



PUBLIC RELATIONS STRATEGY IN ISSUE MANAGEMENT CUSTOMER SERVICE AT iBOX INDONESIA OUTLETS

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Abstract

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Issue emerged at iBox Indonesia in 2020 after a video from content creator @julio.ioio on TikTok became viral. The issue regarding bad service that Julio experienced since he was putting on flip-flops while visiting the retailer. This incident feared to affect the reputation of PT Erajaya Swasembada, Tbk. as the holding company of iBox. This research aims to identify the public relations strategy of PT Erajaya Swasembada, Tbk in issue management of bad consumer service by iBox Indonesia employees. This research uses the qualitative descriptive with case study method. Data were obtained from the structured interviews with two participants and two informants. The results showed that PT Erajaya Swasembada, Tbk implemented management issue strategy started with media monitoring, Forum Group Discussion (FGD), pooling of opinion. The company analyzes the right public relations strategy and responds to issues through adaptive change strategy. The issue of handling the programs is divided into service and marketing communication program, however the evaluation could not be done systematically because Corporate Communication did not involve and did not involve much external parties either. PT Erajaya Swasembada, Tbk demonstrated a management issue program focused on the service quality provided for consumers. The company is able to maintain public trust and shows that they are serious in dealing with the issues for convenience and customers satisfaction to keep high reputation.

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Keywords:

iBox Indonesia, Customer Service, Public Relations Strategy, Issue Management, TikTok

INTRODUCTION

On December 24, 2020, to be precise, the issue hit iBox Indonesia, which is one of the gadget retail and distribution subsidiaries of PT Erajaya Swasembada, Tbk. The emergence of the issue of poor customer service at the iBox Mal Senayan City outlet was caused by one of the videos on the For Your Page (FYP) page on social media TikTok which has gone viral (Munger, 2020).

The case began when a TikTok content creator @julio.ioio visited Senayan City Mall to prepare to buy clothes before leaving for Bali. Julio stopped at the iBox outlet with the aim of finding information regarding the iPhone 12 cellphone, which is Apple's newest series. In the video, Julio explains that he has a simple appearance with rubber flip-flops, shorts and a T-shirt (Arradian, 2020).

The video stated that Julio felt that he had not been served well by the staff at the iBox outlet and admitted that the triggering factor for the poor service was his unconvincing appearance in the clothes he was wearing. Furthermore, this video was uploaded to TikTok and eventually caused controversy in the eyes of Indonesian netizens which caused feelings of anger and gave rise to tens of thousands of hateful comments on the iBox Indonesia outlet service. As a result, the TikTok video has been played 10.1 million times, has 1.7 million likes, 27.2 thousand comments and has been shared 13.6 thousand times.

This video has attracted a lot of attention from internet users in Indonesia because it is able to become digital evidence that represents the experiences of other netizens when visiting iBox outlets in several malls in Indonesia. This video was uploaded to TikTok at the same time as the launching of the Iphone 12 gadget in December 2020. Therefore, this video is feared to have an impact on sales at the iBox Indonesia outlet.

This has caused netizens to argue that PT Erajaya Swasembada, Tbk as the parent company of iBox is very lacking in implementing staff training, especially at iBox Indonesia outlets. There are also those who say that the behavior of the staff is a marketing strategy from outlet sales that deliberately do not serve so that potential buyers feel humiliated and compelled to prove they can buy products at iBox outlets (IDN Times, 2020).

The spread of this video made PT Erajaya Swasembada, Tbk not remain silent and immediately investigate the case in the video. In responding to issues experienced by the company, a corporate communicator is expected to be able to react proactively by using a public relations strategy in responding to developing issues and trying to avoid potential crises (Regester & Larkin, 2010).

This incident was in the midst of the Covid-19 pandemic, in which various companies faced many issues that threatened their survival, especially issues related to consumer protection and satisfaction (Timorria, 2020). Social media is also one of the factors that causes issues to develop because information dissemination is expanding very quickly with internet facilities (Kustiawati et al., 2019).

The use of social media is a company's effort to see ongoing trends in cyberspace. This aims to anticipate issues for the survival of the company (Augustinah & Widayati, 2019). Corporate communication is expected to optimize the use of social media for more interactive and two-way communication (Prastya, 2011).

