processing, distributing, producing, to communication and product introduction. As a result, the scope of corporate communication and marketing is becoming increasingly broader, so companies must design integration and coordination systems between departments that include information systems, marketing, customer service, and others (Fandi, 2012, p. 242).

The development of information technology has changed the way corporate communications distribute information, interact with important publics, deal with crises, and issue management (Hallahan, 2004). Especially in crisis communication activities which are considered to be becoming increasingly complex, even giving rise to new possibilities where every company will be more vulnerable to being hit by a crisis with a greater impact than before. Supported by González-Herrero & Smith (2008) who show that the internet, apart from being a new medium in a crisis, can also be a new trigger for a crisis. Technological developments have also caused a shift from legacy telecommunications (voice and SMS) to data-based telecommunications so that operator traffic continues to increase every year. This condition is supported by the increasing availability of infrastructure and telecommunications access. Technological developments such as 5G and the Internet of Things (IoT) will greatly influence the way of digital communication in the future, so that there will be major changes in digital communication infrastructure and capacity (Raza & Shafique, 2017). This can cause telecommunications operators to have difficulty keeping up with technological developments and investing in new infrastructure.

In the digital era full of fast and widespread information, corporate communications is responsible for maintaining and strengthening the company's reputation. Reputation is greatly influenced by something that happens in the company. When positive things happen in the company, the company's reputation will be good. On the other hand, bad events will also make the company's reputation worse. One of the bad events called a crisis comes unplanned and unexpected, and has an impact on the running of the company and its stakeholders (Barton, 2001; Dowling, 2002). The crisis that usually occurs is caused by the increasing and rapid spread of information through social media, online news and other digital platforms, causing companies to have to deal with the risk of misinformation or hoaxes. However, the negative impact of the crisis can be overcome by using good corporate communication strategies. According to Winkleman (1999), a company's reputation can be identified from the source of its problems. By recognizing the source of the problem, the party responsible for overcoming the crisis can understand stakeholder reactions that influence corporate communication strategies (Ahluwalia, 2000; Dawar & Pillutla, 2000; Dean, 2004). With this, corporate communications must always be alert and responsive to digital issues, and make maximum use of digital technology in building and managing the company's reputation.

In the face of rapid and uncertain digital transformation, corporate communications must continue to connect companies with customers, shareholders, employees and other stakeholders. With effective communication, it can help companies build a positive image, increase employee engagement, and strengthen relationships with external stakeholders. However, corporate communications faces various challenges in implementing digital transformation strategies both internally and externally. Internally, there are limited resources which result in not all employees having the skills needed to communicate effectively in the digital era. This can make it difficult for employees to use digital platforms, as well as understand and respond to messages from stakeholders online. Externally, there is resistance to change caused by the speed of technological evolution which makes companies always act quickly in updating their services. This causes customers to have high expectations of the service they receive by wanting fast, reliable and affordable service. Not only that, there is a need to continue to innovate which causes corporate communications to have to adapt to changes in the media and information technology landscape, which includes the use of social media, mobile applications and other digital platforms to convey messages and interact with audiences. By utilizing developing technology on communication platforms, it can make it easier to build multichannel communications and target a wider audience. To overcome problems and take advantage of opportunities that exist in the digital environment, it is important to understand the trends and dynamics of digital communication because it makes it possible to identify problems that may arise and also take advantage of existing opportunities (DuIon, 2013).

1.3. Problem Formulation

Based on the background that has been explained, the problem formulation that can be described is "What is PT Telkom Indonesia's corporate communications strategy in achieving the company's vision to become a major digital telecommunications company amidst technological developments?"

1.4. Internship Purpose

Based on the problem formulation stated, the aim of this internship activities report is to find out PT Telkom Indonesia's corporate communication strategy is in achieving the company's vision to become the main digital telecommunications company in technological development.

1.5. Benefit of an Internship

There are various benefits that can be obtained from this research, including:

A. For Researcher
    1. Gain experience about the world of work directly from the actual learning place as a comparative study of the theory and practice that students learn in lectures.
    2. Improve students' creative and innovative thinking skills.
    3. Encourage students to be able to handle various new problems and find solutions to problems faced in the work environment.

B. For The Company
    1. As a means of introduction, development of science and technology for students to get to know the company.
    2. It is hoped that the results of this research will provide useful information and input for PT Telkom Indonesia.

CHAPTER II
LITERATURE REVIEW

2.1. Corporate Communication

In corporate communications, the word "corporate" emphasizes that each type of organizational entity ideally presents an integrated and coherent organizational message by organizing all its communications to provide a consistent organizational image to all its stakeholders (van Riel, 1995). In his book entitled Corporate Communication for Managers, Jackson (1987) states that all communication carried out by a company to achieve predetermined goals is called corporate communication. According to Hadi (2015), what is meant by "planned goals" is a collection of activities arranged in the form of an integrated campaign or program, and all of them take place consistently and regularly. The core management function responsible for organizing all of this communication is known as corporate communications (Christensen & Cornelissen, 2011, p. 386). Therefore, it is considered that corporate communication has the ability to organize various messages and communication activities originating from within the organization (van Riel, 1997). Organizations can change their messages to adapt to various audiences (Hill & Winski, 1987; Onkvisit & Shaw, 1987), communicate strategically in ambiguous ways (Eisenberg, 1984), and manage multiple conflicting identities and interpretations (Cheney, 1991).

Corporate communications must maintain and obtain good relationships with stakeholders and the general public, which are considered invaluable assets in the organization (Canel et al., 2020; Zerfass & Viertmann, 2017). Corporate communication actions can also contribute to an organization's intangible assets, such as organizational legitimacy (Suchman, 1995), identity (van Riel & Balmer, 1997), and reputation (Barnett et al., 2006). The importance of various assets, both tangible and intangible, depends on the sector, type of organization and surrounding community. It is interesting that in the digital world, the value of intangible assets seems to be becoming increasingly important as stakeholders see more social capital and reputation in digital platforms. According to Neher (Ganiem & Kurnia, 2019), corporate communications performs several important functions, such as obtaining compliance; guiding, motivating, and influencing; solve problems and make decisions; and managing conflict, negotiating, and bargaining. Corporate communication has the aim of conveying information about the company both internally and

externally which can increase the understanding of audiences deemed important by the company about the goods or services the company has, persuade the target audience, and carry out collaboration or cooperation with the audience (Ganiem & Kurnia, 2019). Corporate communications create, shape, and demonstrate an organization's culture and environment, which includes the goals, values, and attitudes that differentiate the organization (Atmaja & Dewi, 2018).

2.2. Digital Corporate Communication

Digital transformation is a socio-technical process in which digital information and communication technologies, such as software, platforms, information systems, or devices, are integrated into processes, structures, capabilities, and products (Brennen & Kreiss, 2016; Tilson et al., 2010). In an organizational context, the increasing use of disruptive digital technologies is considered an important driver for undertaking major changes that alter, threaten, replace, or complement existing rules, values, structures, practices, or business models. The term digital transformation is often used to describe this process (Nadkarni & Prügl, 2020). Organizational communications are becoming digitalized as a result of digital developments and the increase in digital platforms and social media (Vercic et al., 2015). Digital corporate communications is defined as an organization’s strategic management of digital technology, digital infrastructure, and digitalization processes to improve communication with internal and external stakeholders and more broadly in society for the maintenance of the organization’s intangible assets (Badham & Luoma-aho, 2023).

Today’s digital development is a time where communication, technology, internet and speed have changed. As a result, corporate communications today communicate verbally and non-verbally through graphic signs, images, videos, emojis, or complex actions rather than words translated with a touch or click. Today’s generation chooses various types of interactions due to advances in technology and communication. This will become increasingly visible as the use of virtual communication will increase (Stănescu, 2022). Corporate communications are linked directly to new technologies, which makes them considered digital corporate communications. Digital corporate communications facilitate various types of communication, from individual-to-individual communication to instructional interactions and mass-mediated messages (Vlăduțescu Ș. & Stănescu, GC, 2023).

2.3. Corporate Communication Strategy

Strategy is establishing a company mission, setting organizational goals by considering external and internal forces, formulating specific policies and strategies to achieve these goals, and ensuring proper implementation so that the basic goals and objectives of the organization are achieved (Steiner & Miner, 1977). The company's overall vision, mission and strategy must be in line with corporate communications. In the midst of a fast-changing modern world, a company's mission is not only to put employees in line with what the company does, but also to provide stability to customers who are tired of change. Companies are on the right track to reinventing how to address their communications systems by creating a consistent corporate communications strategy that is based on time-tested theories. Its ability to link overall strategy to communication is important for companies (Argenti, 2010). Corporate communication relies on internal and external strategies so that the organization is liked by related parties. By achieving corporate communication goals to build good communication relationships with internal and external parties (Nasution, 2019).

