The Roles of PR in Crisis Communication: Telkomsel Crisis Communication Management in Indonesia

Aqila Sheila[1] and Juwita Alfi Sahra[2]
[1]President University, Jababeka Education Park, Indonesia 17550
[2]President University, Jababeka Education Park, Indonesia 17550
E-mail: aqilasheilaz17@gmail.com and alfijuwita@gmail.com

Abstract

This study is focused on crisis communication management. Using a case study approach of Indonesia's biggest internet and sim card provider, Telkomsel faced crisis communication after a hacker attacked their official websites in April 2017. The purpose of this journal is to analyze the strategies and tactics of Telkomsel's Public Relations in handling crisis communications. Research data was obtained by external secondary data, such as books, journals, videos, and social media related to the role of Public Relations in crisis communication management. Further, this study concludes that Telkomsel's Public relations were successfully maintaining the reputation of the company by strengthening the media relations; it showed that the economic growth of Telkomsel always increasing over the past two years, successfully passing the Rp90 trillion marks to reach 93,217 trillion as of 2017. However, Telkomsel's Public Relations is suggested to enhance the relations with their customers.

Keywords: Telkomsel, crisis communication, public relations, crisis communication management, Telkomsel hack 2017

Abstrak

Penelitian ini difokuskan pada manajemen komunikasi krisis. Menggunakan pendekatan studi kasus terhadap penyedia sim card dan internet terbesar di Indonesia, Telkomsel menghadapi krisis komunikasi setelah peretas menyerang situs web resmi mereka pada April 2017. Tujuan dari jurnal ini adalah untuk menganalisis strategi dan taktik Humas Telkomsel dalam menangani komunikasi krisis. Data penelitian diperoleh dengan data sekunder eksternal, seperti buku, jurnal, video, dan media sosial yang berkaitan dengan peran Humas dalam manajemen komunikasi krisis. Selanjutnya, penelitian ini menyimpulkan bahwa Humas Telkomsel berhasil mempertahankan reputasi perusahaan dengan memperkuat hubungan media; hal ini dibuktikan dengan melihat pertumbuhan ekonomi Telkomsel yang selalu meningkat selama dua tahun terakhir, berhasil menembus angka Rp90 triliun hingga mencapai 93.217 triliun di tahun 2017. Namun, Humas Telkomsel disarankan untuk meningkatkan hubungan dengan pelanggan mereka.

Kata kunci: Telkomsel, komunikasi krisis, hubungan masyarakat, manajemen komunikasi krisis, Telkomsel peretasan 2017

Introduction

Oftentimes, the organizations, companies or industries are facing unwanted conditions or threats which called crisis. A crisis can harm its publics, products, services and good names. The crisis also interrupts normal business transactional and sometimes threatens the existence of the organization. Moreover, Coombs (2014) pointed out that once crisis occurred in an organization, it needs a lot of preparations and readiness to respond the crisis which called crisis management. Likewise, crisis management aims to lessen negative outcomes to protect the organization, industry, company from damage.

Additionally, crisis management is a process of a settlement which includes crisis management plans, preventions, and evaluations. Therefore, the factors of crisis management divide into three categories: pre-crisis, crisis and post-crisis. Pre-crisis takes the role in preventing the crisis and prepare for the actual crisis, where crisis the actual event happening, and post-crisis is to evaluate or learn from the crisis event. In the phase of crisis management, an organization needs a strategic planning for a crisis or a negative turning point where it will remove or decreasing risks and uncertainty from negativity.

Due to the crisis within an organization, Public Relations play a big role in handling crisis and rehabilitate the crisis management. One of Public Relations' roles is as a distinctive management which maintains the mutual lines of communication and understands the organization and its publics (Fawkes, 2002). Public Relations help to solve issues, keep informed and responsive to public opinion. Since Public Relations are dealing with the public, it helps an organization while facing a crisis because Public Relations take an effort to bridge organization to the public through communication.

Based on the journal background written above, therefore this journal is aimed to examine one of the actual study case of crisis management in Indonesia which Telkomsel. Back then, in April 2017 Telkomsel faced a serious crisis because it produced negative outcomes to their key publics due to the hack of Telkomsel's official website. Therefore, the purpose of this journal aims to analyze the Public Relations of Telkomsel strategies in handling crisis communications occurred by connecting into several theories of crisis communication management and its stages concept.

Literature Review & Theoretical Framework

Communication. Communication is the simultaneous process of an individual (sender) to transfer ideas & information to the others (receiver). In turn, the receiver can be the sender as well. DeVito (2015, p.2) defines that effective communication is a learned skill, it is about how to give insights to people in an efficient and effective way in the manner of time for both personal & professional lives regardless of which medium used. The ability to communicate is a gift of every individual in the earth when they were born- even though some of them were born with disabilities of talking, hearing or seeing, but communication process still happens. The only matter is how the sender delivers ideas & information as clearly as what he/she means, or an effective communication.

The Components of Communication. Harold D. Lasswell's popular statement *"who says what in which channel to whom with what effect?"*, actually has explained the elements of the communication process in a simple way, namely 1) who says-the source/sender that delivers the message, 2) what-the message/information that wants to be conveyed or expressed in the conversation 3) to whom- the receiver/informant who receives the message and processes the message and 4) what effect- in which aspects the communication impact both sender-receiver.