Seeing how issues can be experienced by a company because of social media, it is important for companies to keep abreast of the latest social media developments. One of the social media that is experiencing very fast growth in Indonesia is TikTok. Based on Statista data, TikTok users in Indonesia are in second place after the United States (Annur & Bayu, 2021).

TikTok itself is a video-based application from China that appeared in Indonesia in September 2017. TikTok can be categorized as a new social media by having followers, chat, comment and share features (Irwansyah, 2021). Users who have many followers and regularly upload videos with certain topics in the form of writing, images or sound are referred to as content creators (Hermawan, 2018).

According to Argenti (2013) there are several functions of Corporate Communication management which consist of (1) Identity, image and reputation are the three elements as the most important long-term unit for the company. (2) Issue and Crisis Management is part of planning proactively to anticipate a crisis. The issue has two essences, the first is the early identification of the company to reduce the greater impact on reputation.

The second is to respond strategically which is formed to reduce the consequences of scattered issues. (3) Stakeholder analysis shows how important their existence is for the company according to the power, urgency, and legitimacy they control. (4) SWOT Analysis, namely an analysis of internal strengths and weaknesses, as well as opportunities and threats to the external environment of the organization.

Chase and Jones describe an issue as a problem that has not been resolved and must be decided immediately on what action to take next (Regester & Larkin, 2010). Harrison (2011) describes two aspects of looking at issues. The first is the aspect of the issue based on its impact which is divided into defensive issues and offensive issues.

Defensive issues are problems that cause threats to the company, while offensive issues are issues that are more positive and have a good impact on society. The second aspect is the flexibility of an issue, there are four types of flexibility of issues, namely: (1) Universal issues, namely issues that affect many people and are general in nature. (2) Advocacy issues are aspects of issues that only affect a group of people, issues usually cover public policy. (3) Selective issues are problems that only affect certain groups, related to the interests of many people but only certain parties are directly affected by the consequences and give full attention to the impact. (4) Aspects of practical issues, namely issues that develop and become important discussions involving experts or experts in discussing these issues.

Griffin (2014) mentions the category of types of issues into internal and external issues. Internal issues fall into a broad category which basically includes problems related to the company's internal performance. While external issues usually often cover laws or political issues that originate from controversies, anger from a group of people. This issue is not specific to any one company but can affect a wider range of companies and sectors.

This study applies the issue life-cycle as a model in viewing the phenomenon of issue management by PT Erajaya Swasembada, Tbk. Hainsworth and Meng (1988) explain the stages of the issue cycle which are divided into four, namely (1) Origin Potential issues appear on the surface and tend not to attract the attention of stakeholders or the public significantly, but internal (specialists) will start to become aware of them. (2) Emerging Issue is the emergence of pressure from a group of people that legitimizes issues circulating in the company. (3) Current and crisis issue is the seeking stage acceptable conflict resolution in their best interest to minimize potential damage. (4) Dormant Issues can be resolved when the issues reach their peak. So slowly the issue will disappear with time and be replaced by other issues that distract the public's attention (Prayudi, 2016).

Issue management was first introduced by W. Howard Chase and Barry Jones in 1976 revealing issue management is an effort for companies to determine the strategies that need to be used against a group so that they can be under tighter control and not affect business activities (Regester & Larkin, 2010).

The issue management strategy can be passed in five stages, namely carrying out (1) identifying issues for Corporate Communication to identify what problems are assumed to affect the continuity of the organization's reputation. Identification activities can be carried out through opinion polls, group discussion forums (FGD), media monitoring, internal opinion gathering, and management by walking around. (2) Analysis

of the issue, namely the process of analysis to determine the urgency of the problem based on the size of the issue.

Corporate Communication will categorize issues based on urgency grade. (3) Responding to changes in issues to reduce negative sentiments that impact reputation. There are three strategies in this stage, namely Adaptive Change Strategy, which is an adaptive strategy to change, this strategy focuses on the company's visibility to be open and to clarify issues that are developing.