Corporate communications carry out their external strategies by utilizing social media. Social media is used as an important tool for corporate communication strategies because advances in digital interactive media have brought new communication structures so it is important for corporate communications to understand the changes caused by these developments. Social media allows companies to communicate directly and quickly with their stakeholders, which marks a shift from traditional to broad corporate communications between companies and their consumers. In addition, social media can also help improve community relations (Duhé, 2012). Therefore, companies will lose many opportunities if they do not participate in social media because consumers can spread information that can damage the company's reputation (Seiple, 2010).

Another external strategy is to establish relationships with the media. Media relations is a communication strategy to the public through the media and society. Companies need media relations to disseminate information to the public, so corporate communications must be able to manage their relationships with the media to get positive publications (Luttrell, 2015). If the company has gained public trust, negative perceptions about the company will decrease and will restore the company's image in the eyes of the public. This is in accordance with Jefkins' statement

in Ruslan (2012, p. 168-169) that media relations activities can produce maximum publicity and can influence the company's image.

Corporate communications carries out its internal strategy by utilizing internal communications. Internal communication that takes place within an organization is based on the question of the organization's vision and mission (Cutlip, Center, & Broom, 2009, p. 268). Vision questions provide an overview of the organization's goals in a broad sense. Meanwhile, mission questions help employees determine priorities and goals so that the organization is committed to achieving the mission stated in the statement (Ruliana, 2014). Companies need to inform employees about changes that occur in the company during crises or changes through internal communication (Argentina, 1996). Ultimately, effective internal communications should strengthen employees' belief that they are a valuable asset to the company. This strengthening can occur if communication can be in line between management and employees (Argenti, 2010).

2.3.1. External Strategy

2.3.1.1. Social Media

The development of social media has changed the way people interact and share information around the world. This shows that social media has become an important platform for communicating with people around the world and has changed the way social interactions and information are carried out (Andreas et al., 2010). Social media is a platform for encouraging two-way communication between users and organizations (Lovejoy, Waters, & Saxton, 2012; Saxton, Guo, & Brown, 2007). Social media also offers opportunities to build relationships with audiences through engagement and key messages (Roberts, 2016). It is also stated that the use of social media has changed the way companies create, distribute, and use content, as well as how corporate communicators present their companies to online stakeholder networks (Muntinga, Moorman, & Smit, 2011). Social media has improved communication between the public and organizations. It is used by organizations to engage in two-way communication with their followers on social media (Camilleri, 2018). Additionally, it allows them to assess the effectiveness of communication exchanges because they can track the engagement of users engaging on the internet, such as likes, comments, shares, mentions, and others (Gregory, 1996). Social media can have a positive impact on consumer product perceptions (Chernev & Blair, 2015). The more information a company

receives on social media, the better its performance in the market (Luo & Zhang, 2013). This effect results in social media enabling investor relations to discover opportunities for growth, collaboration, or new business opportunities.

Social media is ideal for discussions because it is collaborative and allows people to participate and connect with each other. The collaborative nature of social media makes it an ideal environment for dialogue (Page, 2011). Social media gives organizations the opportunity to talk to many public stakeholders simultaneously (Carboni & Maxwell, 2015). The use of social media not only allows stakeholders to have two-way communication, but also increases their engagement and loyalty (Denktaş-Şakar & Sürücü, 2020). Social media also facilitates engagement and is considered a tool to engage audiences in a fast and cost-effective manner (Wu, 2018). Social media interactions are very important when considering stakeholder engagement because they help organizations communicate with their stakeholders and receive feedback through various social media reactions (Manetti & Bellucci, 2016). In the book entitled Social Media (Nasrullah, 2015, p. 39), there are six categories of social media, including:

1. Social Networking, offers a way to interact, including results in the virtual world. One of the main functions of social networking sites is to allow users to build new networks of friends. In many cases, these friendship networks are formed based on shared interests, such as similar hobbies. Instagram and Facebook are examples of social networks.
2. Blog, social media where users can upload their daily activities, make comments, and share with others in various ways such as sharing web links, information, and so on.
3. Microblogging, a type of social media that allows people to write and upload their opinions and activities. An example is Twitter.
4. Media Sharing, this social media allows users to share and store media, such as documents, videos, audio, and images online. An example of this social media is YouTube.
5. Social Bookmarking, social bookmarks are social media that function to organize, store, manage, and search for information online. Social bookmarking sites such as Delicious.com, StumbleUpon.com, Digg.com, Reddit.com, and LintasMe.
6. Wiki, also known as shared content media, is a site where users work together to create published content. Every web user has the ability to change or edit published content.

2.3.1.2. Media Relations

Media relations is a tool that helps corporate communication activities by publishing various work programs and providing information to external audiences (Ruslan, 2012, p. 167). The media forms positive opinions in society. Corporate communications typically manages relations with the media through a variety of means, such as arranging interviews, arranging media conferences, and responding to media requests. If a company has earned the public's trust, negative perceptions about it will decrease, and its public image will be restored. This is in accordance with what Jefkins explains in Ruslan (2012, p. 168-169) that media relations activities can maximize publicity and influence the company's image. The main principles for dealing with mass media, according to Iriantara (2019, p. 108), are paying attention to media deadlines, being an important source for the media, and building closeness and friendly relationships with the media and media crew. According to Iriantara (2019, p. 94-113), media relations have a strategy of managing relationships so that if there is a good relationship with the media, there will be good publicity and reporting about the company, which can form a good image and reputation. To achieve this goal, a relationship strategy must be developed in accordance with the company's goals and vision. The relationship strategy must also be used as a guide for determining strategies and implementing communications to the target public.

According to Wardhani in the book Media Relations: A Means of Building an Organization's Reputation, quoted by Putri et al. (Vidiarti, 2020), media relations are relationships built by company communications with mass media as external parties to facilitate the dissemination of information to the wider community. In Diajeng and Poppy, Frank Jefkins mentions things that a corporate communications person must pay attention to when building relationships with the media (Herika & Ruliana, 2018), including:

1. Understanding the media, meaning corporate communications must understand all aspects of the media, from the publishing process to the advantages and disadvantages. To get further information about the media, it is necessary to make direct observations of the media, conduct interviews with journalists, or ask people who are familiar with the media.
2. Understand editorial policies, publishing policies, printing and publication processes, reader and listener reach, and print media distribution strategies.

3. Maintain good relations with the media by serving the media, building a reputation as a credible person, and providing means to verify news and information received by the media.
4. Understand the role and loyalty of corporate communications for companies or organizations and journalists for the media.

Johnson & Johnson in Cici and Rohayati (Nur Afriani, 2019) explains that the purpose of having media relations is to improve the company's image, increase the company's credibility regarding the products and services it offers to the public, increase the selling value of the product, help the company get out of the crisis, and building relationships with various parties, such as the government and other companies. The company's vision and mission must be adjusted to the media relations strategy, according to Cici and Rohayati (Nur Afriani, 2019). The long-term goals of the company must also be considered.

2.3.2. Internal Strategy

2.3.2.1. Internal Communication

Internal communication is communication that occurs between organizational leaders and their employees (Dolphin, 2005). This is a type of social interaction carried out through messages (Kalla, 2005, p. 303). Internal communication shows management's ability to build relationships with internal stakeholders at all levels of the organization (Welch & Jackson, 2007). According to Quirke (2008), internal communication is very important for building relationships with employees theoretically and practically because it has the responsibility to provide the information needed by employees to carry out their duties. Internal communication has two main roles, including providing information and creating a sense of togetherness within the organization (Friedl & Verčič, 2011). Developing a sense of community through internal communication efforts involves establishing and maintaining relationships between the organization, supervisors, and employees. Even though employees experience many relationships at work, there are two things that dominate employees' professional lives, namely relationships with the organization and with their direct superiors (Sluss, Klimchak, & Holmes, 2008). Internal communication between managers and workers should increase trust in each other and cause employees to become more engaged with the company. Internal communication is critical to an organization's success and daily existence (Kitchen & Daly, 2002). This is because internal communication can utilize employees' creative and intellectual abilities to produce value (Quirke, 2008, p. xv). In response,

Cheney (1999) proposed that the transparent communication role of information exchange can be used to determine workplace values.