However, DeVito (2015,p.7) argues that channels, noise, and context are also important to be one package of the elements of communication. *Channels* is the platform through which information passes-it can be a virtual/physical channel, *noise* is the distraction in delivering the message, so the message is not encoded very well, while the *context* is covering all elements of the environment where communication held. Further, DeVito designs those elements into a simplified view.
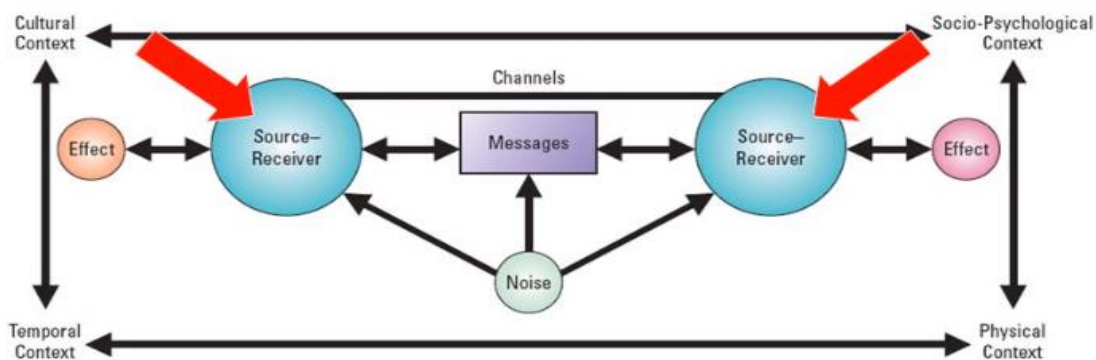

Figure 1. The Elements of Communication (DeVito 2015,p.7)

This figure above depicts how the application of communication elements in the communication process to build a mutual understanding between the sender and the receiver. Here, there are minimal two people who engage in the dialogue to exchange information. Further, in delivering messages, the sender can flexibly choose what channels they want to use, however in the middle of communication process there is a noise or disturbance that able to result in miscommunication oftentimes. Therefore, once the messages are delivered by the sender, the receiver must give a sign that she/he fully understands the meanings in order to avoid any bad effects. That's why a communication process cannot be done only by one party, but it needs to be collaborated with a whole element to unleash effective communication.

Crisis. Fearn & Banks (1996, p.1) stated that crisis is oftentimes denoted as the most damage problems that threaten the specific party -an organization, industry, company, government or an individual in a negative connotation towards its public, good name, and service. Another theorist adds that crisis occurs in an unpredictable & overwhelming way- it caused by the performance of a company itself or external factors towards the company (Barton 2001). However, in many cases, actually, the company has prepared strategies & tactics to deal with before, during and after the crisis in order to maintain the sustainability of the company. Otherwise, for those that aren't able to get the crisis out of control, the crisis can be their lowest point- few opportunities to survive that might lead to a trust issue, image damage, bankrupt or the distinction of a company for the worst. Therefore, a crisis is also defined as the turning point for a specific party to be greater or worse. (Fink 1986).

Crisis management. Crisis management is the form of fight back to the crisis by formulating the set of factors to lessen significant negative impacts inflicted. (Coombs, 2014). The words formulating is representing how we view a management of crisis as not a simple job, but it requires the critical thinking to cope with it. Moreover, Coombs (2014) claims that the general term of factors in crisis management is three categories: pre-crisis, crisis and post-crisis. Pre-crisis focuses on preventive planning actions and responses for the crisis. The crisis is the response at the actual crisis (Coombs & Holladay, 2012). Post-crisis focuses on the evaluation of past crisis. Those three stages will be useful as the basic guideline of this study to be more effective in packaging a crisis management.

Crisis communication. One of the forms of crisis is crisis communication which refers to an establishment conversation in before, during or after crisis occurrence in specific party towards its public(s) (Fearn-Banks 2010, p 2). When the company suffers from crisis communication, it means that the crisis influences negatively public's opinion towards the image of the company. (Ray, S.J., 1999) This conversation is not necessarily to be always direct one to one dialogue, but it can be in the form of digital press, advertisement, a campaign or project. In many cases, the one who fully is in charge to deal with crisis communication is Public Relations- they are meant to be "best friend" with the crisis because one of Public Relations' job is to maintain the brand image or reputation of the company. Therefore, even though only an Indonesia local celebrity, it's possible that she/he is hiring Public Relations to work on his/her personal image exposure towards his/her target audiences. Furthermore, it requires a critical communication strategic & tactics which aimed to minimize the negative impact of the crisis and allows the company to have sustainability as its own destiny; this is an ultimate meaning of crisis communication management. (Fearn-Banks, 2010). Additionally, crisis management is also about allowing the organization to cooperate normally as usual while providing a systematic response to the crisis (Ray, S.J., 1999)

Stages of crisis communication management. In responding Coombs' opinion of the three basic phase of crisis management (pre, crisis, and post), Fearn-Banks (2010) has argued that the crisis management model actually has 5 specific stages, such as:

1) Detection :

       The arise of warning signs or prodromes are defined as detection phase. It can be derived both internal and external factors in a company. In terms of the internal factor, the company can notice the crisis from low performance of its employees, number of employees complaints and number of retention of employees. While, in terms external factor, the warning signs can be noticed when a company in the same field as yours suffers a crisis, it is obviously a warning sign to your company. As Fearn-Banks (2010, p.5) mentions that the company must have a role as whistle-blowers, which aimed to detect any warning signs and report it to crisis management team/ company team officials, so those warning signs will be analyzed as the preventive actions.

2) Prevention/preparation

In general, the prevention has meaning as the action of avoiding something from happening or arising. This stage is coming after the crisis communication team has noticed the prodromes towards the company, so the company releases the planning for the possible crisis. Besides that, actively involved in responding media is also a key point to be the success in the prevention stage. (Fearn-Banks, 2010 p. 6).