Then Reactive Change Strategy, namely changes that are reactive, not accommodative to change and Dynamic response strategy is a dynamic that seeks to anticipate to determine the direction of public policy. (4) Program implementation is the stage when the organization begins to make decisions regarding policies to support the desired change actions through a program to deal with issues that occur.

The implementation of this program is a real effort to minimize the expectation gap between the public and the organization. This stage is expected to provide concrete action that the company is committed to changing attitudes and communicating it to the public. (5) Evaluation of results is the final stage to measure implementation with research or reports on the programs being carried out. A Corporate Communication must be able to find out how effective the impact of handling the issue management is.

Related to this, there are a number of previous studies which have similar cases, such as Kustiawati et al. (2019) and Fachruddin et al. (2020). The development of the viral video issue on TikTok regarding the poor service of the staff at the iBox Indonesia outlet at Senayan City Mall has become a controversy which has resulted in the sustainability of PT. Erajaya Swasembada, Tbk.

The importance of using issue management can help Corporate Communication deal with problems so that issues do not escalate into crises and damage the company's reputation. Based on the explanation above, this study aims to identify the public relations strategy carried out by the Corporate Communication of PT. Erajaya Swasembada, Tbk in managing bad customer service issues at iBox Indonesia outlets.

RESEARCH METHODS

This study uses a qualitative approach to dig deeper information about the public relations strategy of PT Erajaya Swasembada, Tbk in managing issues that arise on social media TikTok. This research is descriptive in nature, moving with inductive thinking. The method used is studi case to understand the issue of the viral TikTok video related to the

iBox Indonesia outlet, Senayan City Mall. Through this method, researchers can describe and identify a group, individual or a detailed event (Yin, 2018).

Knowing that this research is descriptive, the data collected is in the form of words and pictures, the aim is to describe clearly and relatively accurately the topics raised in this research. In addition, this research will also describe the strategy implemented by Corporate Communication in managing issues on the TikTok video.

This research data collection method is through structured interviews (*structured interview*) together with four resource persons consisting of two participants who are directly involved in issue management, namely staff of PT. Erajaya Swasembada, Tbk in the Corporate Communication and Customer Care Section, followed by two key informants from external parties, namely a communication science lecturer at a private university in Jakarta and a consumer. The data validation technique is carried out through Construct Validity by determining the operational size of the concepts to be used, namely the issue management strategy.

Construct validity can also be interpreted as taking validated constructs based on the theories and concepts used (Yin, 2018). There are three tactics in this technique, namely the first is the use of multiple sources of evidence by encouraging a centralized and relevant investigation. The second tactic is to build a chain of evidence, also relevant during data collection. The final tactic is to map out the important case study draft results reviewed by key informants.

The data analysis method for pattern matching is based on findings from case studies that compare initial assumptions with facts or data found in the field. If these two patterns have something in common, the results will strengthen the validity of the case study in question. The initial assumption of this research is that PT Erajaya Swasembada, Tbk only responds reactively without carrying out any planning. However, when this research was conducted there were several processes and stages in responding to and rebuilding the program which were emphasized as implication forms of the implemented public relations strategy.

RESULTS AND DISCUSSION

The research results describe the main findings of the research. Presentations in the results and discussion are written systematically, and only the results of data/information related to the research objectives. The discussion in the research article explains the results obtained from the research field data.

PT Erajaya Swasembada, Tbk prioritizes customer satisfaction based on the availability of communication devices which are the main product of its sales through iBox outlets. As a company that many users of the Apple brand are interested in, PT Erajaya Swasembada, Tbk is always committed to regaining public trust as a result of the negative news and issues it is currently facing. In this study, the issues experienced by the company developed and attacked one of their subsidiaries, namely PT Data Citra Mandiri (iBox) through the social media TikTok.

This issue has received public attention and the mass media has also reported on various platforms, both online and conventional. Issue management targeted by PT Erajaya Swasembada, Tbk aims at the community, especially iBox consumers by prioritizing that iBox Indonesia's services have guaranteed quality for customer satisfaction.

Management of these issues certainly requires a strategy that is managed by a management team consisting of Corporate Communication and Customer care. Basically, this public relations strategy aims to be able to know, observe, implement, and resolve issues that arise.