Conceptually, internal communication can be defined as the exchange of ideas and information within an organization (Sukoco, 2007, p. 56). Smith (2004) outlines several components of internal communication, including:

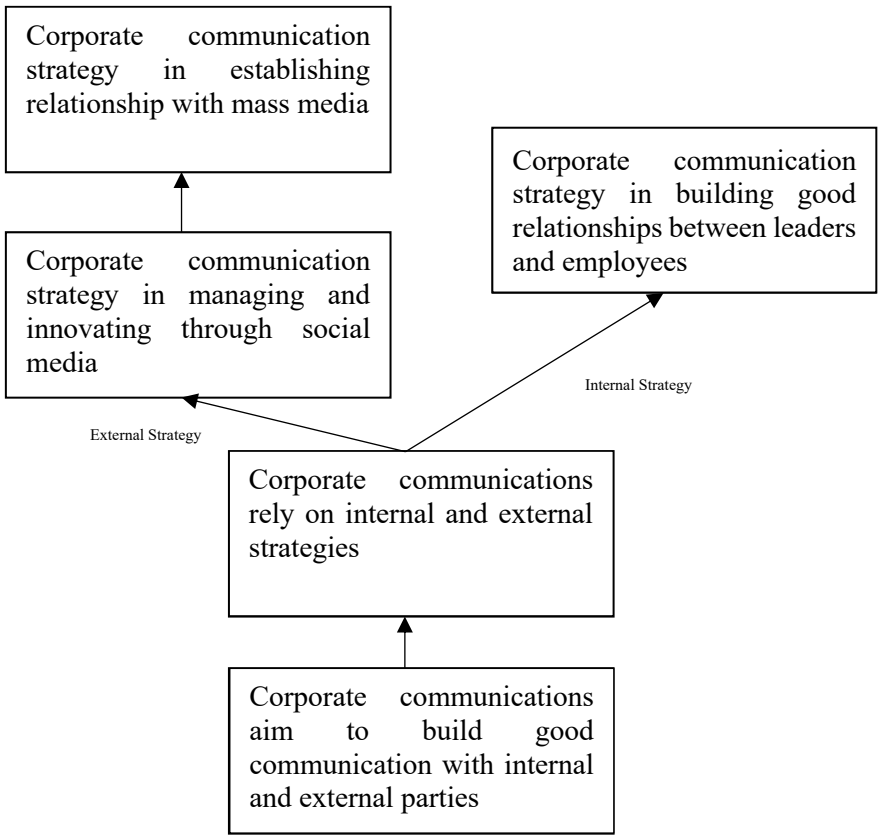
1. Internal communication has evolved from events and individuals to various corporate goals.
2. Internal communications must be prioritized from the highest level.
3. Internal communications will help to ensure that employees understand what is expected of them.
4. Internal communication is still a new discipline.
5. Internal communication is the responsibility of all company parties, from the CEO to line managers and supervisors.

In this opinion, internal communication has a role in creating a common perspective for company employees. Communication is also important in aligning views to achieve company goals (Smith, 2004). In the book Public Relations Management (Gregory: 19), corporate communications can be divided into several parts to manage internal communications, such as company management, employees, and advisors. This means that corporate communications becomes an active mediator in managing vertical and horizontal communications. In connection with Farrant's definition (2003:17), corporate communications plays an important role as a mediator in two-way communication, where the audience is involved in the process of listening and delivering messages. According to Smith in Prayudi (2012: 9), the corporate communications function is used to tell the story of the organization well and listen carefully to the public to understand their needs and responses to actions and communications. Prayudi (2012:29) mentions several things that company communications must pay attention to. One of them is the need for employees to become smarter. Companies must quickly adapt to changes, including those that can affect internal dynamics. Otherwise, it will cause problems in company management. It cannot be denied that technological advances are also very helpful in building internal communications that support company performance.

2.4. Framework

In this research, the research framework is a basic conceptual form that can be used to solve or face problems. It is hoped that this will assist the research development process and enable interns to link research results with the literature review. The framework of this research is corporate communication along with external and internal strategies. Its external strategy includes social media and media relations. Meanwhile, the external strategy includes internal communication. The problem that will be evaluated on social media is regarding how corporate communication strategies are to manage and innovate effectively in communication exchanges with stakeholders and the public in the digital era through related social media. Meanwhile, for media relations, interns will evaluate corporate communication strategies in establishing relationships with mass media to increase the dissemination of information to the general public in facing the digital era. Not only that, for internal communication, interns will evaluate corporate communication strategies in building good relationships with company employees to support the company's performance in technological development. In order to facilitate research, the authors compiled the framework of this research.

Table 2. 1 Framework



CHAPTER III
METHODOLOGY

3.1. Approach

This research uses a qualitative approach. According to Bogdan and Taylor (Moleong, 2007), a qualitative approach is a research approach that produces descriptive data in the form of behavior and written and spoken words from research subjects. According to Sugiyono (2020, p. 9), this approach is used to research the conditions of natural objects, with the researcher as the main instrument. The data collection technique was used triangulation (combined), data analysis was carried out inductively, and the results emphasized significance rather than generalization. This approach involves conducting research in natural settings, creating complex images, scrutinizing words, and creating comprehensive reports about respondents' perspectives. The main goal of qualitative research is to gain an in-depth understanding of phenomena by paying greater attention to the phenomenon as a whole rather than to interrelated variables. This is done to gain a deep understanding of the phenomenon before creating a theory.

A qualitative approach in this research was used to determine corporate communication strategies in facing technological developments in corporate communications at PT Telkom Indonesia. The qualitative approach uses understanding based on approaches that study social problems and phenomena (Creswell, 1998). In a qualitative approach, researcher are required to interact with data sources through data collection techniques such as observation and interviews. Consequently, a qualitative approach must get to know the person providing the data. Data in this approach is data that has descriptions, stories, or illustrations that are almost unaffected by multiplication, frequency, or percentage. In addition, the qualitative approach is more interactive and influences each other when looking at how variables interact with each other.

3.2. Unit of Analysis

The unit of analysis in this research focuses on the organizational level in the Corporate Communication division of PT Telkom Indonesia which is located in South Jakarta, DKI Jakarta as a telecommunications company that is impacted by technological developments. Information related to corporate communication activities provided by the company is needed to know

strategies for managing and innovating through the social media used, strategies for establishing relationships with mass media to increase the dissemination of information to the general public, and strategies for building good relationships with company employees to support company performance in technological development. Information regarding this strategy can be obtained from five employees with positions as officers and administrators from the Corporate Communication division who are involved and responsible for understanding the problems that occur.

3.3. Data Collection

Data collection from selected data sources was carried out through observation and interviews using a prepared list of questions. Observation is carried out by direct observation of the phenomenon or behavior. The researcher carried out unstructured participatory observation because the researcher was directly involved in activities in the division and discussed directly with the employees involved so as to gain an understanding of the research subject, but the researcher did not make a guide or checklist related to questions on the problem that allowed the researcher to capture data that was outside research subject. Meanwhile, interviews are conducted to obtain information that cannot be observed. By conducting interviews, it is hoped that researcher can discuss with informants and obtain detailed information regarding the topics to be discussed. With this, interviews were conducted by asking questions online via WhatsApp to five employees of the Corporate Communications Division, below is a description of the name, position, and role of each employee.

Table 3.1. List of Participants (Respondents)

Name	Position	Role
Ahmad Fitriadi (AF)	Officer Internal Media Management	Handling internal company issues such as managing information from upper management to employees and contributing to the company's internal programs
M. Alfian K. Wardhana (AW)	Officer Internal Content Management	Creating and managing the company's digital content

Dimas Eggi Permadi (DE)	Officer Digital Activation	Producing activation content and advertising on the company's social media
Naufal Ilham Arrafi (NI)	Officer Public Information Management	Handling external company issues such as managing communication relations with the public and the media
Rifqi Kamiil Ananto (RK)	Internal Media Administrator	Managing and implementing digital media advertising and creation of advertising content

3.4. Data Analysis

The data analysis used is thematic analysis. Thematic analysis aims to find patterns or themes through data that has been collected by researchers (Braun & Clarke, 2006). This analysis can be effective if a study intends to examine the data in detail to find relationships between patterns in certain phenomena and to explain how often these phenomena occur from the researcher's perspective (Fereday & Muir-Cochrane, 2006). Based on this research, digital developments continue to grow, thus influencing corporate communications significantly. Technology continues to be updated so that trends are always changing, this causes corporate communications to meet audience expectations through social media. Digital platforms also continue to experience changes in versions, which means corporate communications need to adapt digital platforms to build relationships with the media. Generational changes are also increasingly changing, this causes corporate communications to need to adapt the way each generation communicates to be able to manage internal communications. With this, corporate communications must continue to adapt to technological developments to ensure communications can run in accordance with its strategy.

CHAPTER IV
FINDINGS AND DISCUSSIONS

4.1. Internship Activity

The benefit that can be obtained from this internship activity regarding the writing process is that the author can see first-hand how corporate communications can implement its strategies to face digital transformation. This can be known in more detail by discussing directly with the employees involved so that the author gain a better understanding of how the company carries out digital transformation, the challenges it is facing, and how to utilize corporate communications to overcome these challenges. Not only that, there is some information access to various internal data, reports, and information about the company available. However, there is still a lot of information that cannot be accessed because it is confidential and sensitive for the company. This causes limited information to be obtained, making this writing a challenge. Apart from that, the large number of activities during the internship meant that one could not balance time management in order to complete the writing process. There were also difficulties in discussing with the employees involved to gain insight into strategies for facing digital transformation because employees or teams from these divisions had many other tasks and activities that had to be done.

4.2. Findings

Companies must adapt their communication strategies to the latest technology and communicate effectively both internally and externally to achieve company goals. An effective communication strategy will have a positive impact on the company's reputation. Internally, corporate communication ensures that the company's vision and mission are understood by all employees and leaders. Externally, corporate communications ensures that the company's vision and mission are accepted by customers, investors, media and business partners.