3) Containment

In this stage, the crisis happens, so the actual crisis management has been done in order to minimize the negative impacts. In here, the company current condition is not normal.

4) Recovery

Recovery is referred to the efforts to return the risks into a normal operation in a company (Mitroof 1994). In some cases, the recovery stage can establish new & brilliant transformation for a company.

5) Learning

The learning phase is the process of reviewing the past crisis in the company to learn and design the expected prodromes that might happen in the future. (Fearn-Bank 2010),

Theories of crisis communication management. Hence, the researchers use a few crisis communication management theories as a guideline of the study analytics that are derived from different theorists. This aims to ease the researchers to define which theory/theories that applicable in the study case. First, **apologia theory** is the response that the company took when they have been accused or proven guilty. It is not necessary referred to an apology; it divides into 3 types which are redefinition, dissociation, and conciliation (Fearn-Bank 2010). (1) *Redefinition* is a denying way- it can fully deny or seem guilty but did not "intend" to make a mistake, (2) *Dissociation* is an apologizing with a further explanation to portray how big heart the company is, let people assume that they did misdeed, but actually not, (3) *Conciliation* is the actual apology- the company is expressing deepest apology for what has been done, and show the commitment towards the future (Fearn-Bank 2011). This theory is usually applicable for the executive of the company, so it will portray the responsibility and how serious the company has committed towards the crisis. In many cases, offering an actual apology has a positive intention to regain key public(s)' heart- customers, media, and stakeholders and can be a good potential to get back the reputation of a company as it was.

Further, **Image Restoration Theory (IRT)** was firstly developed by William Bernoit in 1995. However, over the past few years, He has done a lot of evolutions towards his theory; one of them was the modification of the name of the theory which changed into Image Repair Theory in 2008. Nonetheless, Bernoit has kept the core framework of the theory remains the same (Fearn-Banks, 2010). This theory is meant to assist the practitioners in an organization or an individual to get back their reputation after an attack or threat. Berniot (1997) has often related the term of reputation to "an image", he believes that an organization highly needs to protect the reputation, even though a good image is about managing people's perspectives. That's why this theory highly recommends being mastered by professional Public Relations because this theory is using the power of packaging the messages during the crisis to be delivered to target audiences.

Hence, IRT theory forms vary communication strategies to deal with the crisis, an example would be *a simple denial-* truly apologizing of the offensive acts, *shift the blame-* diverting the blame towards other party, or *attack accuser-* challenge those who accuse an organization's performance is an offensive act (Fearn-Banks, 2010). That's the main reason why Public Relations professional have to conduct the research first before getting the crisis out of hand. The research is aimed to identify which publics that have the negative perception and select the best communication approach that suitable for the audiences based on IRT.

Thirdly, **Diffusion Theory.** Diffusion is identified as the long-time process of establishing the new innovation that is communicated to the interested party. (Rogers, 1983). Further, this theory is also known as Diffusion of Innovation Theory that aimed to set up the new ideas/innovations in response to the crisis, so it's all about how to ensure the new ideas would take advantages for the company, stakeholder, or individual. Diffusion theory has the five-step process which begins with (1) *awareness-* the company is critically seeking to read, listen and see the current conditions of the company, "Is there any bad report towards the company? Do we have a golden opportunity to come out from our comfort zone?", (2) *interest-* the company has put interest to create new programs/projects/ideas in response to threats because the company has seen bright opportunity. (3)*evaluation-*the company is doing in-depth review to the new ideas planning (4)*trial-* the new programs are implemented already, but still in the probation and (5)*adoption or failure to adopt-* in this stage, there are two possibilities: (a) if the new innovation has been being successful during trial, and then the company must attempt to adapt to those new concepts, but (b) if the new innovation has failed, and then the company has to *adapt to failure*, or they can adjust to create other new ideas or back to the evaluation stage to achieve the same targets *(*Fearn-Banks, 2010). Additionally, in order to form the beneficial innovation, Public Relations professional have to be critical from awareness to adoption, that's why the application of the diffusion theory is called as overtime process because it is not an instant analytics to establish a new innovation.

Lastly**, Decision Theory.** According to Fearn-Banks (2010, p.19), decision theory is defined as an effective decision-making process of the Executive Boards and other leaders in a company. In many cases, to be solution-oriented is not necessarily always to be the leader, but the other employees can involve in crafting the solutions when the crisis occurred. Decision theory is not only applicable in crisis communication only, but the other field of study, such as management and business also uphold this theory. However, even though in a decision-making process, the outcome can be ambiguous and risky (Fearn-Banks 2010), this Decision Theory offers two options for a decision maker, which are (1)*maximizing-* produce actual decision that obviously will generate positive outcomes or (2) *satisficing-* produce a decision that minimizes profit, but still able to

cover the minimum target, or on the other word is playing safe. Both options are using depends on how bad the crisis impact on a company's economic growth, reputation, customers, or other factors.