Internally, corporate communications functions as a forum for receiving input, ideas and wishes from employees. As well as ensuring the alignment of the company's vision and internal interests by helping create a collaborative work environment and supporting the company's growth in a better direction. Externally, corporate communications maintains good relations with the media which enable the company to provide explanations regarding the company's strategy,

achievements and future plans. And also, corporate communications need to ensure that the company's message is conveyed consistently and clearly through various digital platforms via social media.

4.2.1. External Strategy

4.2.1.1. Utilization of Social Media Platforms

In corporate communication, there are two types of platforms which include internal company and external company. Internal company is a channel providing internal company information called "TelkomGroup Portal", available in the form of a website and mobile apps, Email Blast, and Whatsapp Broadcast. The company's externals include social media (Instagram, YouTube, Facebook, X, Threads, TikTok, LinkedIn) and the official website (telkom.co.id). Based on information from AF, *"We always follow technological trends and study the latest innovations to utilize digital platforms as corporate communication media"*. Corporate communications realizes that each digital platform has different audiences and users, so company-related information or content must be tailored to the needs and characteristics of each platform. Corporate communications also realizes that some content is not suitable for publication on all digital platforms. Therefore, the company designs special strategies to ensure that the content produced is in accordance with the characteristics of the platform in question by prioritizing the quality and relevance of the content to reach the right audience on each platform.

Corporate communication uses digital platforms, such as collaboration and placement. *"In collaboration, corporate communications create content and collaborates with the media for blasting and publication,"* said AW. With their ability to reach a wide audience quickly and easily, social media is now one of the most effective tools for spreading positive news about a company. For example, Telkom uses certain agencies and media to improve its company image. By collaborating with the media, Telkom can ensure that information about the company matches the desired message and reaches the right target audience. Therefore, Telkom can effectively utilize digital platforms to improve the company's reputation and increase engagement with stakeholders.

Based on information from DE, *"Corporate communications utilizes each platform according to user behavior"*. This is intended so that the information presented remains relevant to the target audience on each platform. In managing corporate communications, it is important to understand

that each platform has different user preferences and habits. For example, companies can concentrate on providing engaging and interactive visual content because social media users tend to be more interested in informative and up-to-date visual content. Corporate communication can maximize the potential of each platform to achieve corporate communication goals and strengthen the company's image in the eyes of the public by understanding user behavior on each platform.

Based on information from NI, *"Corporate communications continues to update content on the company's digital platforms every day"*. This is done to ensure that the content remains current, relevant and in line with the latest developments. By updating content regularly, companies can maintain user interest and engagement on the company's digital platforms. The linkage between content on various digital platforms is also carried out by corporate communications because it helps create a consistent experience for customers who follow the company. For example, content posted on social media may be related to content shared in a newsletter or on a company website. Thus, through relevant and consistent digital content you can build strong relationships with your audience and strengthen your company's brand.

Corporate communication uses social media as the main way to communicate the latest technological innovations to stakeholders. *"One of our main tasks is to disseminate information about new products and share various development activities being carried out by the company,"* said RK. Corporate communication disseminates information about new products in various formats, from text, images, to videos, according to with the features of each platform, so that stakeholders can fully understand the features and benefits of the new product. Apart from that, corporate communication also uses social media platforms to spread various development initiatives being carried out by the company. This includes events, seminars, training, and collaboration with external parties aimed at expanding networks and increasing understanding of the latest technological innovations. Corporate communications believes that this strategy can increase stakeholders' understanding and appreciation of the technological innovations that are being developed. They also believe that by sharing information transparently and consistently through social media platforms, companies can strengthen relationships with stakeholders and strengthen the company's position as a leader in technological advancement.

4.2.1.2. Interact with the Media

Based on information from AF, *"Interaction with the media, both online and offline, is an important component of a company's communication strategy"*. One method used by corporate communication is by forming chat groups with various media, both national and regional media. With this chat group, you can spread company-related information quickly. Apart from that, corporate communications also send official information to the media via email blast to ensure that they receive the information directly. Corporate communications establish relationships with the media through offline meetings by holding media meetings and meetings at certain events, such as new product launches or special company events. These meetings provide media with the opportunity to meet company representatives in person, exchange information, and gain a better understanding of the company's various initiatives and activities. One important strategy in corporate communication efforts to improve the company's image and expand its reach is interacting with the media. Through good interaction with the media, corporate communication can build mutually beneficial relationships where the media can obtain accurate and relevant information about the company, while corporate communication can expand the scope of coverage and increase public understanding of various company activities and innovations.

Corporate communication uses mass media actively to increase public awareness about Telkom. This is done to ensure that the public can quickly and efficiently obtain the latest and most up-to-date information about Telkom. Corporate communication can reach a wider audience by utilizing mass media such as newspapers, television, radio, and online news portals. In mass media releases, corporate communication conveys important information such as new product launches, strategic partnerships, and company achievements. *"Corporate communication always blasts company releases so that public awareness about Telkom Indonesia becomes wider,"* said AW. Corporate communication hopes to increase public understanding of Telkom as a leading telecommunications company in Indonesia through this blasting activity. Blasting company releases aim to foster customer trust and loyalty and improve the company's image in the eyes of the public. Corporate communication also hopes to increase the scope of media coverage, increase public knowledge about the company, and maintain good relationships with mass media as important partners in corporate communication efforts.

Based on information from DE *"Corporate communication builds relationships with the media through media gatherings"*. Media gathering is one way for corporate communication to establish positive relationships with the media at the level of directors and corporate communications leaders. This gives the media the opportunity to meet directly with company leaders, including directors, to exchange information, talk and gain a better understanding of various aspects of the company. This media gathering also helps strengthen relations between Telkom and the media and expands the scope of coverage of Telkom's various initiatives and operations. Apart from that, corporate communication can strengthen the image and build trust with the media through media gatherings, where companies can convey important messages about the company's vision and mission, achievements, and future plans.

Based on information from NI *"Corporate communications strengthens relations with the media through press conferences"*. Press conferences are an effective way to convey important information to the media and ensure that the media understands it well. Press conferences are a way for companies to provide direct information to journalists about various activities, products or innovations that are being carried out. Press conferences can also be a great place for media and companies to talk about current affairs. Apart from press conferences, corporate communication is also active in building relationships with the media through informal activities such as media meetings, traveling, eating together, and others. Through this informal activity, we can build a closer relationship with the media so that it can help us understand their needs and expectations in the ever-growing digital era.

Corporate communication strengthens relationships with the media through relevant and quality press releases. A quality press release must be informative, clear and in accordance with the news values desired by the media. By providing quality press releases, companies can increase the chances of the news being published by the media. *"Strengthening relationships with the media can be done by establishing relationships with journalists and editors in chief,"* said RK. It is very important for companies to establish good relationships with journalists and editors in chief. By establishing good relationships, companies can more easily get good coverage from the media. Good relationships with journalists can also help companies understand the needs and expectations of the media so they can present information in a way that meets the media's expectations.

4.2.2. Internal Strategy

4.2.2.1. Utilization of Internal Communications

An important step in carrying out effective internal communications is using the company's internal media channels. Companies should consider the speed, coverage, and interactivity of channels when selecting the right channels to ensure that the information conveyed is well received by employees. Apart from that, the company must also create a communication strategy or communication plan, which is appropriate to the program being implemented. This strategy includes selecting the right message, delivery time, and communication channels to achieve communication goals. By having a good strategy, companies can improve internal communications and ensure that employees receive information well. *"Companies must encourage employee participation and involvement so they can get direct feedback,"* said AF. This can be achieved by holding consultations, discussion forums, or conducting surveys to collect opinions directly from employees. By listening to and responding to employee opinions, companies can create a more inclusive work environment and strengthen relationships between management and employees. Cross-unit collaboration is also important for effective internal communications. In this case, two units are responsible for the company's internal communications function. The Corporate Communication Unit disseminates the latest information about the company and the Human Capital Management Directorate unit disseminates information about employees. By working together, companies can ensure that the information and messages conveyed are received effectively, efficiently and massively, and are in accordance with the company culture.

Based on information from AW, "*One-way corporate communication can disseminate the latest information regarding the company is by using Telkom's internal web portal and the Diarium application which can be accessed by Telkom's internal employees"*. Web portals provide various important information, such as company news, company activities, information about products and services, and other information that may be relevant to employees. Meanwhile, the Diarium application is an internal communication tool that allows employees to get the latest information about various activities and events currently taking place at the company. By using this application, employees can more easily access information and connect with various activities being carried

out by the company. Apart from using the web portal platform and Diarium application, corporate communication has a communication function in each unit and work area. This communications function is responsible for disseminating the latest information, supporting the implementation of various company activities and programs, and maintaining effective communication between management and employees in each unit and work area.

Based on information from DE, *"To communicate effectively with its employees, Telkom uses various internal communication channels, such as internal artifacts, email, WhatsApp and portals"*. This channel aims to convey the company's vision and mission, long-term programs, as well as several inspirational quotes from the directors to all employees. First, the internal portal is used as the main platform to disseminate the latest information about the company's vision, mission, and long-term strategic programs. Apart from that, this portal is also a place to convey news and other information that is important to employees. Second, email blasts can be used to send mass information to employees. This makes it possible to convey important information quickly and efficiently to all employees. Directors can also use email blasts to send messages of inspiration and motivation to employees. Third, WhatsApp blast can be used as an instant communication channel to convey information that requires a quick response from employees. Additionally, they can use it to send short messages that increase employee motivation and remind them of the company's goals. Finally, internal communication tools such as posters, banners and leaflets are used to support internal communication messages. Directors often include inspirational quotes on these artifacts, as well as other important messages they want to convey to employees.