Public Relations. Guth, D. (1995) defines Public Relations as the bridge between an organization and the public(s) to the zenith of success by establishing & building two-way communication. Every company has their own key publics that must be different from the other companies, even though those companies work on the same field of business. Hence, Public Relations is the one who segments the key publics as well as preserves the relationship between them which certainly the relationship must be a mutualism-beneficial for both parties, an example would be for a corporate public are customers, employee, stakeholders, communities, and others. Besides, PR has tremendous important roles in crisis communication management. According to Alzahrani (2016), the basic role of PR can be simplified to "contact" which means PR has to reinforce the mutual relationship, especially with masses to boost the exposure of company performance, so the crisis will be resolved as soon as possible. However, in many cases, PR practitioners still lack strategic planning functions (Regester & Larkin 2005) in creating the most effective programs or campaign, in consequences the target messages are not fully understood & by the key public(s). Therefore, according to Fearn-Banks (2010), they suggested that PR must generate proactive programs for ensuring the relationship with key publics run well, such as (1) *media relations-* press release, advertising, news conference etc. (2) *community relations-* CSR activities, open houses, etc (3) *employee/internal relations-* reward and recognition, employees gathering event (4) *customer relations-* discount, royalty membership, etc (5) *government relations -* speaker bureaus, newsletter, etc.

Analysis & Discussion

Company Background

Telkomsel is one of leading mobile phone operators and internet providers in Indonesia. Telkomsel was officially launched by PT. Telekomunikasi Indonesia (Tbk), along with the 1st sim card, *kartuHalo* on May 26th, 1995. According to Telkomsel.com, Telkomsel has been becoming the enormous mobile phone operator company since 1998, which at that time Telkomsel succeeded in expanding its network to 27 provinces in Indonesia which included Sabang until Merauke. In today's context, the power of Telkomsel in Indonesia is getting greater over time, the data shows that Telkomsel has successfully reached 80-85% 3G & 4G users of the total of the Indonesian population as of October 2017 (Telkomsel Annual Report, 2017). Telkomsel is not only becoming the strongest mobile phone operator but also the internet provider in Indonesia. This is logically happening because of the increasing number of consumer demands to seek the fastest and most accessible operator, especially now the ability to engage online is a need for most people in Indonesia. Based on the data gathered in October 2017, the economic growth of Telkomsel always increasing every year, over the past two years Telkomsel revenue is boosting up to 17,4% and successfully passing the Rp90 trillion mark to reach 93,217 trillion. (Telkomsel Annual Report, 2017).

Furthermore, Telkomsel has got a lot rewards and recognitions along their journey in 1995. Last year in 2017, Telkomsel got the title as "*Most often Used Brand Mobile Phone & Internet Operator of The Year*" by Indonesia Prestige Brand Awards, *"Brand of the Year in Telecommunication Mobile Category"* by World Branding Awards, and many more (Telkomsel Annual Report, 2017). By seeing a lot of achievements Telkomsel got and how this company evolved over the years, the researchers conclude that this company has met their vision which to be a trusted world-class digital mobile lifestyle service providers.

Telkomsel 2017 Crisis Communication

Indonesia's biggest provider, Telkomsel faced crisis communication in April 2017 after hacker attacked their official websites. The Director of Telkomsel explained in press conference that the server was hacked at 5:30 AM in the morning and the next thing is Telkomsel cannot access its own website. First step, at 6 AM in the morning Telkomsel report incidents of hacking in their twitter and followed by Telkomsel's official website cannot fully be accessed and people start talking about it. Finally, at 3 PM in the afternoon the official website of Telkomsel has been recovered and can be accessed again as usual.

The crisis management of Telkomsel becomes an interesting topic to talk about especially for its users, because the users seem like expressing his feeling towards the website, but in harsh words. Basically, the hacker saying that Telkomsel doesn't need to put a high price for internet, how this country could be developing if we still have to pay a high amount of money for internet. To have a meal itself it still difficult, especially for internet!

The hacker requested to lowered the price of internet, because users does not need separated internet quota for 2G, 3G, or 4G, and they do not need HOOQ, or VIU slot quota, all the customers need is Internet quota without separating the use of it. The hacker use black as it background with the title *'Murahin harga KUOTA INTERNET, *****..!!!'*.The hacker with wrote his feelings on Telkomsel official website presumptuously.

However, several attempts have been made by Telkomsel to overcome this crisis management, including press conference that held on the day the website being hacked and it was attended by several media to ask regarding the action step from Telkomsel. Through offline, in twitter telkomsel tried to reply tweets from its customers and saying an apology for the inconvenient, also saying that they are trying to get back their website and saying thank you for still using Telkomsel as their provider. Telkomsel keep convincing their customers that the website is under a serious maintenance. Also, the Vice President of Corporate Communication saying her apology regarding the inconvenient and the Director clarify that the website being hacked did not relate with customer's database, so Telkomsel users no need to be worry about misuse of data.

With the stages of crisis, the researchers found prodromes and lesson learned towards the Telkomsel crisis. Herewith, the researchers present its timeline through Table 1 below:

Table 1. Telkomsel 2017 Crisis Communication Analysis

Stage	Event	Explanation

Detection (PRE-CRISIS) *Warning sign occurs*	The General Election Committee website was hacked (KPU)	Initialized as Xnuxer, this hacker succeeds to get into KPU's website and change several parties name into *Partai Jambu, Partai Nanas, Partai Air Minum Dalam Kemasan,* and etc.
		Turns out, the perpetrator named Dani Firmansyah, who claimed the purpose was only to test the security of KPU's website with no political interest. As the penalty of his action, Dani hass punished imprisonment for 6 months and 21 days by the Panel of Judges of the Central Jakarta High Court.
	October 18, 2016 The official Indonesia government website was hacked.	The website of the National Police Commission (Kompolnas) having its address at kompolnas.go.id was hacked. Instead of finding the main page that displays general information from the website, there was garuda symbol that looked "bloody" and equipped by Indonesia national song "Gugur Bunga". This cyber-attacked was called "deface" which often attacks several government websites.
Prevention (PRE-CRISIS) Strategies and tactics to reduce risk factors	**(October 2014- April 2017)** Strengthening customer relations	1. **Doing innovation of services**. Telkomsel was investing in the latest technology to support deliveries of products and services to boost customer satisfaction. For example, (1) improving security system by building a cyber-security operation center or CSOC (Cyber Security Operation Center) couple months after the incident of hacking in the official website of government in 2014 (Kompas.com, 2014), (2) offering digital payments, and (3) digital services, etc. 2. **Won many awards & recognitions**. Throughout 2014-2017, Telkomsel got +250 awards in various categories from various institutions, at both national and international level, especially in terms of customers service. Such as *Brand of the Year*, *Best Call Center, Excellence Performance in Delivering Positive Customer Experiences,* etc. (Telkomsel Annual Report 2014-2017) 3. **Enhance digital advertising.** In order to stay engaged with their customers, Telkomsel has built various digital platforms that always evolve by year to year. The examples would be (1) *Telkomsel Mobile Coupon* that offers discount in selected services to customers, and (2) *Telkomsel Vending Machine* that can attract and interact to the customers in innovative ways. (Telkomsel Annual Report 2014). 4. **Enhance the utilization of social media.** Telkomsel's PR has been aware of the advance social media to strengthen the customer's relationship in innovative ways. The digital media team manages over 3.2 million FB fans, 1.4 million Twitter followers, 20.9 million viewers on Youtube, 22 million visitors of Telkomsel.com site and other social media platform as of 2014. (Telkomsel Annual Report 2014).
	Strengthening media relations	1. **Media Gathering.** As the form of appreciations of their media partnership, Telkomsel regularly held the gathering to strengthen the collaboration between Telkomsel and media, especially in terms of publications through media. An example would be the media gathering was held in Yogyakarta in 2015. 2. Got achievement of 2nd Champion of Media Relation in 2016. It was proof that Telkomsel PR's has maintained good relation with the media.
	Strengthening shareholders and stakeholders relations	**Commitment to transparency and fairness.** Telkomsel's Public Relations facilitated two way communications regarding to market survey, investment or market analytics, financial reports, etc. (Telkomsel Annual Report 2014).
	Strengthening internal/employee relations	1. **Enhance talent development.** Telkomsel held various training to educate their employees, such as *leadership camp, global talent,* etc. 2. **Regularly implementing reward and recognition.** RnR was based on the employee's performances and behavior while working in the field. Those rewards & recognitions were aimed to boost employees' motivation to be excellence. Such as *Top Performers, Best Branch, Best Region*, etc.

	Strengthening community relations	**Conducting more CSR programs.** Telkomsel's Public Relations held several CSR programs toward many communities, especially youth communities. The example would be (1) **Youth Engagement Events.** To expands the network, Telkomsel's PR held many key programs which the main target was the youth segments. It is usually music, photo, writing, video, or dance competitions that held in several selected schools, communities, or universities, **(2) Talent Hunting Programs.** This program was designed to strengthen university partnerships as well as to find talented employees for Telkomsel in the future, and many other programs.
	Strengthening government relations	1. Telkomsel's PR supports "cashless movement" campaign of Indonesia Government by offering TCASH TAP, and other digital payment methods in 2015. 2. Telkomsel's PR supports "digital society" campaign of Indonesia Government by serving the fast mobile services with its 4G LTE in 2015. 3. Telkomsel's PR supports "healthy internet" campaign of Indonesia Government in 2016. 4. Telkomsel's PR supports "accelerate financial" campaign of Indonesia Government by linking TCASH with BTPN bank in 2016.
Containment (DURING CRISIS) *Crisis occurred, actual crisis communication management.*	**April 28, 2018** Utilizing media relations. (media.relations@telkomsel.co.id)	To settling the situation of Telkomsel crisis on April, 28th 2017, Telkomsel held a press conference with the Director of Telkomsel, Ririek Adriansyah. It was attended by many media agencies and the questions were directly answered by Ririek to give more explanation regarding of what Telkomsel's have done to settling the hacking situation. Furthermore, Telkomsel produced press releases in collaboration with many media agencies. It was proven that there were many news coverage regarding the incident of Telkomsel was hacked by highlighting the serious commitment of Telkomsel for the future.
	Utilizing the power of social media sites platform	Telkomsel's PR has been aware of the advance social media to strengthen the customer's relationship since 2014. So when crisis came the Digital Public Relations Team were working to spread the clarification and apology of what happened toward their customers in social media, especially twitter. Even though most of the feedbacks were negative, Telkomsel still responded with humble heart and said sorry for many times. Telkomsel Vice President of Corporate Communication, Adita Irawati said that she apologized for the inconvenience while accessing the official website of Telkomsel and mentioning several people who were not fine with the hacking situation. Here was an example: From : @aldiartapratama "*Ya Tuhan, website @Telkomsel susah amat diaksesnya. Padahal mau pesan kartu halo! Belum kelar juga ya perang sama Hackernya?*" Telkomsel's respond: *Mohon maaf atas ketidaknyamanan yang dialami. Saat ini website kami sdh bisa diakses kembali :) - Resti*
Recovery (POST- CRISIS) *Establishing new innovation /transformation toward company due to crisis.*	September, 2017. Telkomsel released the new Telkomsel.com website	Telkomsel.com website has upgraded to the new level. This website was providing better appearances, services especially in security and information of Telkomsel's product was more completed.
	Telkomsel upgraded My Telkomsel app	My Telkomsel device upgraded the recommendations including upgraded security features in the form of login notification in order to prevent unforeseen circumstances. Additionally, upgrading security features was in line with the commitment of Telkomsel in 2017 which to deliver the best experiences for their users. (Telkomsel Annual Report 2017)

Learning (POST-CRISIS) Learning from the past crisis occurred.	Telkomsel commits to provide better experiences to its users and provide the highest customer satisfaction.	In this stage, Telkomsel's Public Relations has evaluated the feedbacks from its key publics to improve the services, products, or relations with expectations that the previous crisis will not happen again in the future.