Based on information from NI, *"Corporate communications actively organizes various events and activities intended for internal employees"*. Corporate communications are highly committed to increasing employee engagement and well-being by holding various events and activities designed specifically for them. The main aim of this activity is to create a pleasant work environment, strengthen relationships between employees, and increase work productivity and motivation. Corporate communications organize arts and cultural events, such as music concerts and exhibitions, which not only entertain employees but can also increase their appreciation of local arts and culture. These events can also enrich employees' work experience. Corporate communications also organize sports and recreation activities. This activity is carried out with the

aim of improving the health and well-being of employees and encouraging a healthier work environment. Apart from that, corporate communication holds workshops, seminars, and training to increase employee knowledge and skills. With this activity, corporate communication hopes to create an inspiring, collaborative work environment and motivate employees to make their best contribution to the company's success.

Based on information from RK *"Companies can hold activities involving employees such as discussion forums"*. The discussion forum is aimed at employees to be able to share their ideas, input, and aspirations regarding the company's vision. This is very important because it allows employees to feel directly involved in the transformation process and fosters a sense of ownership of the company's vision. Through discussion forums, employees can express their views about the company's direction and goals and share their experiences and knowledge that can help the company improve existing strategies and policies. Discussion forums can build better relationships between management and employees, as well as increase employee trust. Apart from discussion forums, companies can also hold workshops, brainstorming sessions, or focus group discussions. These activities can help employees understand the company's goals and make them more motivated. Companies can create an inclusive and collaborative work environment by holding activities that involve employees. If employees are involved in the change process, they will be more motivated and enthusiastic about achieving the company's vision. This will improve company performance and create a more positive work culture and stronger relationships between management and employees.

4.3. Discussions

One of the goals of corporate communications is to help the company achieve its vision and mission through implementing management strategies, disseminating information, and improving the corporate communications function system. The purpose of corporate communications managed by the company strategically for its stakeholders is to convey information about the company to the intended audience, both internally and externally. The target of communication is to get support and cooperation from the audience. This synergy is very important and allows information technology to interact with the company's target community through social media and other information technology media (Ganiem & Kurnia, 2019). The corporate communications

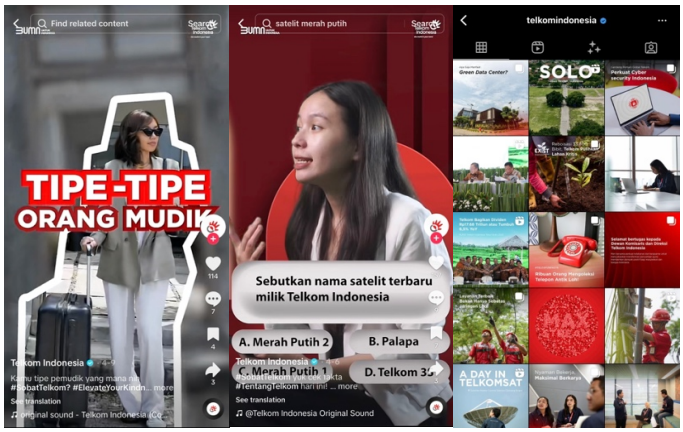
function consists of company reputation, media relations, and internal communications systems (Argenti, 2010). First, a company's reputation depends on its activities because a good or bad reputation is a measure of a company's success. The second function, there is a relationship with the media which is a constituent and channel that provides information to investors, employees and customers (Argenti, 2010). The existence of various kinds of facilities and infrastructure provided to achieve the company's strategic goals is the third function of the company's internal communication system.

To remain relevant and effective in the ever-changing digital era, it is important to understand the latest digital communication trends, which cover various aspects, from changes in user behavior to developments in communication technology. One of the most prominent trends is the increased use of social media. Platforms such as Facebook, Instagram, and Twitter continue to experience growth in the number of users (Smith, 2019). Communication is affected by the increased use of social media. From what was previously limited to phone calls or text messages, people now communicate through comments, likes, and sharing content on social media platforms. This creates a unique communication dynamic where people can quickly respond to messages and share their opinions on various topics (Kross et al., 2013). In an era of ever-changing technology, understanding the latest digital communication trends is essential. Increased use of social media, the dominance of instant messaging apps, and changes in video content consumption are all trends that influence the way people communicate, share information, and enjoy entertainment.

Social media is pushing corporate communications to shift to discussions where all stakeholders have an equal voice. By using social media, stakeholders can ask questions and get answers from company executives directly. On the other hand, company executives can accept criticism and even ideas from stakeholders (Mangold & Faulds, 2009). Social media can also be used to empower a company's customers and employees by giving them the opportunity to express their views or opinions about products or services freely to their networks. Because internet social media is now always available, companies can provide information about their products and services easily and clearly. Companies can use social media as an alternative to advertise their programs, news and activities. This is because social media is very effective, interactive, and allows companies to communicate with the public about related matters. With technological

developments, companies must continue to progress and pay attention to the use of technology. This especially applies to the use of digital as a communication tool used to produce, distribute or disseminate information and personal identity to the public. Many people in the current internet era use social media as a way to get information and participate in virtual communities. Therefore, Telkom continues to provide the latest information and content about telecommunications products and educational content. Research conducted by Liani & Putra in the journal *Prosiding Seminar Nasional Teknologi Komputer dan Sains* (2023, p. 1-10) found that around 96.4% of respondents stated that Telkom's social media had succeeded in presenting various very useful, current, and relevant information about telecommunications products. This shows that businesses have used their social media well to provide the latest information and interesting content about their goods and services. Each platform displays different content. Instagram provides content that educates and provides the latest information regarding the company, such as content regarding information on the Green Data Center and changes in the composition of the Company's Board of Commissioners and Board of Directors. Meanwhile, TikTok provides entertaining content, such as videos of types of people going home and quick quizzes related to Telkom.

Figure 4. 1 Content in TikTok and Instagram



Source: TikTok @telkomindonesia and Instagram @telkomindonesia

Corporate communications, whether in the form of news, features or advertisements, will be responded well by the media and journalists. As a result, the audience will know the message conveyed by corporate communications to the mass media. A good relationship between corporate communications and the mass media greatly influences whether the message conveyed by corporate communications to the mass media, be it advertisements, news or advertorials, will be

reported or not, which is largely determined by how good the relationship is between corporate communications and the mass media. Therefore, corporate communication with the mass media must have a good relationship. Corporate communication with the mass media can build good personal relationships with the people who work there, as well as with journalists and other media workers, with the hope that this can be used as a basis for building openness and respect between their respective professions. This corporate communications strategy allows companies to build good personal relationships with individuals working in media companies as well as with journalists and employees via instant messaging, e-mail, and social media. They may also hold regular meetings with the media. By creating news, the company tries to manage relationships with the media for traditional media and television as well as digital media. A reactive approach is also used by companies to distribute press releases or respond to calls when reporters are breaking stories. Media Relations means working with the media to inform an organization's mission, policies, and practices in a positive, consistent, and trustworthy manner. This usually means working directly with those who handle news and media content production.

Performance is generally defined as a person's success in carrying out a job. Thus, company leaders must pay attention to employee performance because a decline in employee performance can affect the company's overall performance. Employee engagement, which is the emotional commitment that employees have towards the company, can influence their performance. Employees will feel that their vision and mission are in line with the company. As a result, they will be very involved with the company's vision and mission and really care about the tasks assigned to them. Engagement increases work productivity, which means more customer satisfaction. Employee involvement increases the likelihood of making effective decisions, better plans, or improvements because it includes the views and thoughts of parties directly related to their work situation. By involving the people who have to carry it out, employee involvement also increases the sense of ownership and responsibility for decisions (Tjiptono & Diana, in Nurul & Atmanu, 2011). Building effective relationships can be done by communicating effectively with employees, being willing to listen to suggestions and constructive criticism from employees, respecting and understanding employee feelings, being fair, and having routines outside the office with employees. Apart from that, they always try to improve the achievements of their employees by helping, developing and coaching their employees so that they can contribute to achieving

company goals. By establishing effective relationships, employees can understand and support concepts, news, information, messages and tasks.

CHAPTER V
RECOMMENDATION

5.1. Conclusion

Telkom continues to strive to transform into a leading digital telecommunications that is able to adapt to various situations, difficulties and market conditions to face the increasingly rapidly developing digital era. To achieve its vision to become the main digital telecommunications company that contributes to the progress of society, Telkom is responsible for supporting digitalization by building infrastructure and providing connectivity throughout the country equipped with various digital services and platforms. Corporate communications is an important part of Telkom's digital communications strategy because it helps build trust, improve brand image and drive success in the digital era. Telkom strives through its digital corporate communications efforts to provide stakeholders with information about company progress, initiatives and industry trends.

In achieving the company's vision to become the main digital telecommunications company in technological development, there are several strategies carried out by corporate communication. The first strategy is to maintain the company's reputation. Telkom must continue to adapt the communication methods used to stay abreast of the latest trends and advances in communication technology. In order for this strategy to be in line with company goals, the dissemination of information must be carried out effectively and have a positive impact on the company's reputation and encourage the achievement of company goals. These trends cover various aspects from changes in user behavior to developments in communication technology. These trends include increased use of social media, the dominance of instant messaging applications, and changes in video content consumption. These trends influence the way we communicate, share information, and consume entertainment.

Corporate communication implements the second strategy by utilizing social media platforms. The use of social media is very beneficial for companies to develop and run a business because social media has a very big influence on society. The use of social media has become an efficient, effective and interactive alternative for companies in campaigning programs, publishing news and

company activities. In a business context, the use of social media is very beneficial because it has a large influence on society, allows companies to provide information about products and services clearly and easily, and builds strong personal branding. Therefore, Telkom always provides updated information and information content about telecommunications products from Telkom and also provides educational content contained therein.

To strengthen the strategy in efforts to transform into a leading digital telco, corporate communications implemented a third strategy by interacting with the media. A good relationship is needed between corporate communications and mass media. Building good personal relationships between corporate communications and mass media can be done with the hope that it can be used as a basis for building openness and mutual respect between each profession. Corporate communication can build good personal relationships with people in media institutions as well as journalists and workers through SMS, e-mail, messages using social media, and also holding regular meetings with the media. The company tries to manage relations with the media for both traditional publications and television channels as well as digital media by creating news. Companies may also distribute press releases or respond to calls as reporters develop stories.

To maximize the three strategies that have been explained, corporate communications implements the final strategy by utilizing internal communications. Building effective relationships can be done by communicating effectively with employees, being willing to listen to suggestions and constructive criticism from employees, always respecting employees, trying to understand employee feelings, always being fair, and having routines outside the office with employees to create good relationships. between employees and leaders. Apart from that, we always try to improve employee performance by guiding, developing and coaching employees so that they can participate in achieving company goals. Companies can also use various internal communication channels, such as web portals, Diarium applications, email, WhatsApp, and other internal communication tools to convey information to employees. In this way, companies can create an inclusive, collaborative work environment and motivate employees to make their best contribution to the company's success.

5.2. Research Limitation

Researcher realize that there are several factors that become obstacles in this research. The first factor is the placement of the department during the internship which is placed in Corporate Communication & Investor Relations, this department is not really related to the major taken or the marketing major. This department is responsible for establishing communication both inside and outside the company to maintain the company's positive reputation and achieve company goals by coordinating with partners and monitoring budgets and schedules, managing internal communications including managing information from top level management to employees and contributing to programs involving internal audiences in the company, building relationships with the media to publish company information, and producing activation and advertising content on social media. This causes a lack of knowledge about marketing majors.

The second factor is that when carrying out internship activities, researcher have difficulty finding topics related to their final assignment that are suitable for collecting data. In the end, the researcher collected data when the internship activity was completed. This resulted in data collection being carried out online via WhatsApp to the department that the researcher ran during the internship process. Therefore, due to distance constraints, researchers got answers within a fairly long period of time.

5.3. Recommendation

Telkom must continue to strengthen its presence on social media by providing relevant, educational and interesting content for stakeholders to carry out an effective corporate communications strategy in its transformation into a leading digital telco. Building a positive image and increasing user engagement can be helped by actions such as sharing the latest information and interacting directly with users. Telkom must continue to improve internal communications by providing the latest information about the company's vision, mission, programs and activities, as well as providing opportunities for employees to participate and provide input. Corporate communications must continue to strengthen relationships with mass media to ensure company information is conveyed well and accurately through regular meetings, press releases and quick responses to media requests. Telkom must continue to maintain its reputation by using communication methods that are in line with technological trends and

advances. With this, in the digital era which is increasingly developing rapidly, Telkom can strengthen corporate communications, foster trust, improve brand image, and encourage success through the dissemination of effective and profitable information.

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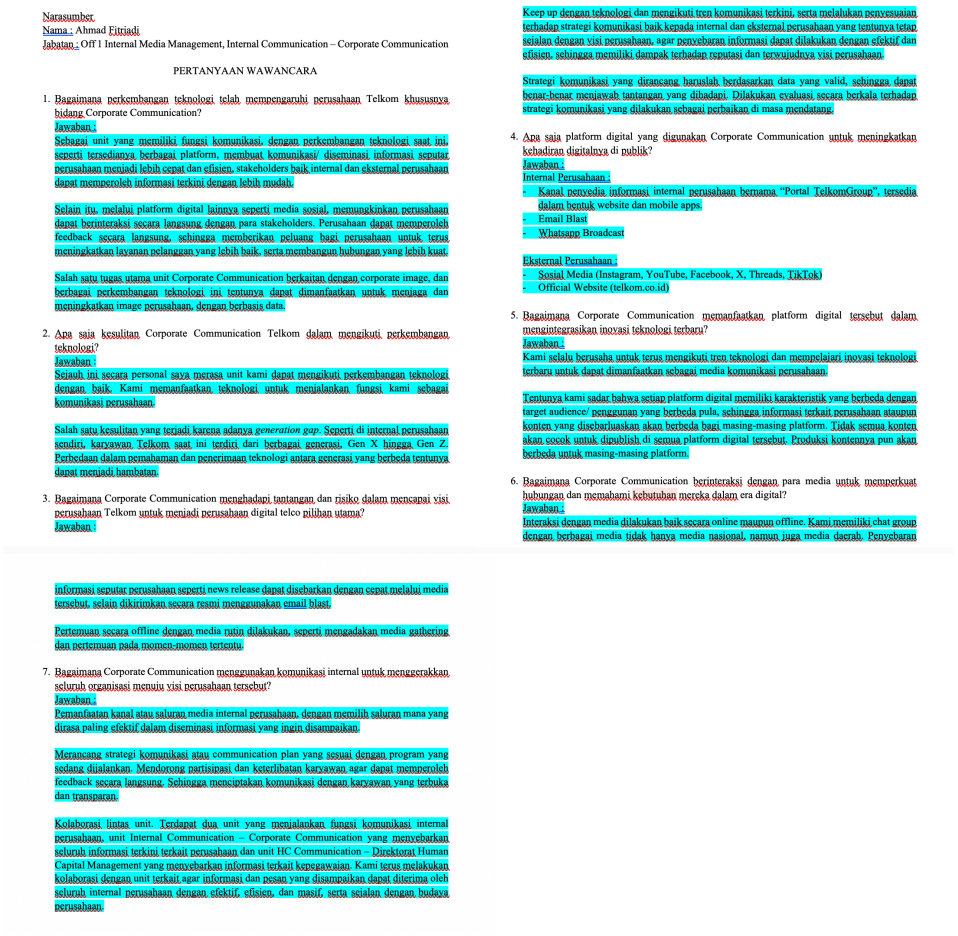
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APPENDIX

No	List of Questions
1	How have technological developments affected the Telkom company, especially in the field of Corporate Communication?
2	What are the difficulties for Telkom Corporate Communication in keeping up with technological developments?
3	How does Corporate Communication face challenges and risks in achieving Telkom's corporate vision to become the digital telecommunications company of choice?
4	What digital platforms does Corporate Communication use to increase its digital presence in the public?
5	How does Corporate Communication utilize these digital platforms to integrate the latest technological innovations?
6	How does Corporate Communication interact with the media to strengthen relationships and understand their needs in the digital era?
7	How does Corporate Communication use internal communication to move the entire organization towards the company's vision?

List of Questions for Interview



Narasumber
Nama : Ahmad Fitriadi
Jabatan : Off 1 Internal Media Management, Internal Communication – Corporate Communication

PERTANYAAN WAWANCARA

1. Bagaimana perkembangan teknologi telah mempengaruhi perusahaan Telkom khususnya bidang Corporate Communication?
Jawaban :
Sebagai unit yang memiliki fungsi komunikasi, dengan perkembangan teknologi saat ini, seperti tersedianya berbagai platform, membuat komunikasi/ diseminasi informasi seputar perusahaan menjadi lebih cepat dan efisien, stakeholders baik internal dan eksternal perusahaan dapat memperoleh informasi terkini dengan lebih mudah.

Selain itu, melalui platform digital lainnya seperti media sosial, memungkinkan perusahaan dapat berinteraksi secara langsung dengan para stakeholders. Perusahaan dapat memperoleh feedback secara langsung, sehingga memberikan peluang bagi perusahaan untuk terus meningkatkan layanan pelanggan yang lebih baik, serta membangun hubungan yang lebih kuat.

Salah satu tugas utama unit Corporate Communication berkaitan dengan corporate image, dan berbagai perkembangan teknologi ini tentunya dapat dimanfaatkan untuk menjaga dan meningkatkan image perusahaan, dengan berbasis data.