First, the detection stage. The researchers found several proofs of *prodromes* toward Telkomsel's Crisis in 2017. Two years back, there was hacking in the official website of The General Election Committee of Indonesia in 2014, and the purpose was only to test how weak government IT security. The same incident recurred two years later; in 2016 the official government website was hacked again. In this case, the hacker was attempting to explicitly present sarcasm toward government's performance by presenting "call for unity" with bloody Garuda. According to Liputan6.com (2016), the government websites had the weakest security system, especially in the past few years.

From those cases, it should be a warning signs towards PR every company including Telkomsel to ensure that they have secured security system within their websites because it could result in a trust issue toward their key public: its customers, stakeholders, communities as well as government. Theredore, based on the analysis, Telkomsel's Public Relations were fully noticed about the "warning sign" or current issues which were proven by highlighting outstanding performances, services & products of Telkomsel through their PR programs, campaigns, as well as publications in order to strengthen the bond with Telkomsel's key publics. Those PR's strategies and tactics were explained in the further stage.

In prevention stage, Telkomsel's Public Relations already had done great jobs by strengthening their relationship management toward several party gain people's trust few years ahead before actual crisis happened. Thus, in the researchers' opinion, Telkomsel's PRs were agile in preventing unwanted damages toward their company reputation, besides they were also critical in maximizing relationship development toward their key publics, such as customers, stakeholders, communities, media, as well as governments. Firstly, in customer relations, PR was successfully maximizing exposure by highlighting positive image of the company. The example would be in terms of awards such as Top Favorite Brand in Telecommunication Category 2017, Brand of the Year in Telecommunication Mobile Category 2017, Operator of the Year 2017, and many more (source: Telkomsel Annual Report 2017). Besides that, Telkomsel's PR was also brilliantly utilize the social networking sites to engage more with their customers, so any inquiries regarding the services can be easily accessed without the hassle of coming to the service center directly.

Secondly, in terms of media relations, Public Relations of Telkomsel was attempting to establish a good relation with the media, one of them was through Media Gathering. For the first time, in march 2015, approximately 115 journalists from various media agency were invited to participate in the media gathering which also welcomed by the President Director of Telkomsel, Mr. Ririek Adriansyah. Since the event was effectively boosting the exposure of the company, the Public Relations of Telkomsel continue to conduct the media gathering as their yearly program.

Thirdly, Telkomsel's PRs were striving to maintain their relationship with company's stakeholders, communities as well as Indonesian governments. It showed by Telkomsel CSR programs were addressed by PR in collaboration with the community and government since a long ago even before the warning signs occurred. On the other hand, Telkomsel's PRs also care about the relationship with their own employees by arranging some engagement events and RnR in assistance with Human Resource Developments.

Next, in containment stage, all those awards and achievements does not makes the Telkomsel be spared from crisis situation. In April 2017 they got a crisis that attacked their official website. During the crisis, Telkomsel discussed often in Social Media, and they conducted a Press Conference to settling the situation. Many media came to the press conference such as Republika, Merdeka.com, NET TV, CNN Indonesia, and many more to ask questions regarding its crisis. For instance, Dyta from Republika asked regarding Telkomsel consideration about decreasing their price because the hacker seems like pour out his heart towards Telkomsel and surprisingly it represents the other user. Ririek, as the President Director of Telkomsel answered that the price of his provider already low, even becomes the third lowest provider in the world. If Telkomsel considered to decreasing the price, the quality will automatically decrease as well, so price reduction is not what Telkomsel consider at the moment.

Telkomsel strategy to hold a press conference was a great idea to settling the crisis management, because media were talking about Telkomsel more often. However, the answer from Ririek was not specifically answering the answer. The example was Fadlan from CNN Indonesia asked regarding legal step that Telkomsel will take, is it going to be continued in the court, and Ririek answer was simply saying to consider about that without specifically telling the action step.

The fourth stage is recovery, the way they review the past crisis is by apologizing through their social media and represent by Telkomsel Vice President of Corporate Communication, Adita Irawati. Moreover, the Director of Telkomsel keep convincing Telkomsel customer that the website being hacked was *stand-alone web server* where the server separated with the other system including server that stores customer data, so there is no chance for the hacker to access any of the customer's database and Telkomsel willing to take steps as a focus to not repeat the same mistakes in the future.

The last phase in crisis management is learning, whereas Telkomsel evaluate what have occured and becoming a lesson learned to prevent similar mistakes in the future. As the biggest provider in Indonesia, Telkomsel need to regain trusts and good reputation from its customers by giving a commitment to give the best service to their customers. The Director of Telkomsel, Ririek believed that the high price of Telkomsel determine their good quality, as he stated it in Telkomsel's press conference during the crisis. Moreover, Telkomsel commit to prioritize their customer satisfaction and Telkomsel's Public Relations evaluated feedbacks from its public as lesson learned to prevent same mistakes and how to handling crisis management in the future. All the efforts and actions have been done by Telkomsel teams aimed to gain back people's trust and improving the service, the crisis that occured in Telkomsel became learning for Telkomsel to have a higher security system in all aspect; including their websites, customer database, and other digital platforms.