2. Apa saja kesulitan Corporate Communication Telkom dalam mengikuti perkembangan teknologi?
Jawaban :
Sejauh ini secara personal saya merasa unit kami dapat mengikuti perkembangan teknologi dengan baik. Kami memanfaatkan teknologi untuk menjalankan fungsi kami sebagai komunikasi perusahaan.

Salah satu kesulitan yang terjadi karena adanya *generation gap*. Seperti di internal perusahaan sendiri, karyawan Telkom saat ini terdiri dari berbagai generasi, Gen X hingga Gen Z. Perbedaan dalam pemahaman dan penerimaan teknologi antara generasi yang berbeda tentunya dapat menjadi hambatan.

3. Bagaimana Corporate Communication menghadapi tantangan dan risiko dalam mencapai visi perusahaan Telkom untuk menjadi perusahaan digital telco pilihan utama?
Jawaban :
Keep up dengan teknologi dan mengikuti tren komunikasi terkini, serta melalukan penyesuaian terhadap strategi komunikasi baik kepada internal dan eksternal perusahaan yang tentunya tetap sejalan dengan visi perusahaan, agar penyebaran informasi dapat dilakukan dengan efektif dan efisien, sehingga memiliki dampak terhadap reputasi dan terwujudnya visi perusahaan.

Strategi komunikasi yang dirancang haruslah berdasarkan data yang valid, sehingga dapat benar-benar menjawab tantangan yang dihadapi. Dilakukan evaluasi secara berkala terhadap strategi komunikasi yang dilakukan sebagai perbaikan di masa mendatang.

4. Apa saja platform digital yang digunakan Corporate Communication untuk meningkatkan kehadiran digitalnya di publik?
Jawaban :
Internal Perusahaan :
- Kanal penyedia informasi internal perusahaan bernama "Portal TelkomGroup", tersedia dalam bentuk website dan mobile apps.
- Email Blast
- Whatsapp Broadcast

Eksternal Perusahaan :
- Sosial Media (Instagram, YouTube, Facebook, X, Threads, TikTok)
- Official Website (telkom.co.id)

5. Bagaimana Corporate Communication memanfaatkan platform digital tersebut dalam mengintegrasikan inovasi teknologi terbaru?
Jawaban :
Kami selalu berusaha untuk terus mengikuti tren teknologi dan mempelajari inovasi teknologi terbaru untuk dapat dimanfaatkan sebagai media komunikasi perusahaan.

Tentunya kami sadar bahwa setiap platform digital memiliki karakteristik yang berbeda dengan target audience/ penggunan yang berbeda pula, sehingga informasi terkait perusahaan ataupun konten yang disebarluaskan akan berbeda bagi masing-masing platform. Tidak semua konten akan cocok untuk dipublish di semua platform digital tersebut. Produksi kontennya pun akan berbeda untuk masing-masing platform.

6. Bagaimana Corporate Communication berinteraksi dengan para media untuk memperkuat hubungan dan memahami kebutuhan mereka dalam era digital?
Jawaban :
Interaksi dengan media dilakukan baik secara online maupun offline. Kami memiliki chat group dengan berbagai media tidak hanya media nasional, namun juga media daerah. Penyebaran informasi seputar perusahaan seperti news release dapat disebarkan dengan cepat melalui media tersebut, selain dikirimkan secara resmi menggunakan email blast.

Pertemuan secara offline dengan media rutin dilakukan, seperti mengadakan media gathering dan pertemuan pada momen-momen tertentu.

7. Bagaimana Corporate Communication menggunakan komunikasi internal untuk menggerakkan seluruh organisasi menuju visi perusahaan tersebut?
Jawaban :
Pemanfaatan kanal atau saluran media internal perusahaan, dengan memilih saluran mana yang dirasa paling efektif dalam diseminasi informasi yang ingin disampaikan.

Merancang strategi komunikasi atau communication plan yang sesuai dengan program yang sedang dijalankan. Mendorong partisipasi dan keterlibatan karyawan agar dapat memperoleh feedback secara langsung. Sehingga menciptakan komunikasi dengan karyawan yang terbuka dan transparan.

Kolaborasi lintas unit. Terdapat dua unit yang menjalankan fungsi komunikasi internal perusahaan, unit Internal Communication – Corporate Communication yang menyebarkan seluruh informasi terkini terkait perusahaan dan unit HC Communication – Direktorat Human Capital Management yang menyebarkan informasi terkait kepegawaian. Kami terus melakukan kolaborasi dengan unit terkait agar informasi dan pesan yang disampaikan dapat diterima oleh seluruh internal perusahaan dengan efektif, efisien, dan masif, serta sejalan dengan budaya perusahaan.

Interview Answers from Ahmad Fitriadi

Narasumber
Nama : M. Alfian K. Wardhana
Jabatan : Officer Internal Content Management

JAWABAN

1. perkembangan teknologi memang sangat diperlukan di era sekarang ini. Di unit corporate communication sangat diperlukan perkembangan teknologi demi membantu percepatan dan akselerasi kinerja operasional. Dengan adanya teknologi, pekerjaan akan lebih mudah dan lebih cepat.
2. corporate communication merupakan unit yang memerlukan skill communication dalam menjalankan operasional hariannya. Dalam komunikasi, diperlukan sentuhan "manusia" sebagai alat untuk membangun relasi. Maka dari itu, unit corporate communication tidak selalu harus 100% menggunakan teknologi namun harus dengan sumber daya manusia.
3. dalam mewujudkan visi dan misi perusahaan, corporate communication mendukung penuh dan bertugas untuk menyampaikan pesan visi misi perusahaan tersebut kepada internal dan eksternal perusahaan
4. social media, diarum internal, web, email, OOH, iklan TV dll
5. corporate communication memanfaatkan platform tersebut dengan berbagai cara. Bisa dengan kerjasama, dan placement. Jika kerjasama, unit corcomm membuat konten-konten dan bekerja sama dengan media untuk blasting dan publikasi. Sosial media hari ini menjadi media yangsangat efektif untuk menyebarkan berita positive tentang perusahaan. Telkom memanfatkan agensi dan media-media untuk meninkatkan citra perusahaan.
6. Dalam sosial media, corporate communication selalu membuat konten untuk meningkatkan engagement dengan para pengguna sosial media. Dengan media massa, corporate communication selalu mem-blasting rilis-rilis perusahaan sehingga awareness masyarakat tentang Telkom Indonesia semakin luas
7. Corporate Communication menggunakan platform web portal telkom yang bisa diakses karyawan internal Telkom Group dan aplikasi Diarium. Selain itu, corcomm juga memiliki fungsi komunikasi di tiap-tiap unit hingga witel agar komunikasi dapat tersampaikan ke seluruh karyawan.

Interview Answers from M. Alfian K. Wardhana

Narasumber
Nama : Dimas Eggi Permadi
Jabatan : Officer Digital Activation

PERTANYAAN WAWANCARA

1. Bagaimana perkembangan teknologi telah mempengaruhi perusahaan Telkom khususnya bidang Corporate Communication?
   Perkembangan teknologi memberikan efisiensi dan efektivitas dalam komunikasi baik secara internal ke karyawan ataupun eksternal ke stakeholder. Dengan memanfaatkan teknologi yang berkembang pada platform komunikasi, memberikan kemudahan untuk membangun komunikasi multichannel dan menyasar audiens yang lebih luas.

2. Apa saja kesulitan Corporate Communication Telkom dalam mengikuti perkembangan teknologi?
   Dengan kemajuan teknologi yang semakin cepat, kesulitan yang perlu dihadapi adalah bagaimana komunikasi perusahaan dapat mengikuti trend. Data menjadi hal yang sangat penting, sehingga keamanan data internal ataupun data pelanggan sangat perlu ditingkatkan saat ini.

3. Bagaimana Corporate Communication menghadapi tantangan dan risiko dalam mencapai visi perusahaan Telkom untuk menjadi perusahaan digital telco pilihan utama?
   Corporate Communication mengambil peran sebagai katalisator dalam menyampaikan aksi korporasi kepada publik (media, investor dan pemangku kepentingan) dengan cara rutin melakukan media gathering, mengkomunikasikan growth story perusahaan secara berkala untuk konsumsi publik, dan lain sebagainya.

4. Apa saja platform digital yang digunakan Corporate Communication untuk meningkatkan kehadiran digitalnya di publik?
   Platform digital utama yang digunakan Telkom saat ini adalah website perusahaan telkom.co.id sebagai main hub informasi perusahaan, kemudian sebagai second layer Telkom hadir di semua platform media sosial seperti instagram, facebook, X, Tiktok dan Youtube.

5. Bagaimana Corporate Communication memanfaatkan platform digital tersebut dalam mengintegrasikan inovasi teknologi terbaru?
   Telkom memanfaatkan setiap platform sesuai dengan behaviour pengguna, sehingga informasi yang disajikan tetap relevan dengan target audiens tiap platform.

6. Bagaimana Corporate Communication berinteraksi dengan para media untuk memperkuat hubungan dan memahami kebutuhan mereka dalam era digital?
   Telkom sering membangun ralasi dengan media melalui ajang media gathering baik itu di level pimpinan corporate communication ataupun hingga level direksi.