Theories Review of Telkomsel 2017 Crisis Communication management

From the crisis management that faced by Telkomsel, action steps have been made and hereby the researcher would like to analyze each of Telkomsel's action regarding settling the crisis situation. The researcher will analyze using four theories which are Apologia Theory, Image Restoration Theory (IRT), Difussion Theory and Decision Theory, every theory being mentioned will be identified by researcher to correlate with the action step that Telkomsel made.

Apologia Theory

Apologias Theory refers to the response of Telkomsel after the crisis happen to express them apologize towards the inconvenient. Here, when Telkomsel cannot access their official website, they made an official statement in their twitter with a screenshot

of what the hacker's done to deface image of Telkomsel. Other than that, as an apology to their customer, Telkomsel did reply several people tweet regarding the hacking situation, and saying thank you for choosing Telkomsel as their provider.

Apologia theory divided into three parts, which are redefinition, dissociation, and conciliation. The first part, in redefinition Telkomsel did not deny the situation, because it was hacking and it was unexpected, instead they made an official statement to their customers which leads them to the second part, which is dissociation. During this part, Telkomsel make an official statement in twitter that they had an issue with their websites and replied several people's tweet saying an apology for the inconvenience. In the last part of apologia theory, in conciliation Telkomsel convince the people that the customer's database is safe and they took this issue seriously with a commitment to perform even better in the future.

Image Restoration Theory (IRT)

This theory reflects the efforts that the organization does to gain back their reputation. As in Telkomsel crisis, they set a press conference lead by the Director of Telkomsel, Ririek Adriansyah after the issue happened to clarify that the hacking problem is not problems need to be concern by its customers because the databse for website is different. Moreover, Telkomsel's Vice President Corporate Communications took action that she apologized towards this incident. In the press conference itself, the Ririek clarify several questions that the publics were questioning, which is the high price that Telkomsel had to offer. In the press conference, Ririek said that Telkomsel set a high quality, if only Telkomsel would decrease the price in the market, the quality of Telkomsel will be lowered as well. Hence, Ririek indirectly stated that the internet quality of Telkomsel is worth the price.

The action that Telkomsel took was solely to gain back their good image after being hack. Some people may have trust issue with the security system in Telkomsel and might have agreed with the hacker that Telkomsel's price was too high. While those talks occurred in social media, Telkomsel guide the perception of publics that they are still the best provider in Indonesia that prioritize its customer database security the internet quality in Telkomsel is worth the price.

Decision Theory

Decision theory focus on the decision making the organization took during crisis from the Executive Board of a company. Related with telkomsel crisis, this theory shows the Director of Telkomsel and the Vice President of Corporate Communications actions towards the hacking case which they took a clarification on media to settling the crisis situation.

This theory offers two approaches for a company took a decision, there are maximizing and satisfacting. In maximizing approaches, Telkomsel did maximize Social Media and TV media to clarify the crisis situation and updating current action from Telkomsel. The proof was when the first time Telkomsel knew their website was being hacked, they took an action by making tweets about their website being hacked and reply several tweets to apologize for the inconvenience and saying thank you for their customer for still using Telkomsel. In TV media, Telkomsel held a press conference that attended by many media including NET TV, CNN Indonesia, Republika, and many more to clarify the crisis and to inform publics that they took this case seriously and action were being made by Telkomsel's team. Those action proved that Telkomsel maximizing media as best as they could stay in touch with their customer during crisis situation.

In satisfacting approach, Telkomsel's action to settling the crisis proofs that they put a high priority for their customer's satisfaction. They keep convincing through media that their customer's database was safe, means that they prioritize security system for their database so the customer will feel safe and satisfied with the service Telkomsel

had. Those actions, at the end image will regain a positive outcome from what the public's perceive.

Diffusion Theory

Diffusion Theory focuses on the innovation created by the company to minimize any threats that might be happened again towards the company. In this case what Telkomsel did as the innovation to face crisis were releasing the new Telkomsel website as they upgrade their websites to the new level; with the same domain (telkomsel.com). The website displayed new appearance, better service and an upgraded level of security. Moreover, they served more complete information about Telkomsel's product to increase the awareness and recognition from public about its products. In addition, Telkomsel also upgrading their security system in Telkomsel mobile application called MyTelkomsel.

Conclusion

The researcher agrees that the Public Relations of Telkomsel strategies and tactics steps were right at facing before, during and after the crisis by maintaining the relationship with company's key publics such as customers, media, government, stakeholders as well as community. Moreover, a crisis management stages were well implemented by the Public Relations of Telkomsel stage in order to maintain the good image of the company from the detection stage until the learning stage. It was proven by the increasing of 12,9% of total customer as of the end of 2017 even though the serious crisis treated the company.

Furthermore, the researcher concludes that the Public Relations of Telkomsel were agile and had high sense of awareness. They had made several activities to minimize the negative perspective to the company seriously, even a long before the actual crisis occurred. They also took every event seriously, and as the biggest provider in Indonesia, they successfully maintained the key public's trust by highlighting their commitment to their security system; there would no off guard space in any minute.

However, based on the researcher analysis, Telkomsel's Public Relations need to strengthen the loyal relationship with their customers because the negative comments mostly derived from their customers, especially about the expensive cost and some useless internet features. Consequently, to keep maintaining loyal customers, Telkomsel's PR must raise the awareness of the price guarantee the quality as well as to conduct more fun activities that engaging Telkomsel's customers together.