7. Bagaimana Corporate Communication menggunakan komunikasi internal untuk menggerakkan seluruh organisasi menuju visi perusahaan tersebut?
   Telkom memanfaatkan berbagai channel untuk membangun komunikasi internal seperti portal, email blast, whatsapp blast dan artefact internal. Semua channel ini dimanfaatkan untuk mengkomunikasikan visi misi perusahaan, program jangka panjang perusahaan dan beberapa inspiring quotes dari direksi.

Interview Answers from Dimas Eggi Permadi

Narasumber
Nama : Naufal Ilham Arrafi
Jabatan : Officer Public Information Management

PERTANYAAN WAWANCARA

1. **Bagaimana perkembangan teknologi telah mempengaruhi perusahaan Telkom khususnya bidang Corporate Communication?**

Perkembangan teknologi digital yang begitu cepat dan dinamis menuntut perusahaan untuk terus beradaptasi. Sebagai corong perusahaan, corporate communication selalu terdorong untuk terus mengikuti perkembangan teknologi dunia dan mengaplikasikan transformasi dalam kehidupan sehari-hari.

2. **Apa saja kesulitan Corporate Communication Telkom dalam mengikuti perkembangan teknologi?**

Kami harus menghadapi perubahan zaman yang begitu cepat dan penuh ketidakpastian. Sebagai Corporate Communication, kami harus siap siaga kapanpun, karena berbagai hal terburuk dapat terjadi kapan saja.

3. **Bagaimana Corporate Communication menghadapi tantangan dan risiko dalam mencapai visi perusahaan Telkom untuk menjadi perusahaan digital telco pilihan utama?**

Dengan terus aktif mengkomunikasikan visi perusahaan kepada seluruh stakeholder maupun masyarakat, Corporate Communication tidak henti-hentinya menampung berbagai saran, masukan, maupun aspirasi dari berbagai karyawan yang dapat mendukung perusahaan untuk bergerak ke arah yang lebih baik.

4. **Apa saja platform digital yang digunakan Corporate Communication untuk meningkatkan kehadiran digitalnya di publik?**

Kami memanfaatkan berbagai kanal mulai dari media konvensional seperti siaran pers, dan berbagai media digital seperti media sosial. Media sosial yang kami manfaatkan diantaranya adalah Instagram, Facebook, X, dan Tik Tok.

5. **Bagaimana Corporate Communication memanfaatkan platform digital tersebut dalam mengintegrasikan inovasi teknologi terbaru?**

Kami aktif dan rutin membangun strategi dalam penyusunan konten di platform digital, serta aktif untuk mengupdate konten di platform digital setiap hari. Konten yang kami buat di berbagai platform digital mempunyai keterkaitan satu sama lain

6. **Bagaimana Corporate Communication berinteraksi dengan para media untuk memperkuat hubungan dan memahami kebutuhan mereka dalam era digital?**

Kami aktif memperkuat untuk bangun relasi dengan media melalui berbagai macam rangkaian kegiatan, seperti konferensi pers. Tak hanya itu, kami juga membangun kegiatan dengan media melalui kegiatan-kegiatan informal seperti media gathering, jalan-jalan dan makan bersama media, dan lain-lain. Melalui kegiatan informal, kami dapat membangun hubungan yang lebih cair dengan media sehingga memudahkan kami untuk memahami kebutuhan mereka di era digital.

7. **Bagaimana Corporate Communication menggunakan komunikasi internal untuk menggerakkan seluruh organisasi menuju visi perusahaan tersebut?**

Kami memaksimalkan platform digital yang diperuntukkan untuk internal, seperti Portal TelkomGroup. Di Portal Telkom, kami dapat menceritakan berbagai macam kegiatan, pemberitaan, serta menyampaikan visi dan tujuan yang dapat memberi semangat kepada karyawan. Tidak hanya itu, kami juga aktif mengadakan berbagai macam acara dan kegiatan yang diperuntukkan untuk karyawan internal.

Interview Answers from Naufal Ilham Arrafi

Narasumber
Nama : Rifqi Kamiil Ananto
Jabatan : Internal Media Administrator

PERTANYAAN WAWANCARA

1. Bagaimana perkembangan teknologi telah mempengaruhi perusahaan Telkom khususnya bidang Corporate Communication

Perkembangan teknologi sangat berpengaruh dengan berbagai aspek dalam Telkom, termasuk bidang Corporate Communication. Teknologi saat ini memungkinkan perusahaan untuk berkomunikasi dengan lebih efisien dan efektif melalui berbagai platform digital, seperti media sosial, situs web internal perusahaan, dan aplikasi pesan instan.

2. Apa saja kesulitan Corporate Communication Telkom dalam mengikuti perkembangan teknologi?

Ada beberapa hal yang memunculkan kesulitan Corporate Communication Telkom dalam mengikuti perkembangan teknologi saat ini, diantaranya adalah:

1. Teknologi terus berkembang dengan cepat, dan Corporate Communication perlu terus memperbarui pengetahuan dan keterampilan agar tetap relevan. Ini dapat menjadi tantangan bagi departemen yang mungkin memiliki sumber daya terbatas untuk pelatihan dan pengembangan karyawan.
2. Menggunakan teknologi terbaru juga dapat membawa risiko terkait dengan keamanan data dan privasi pengguna. Corporate Communication perlu memastikan bahwa mereka mematuhi peraturan dan standar keamanan yang relevan karena adanya faktor beberapa informasi sensitif perusahaan dapat tersebar dengan sangat mudah.
3. Terkadang dengan menggunakan sebuah aplikasi dengan teknologi terbaru, unit Corporate Communication menjadi tergantung dengan layanan pihak ketiga. Dimana ketiga layanan dari pihak ketiga tersebut mengalami gangguan maka rencana alternatif harus ditemukan dengan cepat.
4. Mengintegrasikan teknologi baru dengan infrastruktur dan sistem yang sudah ada di perusahaan dapat menjadi tantangan tersendiri. Unit Corporate Communication perlu memastikan bahwa teknologi baru dapat berfungsi dengan baik bersama infrastruktur yang sudah ada tanpa mengganggu operasi yang sedang berjalan.

3. Bagaimana Corporate Communication menghadapi tantangan dan risiko dalam mencapai visi perusahaan Telkom untuk menjadi perusahaan digital telco pilihan utama?

Unit Corporate Communication harus berperan aktif dalam menghadapi tantangan dan risiko dalam mencapai visi perusahaan Telkom untuk menjadi perusahaan digital telco pilihan utama. Langkah yang dapat dilakukan adalah memastikan bahwa pesan perusahaan disampaikan dengan konsisten dan secara jelas melalui berbagai platform digital, serta mengelola reputasi perusahaan secara konsisten.

4. Apa saja platform digital yang digunakan Corporate Communication untuk meningkatkan kehadiran digitalnya di publik?

Unit Corporate Communication Telkom menggunakan berbagai platform digital, termasuk situs web resmi Telkom Indonesia, berbagai media sosial (Twitter, Facebook, LinkedIn, YouTube, dan Instagram).

5. Bagaimana Corporate Communication memanfaatkan platform digital tersebut dalam mengintegrasikan inovasi teknologi terbaru?

Unit Corporate Communication menggunakan platform media sosial seperti Twitter, Facebook, LinkedIn, YouTube, dan Instagram untuk mengkomunikasikan inovasi teknologi terbaru kepada para *stakeholder*. Kami dapat membagikan informasi tentang produk baru serta membagikan berbagai kegiatan pengembangan yang sedang dilakukan oleh perusahaan.

6. Bagaimana Corporate Communication berinteraksi dengan para media untuk memperkuat hubungan dan memahami kebutuhan mereka dalam era digital?

Memperkuat hubungan dengan media dapat dilakukan melalui berbagai cara, termasuk memberikan press release yang relevan dan berkualitas kepada media, mengadakan konferensi pers dan acara media, serta menjalin hubungan dengan wartawan dan pemimpin redaksi.

7. Bagaimana Corporate Communication menggunakan komunikasi internal untuk menggerakkan seluruh organisasi menuju visi perusahaan tersebut?

Unit Corporate Communication melalui sub unit internal communication dapat menggunakan berbagai kanal komunikasi internal untuk menyebarluaskan informasi-informasi korporasi kepada seluruh karyawannya. Pesan tersebut dapat disebarluaskan melalui berbagai kanal komunikasi internal seperti web kanal informasi internal perusahaan, email blast internal, whatsapp blast internal, dan berbagai media komuunikasi internal lainnya.

Selain itu, perusahaan dapat mengadakan kegiatan yang melibatkan karyawan, seperti forum diskusi, di mana karyawan dapat berbagi ide, masukan, dan aspirasi mereka terkait dengan visi perusahaan. Hal ini memungkinkan karyawan untuk merasa terlibat secara langsung dalam proses perubahan dan menumbuhkan rasa kepemilikan terhadap visi tersebut.

Interview Answers from Rifqi Kamiil Ananto