Last, the researcher affirms that Telkomsel's Public Relations crisis management was valuable to be analyzed especially in studying crisis management as a result of their agile and correct settlement regarding the crisis. Additionally, it would be beneficial for other provider and companies to prevent crisis management and how to deal with that as well.

References

Book

Barton, L. (2001). *Crisis in Organizations II*. Cincinnati: South-Western College Pub.

Coombs, W.T. (2014). *Ongoing Crisis Communication: Planning, Managing, and Responding.* USA: SAGE Publications

Coombs, W.T. & Holladay, S.J. (2012). *The Handbook of Crisis Communication*. United Kingdom: Wiley

DeVito, Joseph A (2014). *Human Communication: The Basic Course.* New York: Pearson Education

Fearn-Banks, K. (1996). *Crisis Communications: A Casebook Approach* Mahwah, NJ: Lawrence Erlbaum Associates

Fearn-Banks, K. (2010). *Crisis Communications: A Casebook Approach.* United Kingdom: Routledge

Fink, S. (1986). *Crisis management: Planning for the inevitable*. New York: AMACOM

Kothari, C., R. (1990). Research Methodology Methods and Techniques. New Delhi, India: New Age International (P) Limited Publishers

Ray, S.J. (1999). *Strategic Communication in Crisis Management: Lessons from the Airline Industry.* USA: Quorum Books

Regester, M. & Larkin, J. (2005). *Risk Issues and Crisis Management: A Casebook of The Best Practice.* London: CIPR

Rogers, E.M. (1983). *Diffusion of Innovations, 3rd Edition.* New York: The Free Press

Theaker, A. (2001). The Public Relation Handbook. West Street, New York: Routledge

Winarno, M., E. (2013). *Metodologi Penelitian Dalam Pendidikan Jasmani.* Malang, Indonesia: *Penerbit Universitas Negeri Malang*

Book Chapter

Fawkes, J. (2001). The Public Relation Handbook. In A. Theaker (Ed.). What is Public Relation, Public Relations and Communication. West Street, New York: Routledge

Journal

Alzahrani, F. (2016) The Role of Public Relations in Organizational Crisis Management. *International Journal of Scientific & Engineering Research.,*7(2), 1085-1086

Benoit, W. L. (1997). Image repair discourse and crisis communication. *Public Relations Review*, 23(2), 177-186.

Coombs, W. T. (2007). Protecting organization reputations during a crisis: The development and application of situational crisis communication theory. *Corporate Reputation Review*, *10*(3), 163-176.

Guth, D. W. (1995). Organizational crisis experience and public relations roles. *Public Relations Review*, 21(2), 123–136.

Mitroff, I. I. (1994). Crisis management and environmentalism: A natural fit. *California Management Review*, 36(2): 101–113.

Report

Telkomsel Company (2015), 2014 Annual Report. Retrieved from https://www.telkomsel.com/about-us

Telkomsel Company (2016), 2015 Annual Report. Retrieved October 11th 2018 from https://www.telkomsel.com/about-us

Telkomsel Company (2017), 2016 Annual Report.Retrieved October 11th 2018 from https://www.telkomsel.com/about-us

Telkomsel Company (2018), 2017 Annual Report. Retrieved October 11th 2018 from https://www.telkomsel.com/about-us

Thesis

Nurrafiqa. (2017). *Hacking dan Reputasi Perusahaan: Studi Korelasional Pengaruh Peretasan Situs web Telkomsel Terhadap Reputasi Perusahaan Telkomsel dikalangan Mahasiswa Universitas Sumatera Utara.* (Thesis, Universitas Sumatera Utara*).*

Video

[CNN INDONESIA]. (2017, April 28). *Telkomsel Kena Hack ! FULL Penjelasan Resmi Dirut Telkomsel, Ririek Adriansyah* [Video File]. Retrieved from https://www.youtube.com/watch?v=hAxQbEtPEiY

Website

Agung B. (2017). Kronologi Peretasan Situs Versi Telkomsel. *CNN Indonesia*. Retrieved October 11th 2018 from https://www.cnnindonesia.com/teknologi/20170428174948-185-211012/kronologi-peretasan-situs-versi-telkomsel

Flandez, R. (2009). Domino's Response Offers Lessons in Crisis Management.*Wall Street Journal.* Retrieved October 11th 2018 from https://blogs.wsj.com/independentstreet/2009/04/20/dominos-response-offers-lessons-in-crisis-management/

Genio, A. (2017). 5 Kasus Peretasan Situs yang Sempat Heboh di Tanah Air, Hacker Curhat Kena Tilang 300 Ribu!*. TribunNews.* Retrieved October 11th 2018 from http://style.tribunnews.com/2017/05/01/5-kasus-peretasan-situs-yang-sempat-heboh-di-tanah-air-hacker-curhat-kena-tilang-300-ribu

Hidayat, Wahyu (2016). Diretas, Situs Web Kompolnas Berubah Tampilan*. Liputan6.* Retrieved October 14th, 2018 from https://www.liputan6.com/tekno/read/2629627/diretas-situs-web-kompolnas-berubah-tampilan

Riska,M. (2014). Telkom Bangun Pusat Keamanan Cyber. *Kompas.* Retrieved October 11th 2018 from https://tekno.kompas.com/read/2014/10/09/11595097/Telkom.Bangun.Pusat.Keamanan.Cyber

Yuslianson. (2017). Diretas Hacker, Telkomsel Minta Maaf. *Liputan6.* Retrieved October 11th 2018 from https://www.liputan6.com/tekno/read/2934525/diretas-hacker-telkomsel-minta-maaf