The public relations strategy is carried out in stages and continuously. Through this elaboration, researchers will integrate the results of data findings both through interviews and secondary data into five stages. Stages of issue management according to Jones and Chase in the book Regester and Larkin (2010) and Kriyantono (2015). The stages consist as follows:

Identification Stage

At this stage, PT Erajaya Swasembada determines the priority scale of issues including the types of service issues. The issue of iBox staff serving poorly was raised in various mass media with the consumer headline "flip-flops" and was published in 12 mass media stations.

Through this, the company categorizes the types of issues related to the service sector so that it can facilitate Corporate Communication to plan strategies for its service programs. PT Erajaya Swasembada, Tbk as the person in charge of the employees he recruits makes service cases the second thing that needs attention after product cases.

On this issue, PT Erajaya Swasembada, Tbk explained that the viral video uploaded by the account @Julio.ioio has a negative context and has an impact on pollution the good name of the iBox brand. This case is identified as a defensive issue concept because it can have a negative impact on the company's reputation. The second aspect is the aspect of the breadth of the issue, when connected to the iBox viral video problem at Senayan City Mall,

identifying that this issue affects only certain groups, especially customers and iBox Indonesia retail staff, so it is a selective issue. These two aspects are in accordance with the definition of issues according to Harrison (2011).

PT Erajaya Swasembada, Tbk said that this issue started due to the dissatisfaction of an iBox consumer, namely Julio. Based on its type, this issue is included in the external issue if it refers to the opinion of Griffin (2014). In the process of identifying management issues, PT Erajaya Swasembada, Tbk has carried out Media Monitoring activities, Focus Group Discussions and also internal opinion gathering with several divisions involved.

In collecting internal opinions in FGD activities held by Corporate Communication, they held a briefing by instructing 3 Customer care people who were prioritized as individuals to carry out the investigation and confirmation process between the store and the consumer who uploaded the video. Mass media monitoring is carried out to see the framing done by each media. Therefore, through this stage, the company has carried out the identification of issues through the steps mentioned in the concept of Chase and Jones in Regester and Larkin (2010).

The priority issues are feared to affect the operations of the organization and stakeholders, so stakeholder mapping actions need to be carried out to help the company divide concentration among the parties involved. Stakeholder Mapping is one of the Corporate Communication management functions to determine the power interest matrix (Cornelissen, 2018).

Table 1. Stakeholder Mapping Matrix of Erajaya Swasembada

Information	Low Interest	High Interest
Low Power	Subsidiary	Consumers, mass media, retail staff, community, Indonesian iphone community (iDevice) Julio
High Power	Green Better Limited and Astren Opportunity II (Hong Kong) Morgan Stanley and Co International Plc (MSIP)	Board of Commissioners, Board of Directors, Head of Corporate Communication and CRM PT Eralink International

Issue Analysis Stage

After the identification stage is carried out, an issue analysis process is carried out to look at the causes and effects and the development of outstanding issues. Issues can also raise the risk of impact and damage to the company (Prayudi, 2016). PT Erajaya Swasembada, Tbk determined two issues that occurred as a result of the development of

the viral video case at the Senayan City Mall. The first issue concerns iBox store employees who ignore Julio's questions and assign tasks to other employees.

The second issue is a controversy that causes netizens to split into two parties, pros and cons. Netizens who are pro on this issue think that they agree with the poor service they have experienced in iBox retail, on the other hand those who are cons state that the video is only limited to Julio's content to seek attention. There is even speculation that the video is a marketing strategy from the company to increase sales of the iPhone 12.

Through a risk analysis determined by the company, this issue is included in the low risk issue but must be resolved in at least 5 working days. This analysis process also conducts SWOT analysis mapping such as threats, opportunities and the possibility of how much damage to reputation can cause changes in public behavior due to issues that arise (Patrianti, 2020).

SWOT analysis is carried out by companies to analyze internal strengths and weaknesses, as well as opportunities and external threats to the organization's environment. Internal analysis is used to identify resources, capabilities, core competencies, and competitive advantages inherent in the organization (Bonnici & Galea, 2015). One of the company's strengths on this issue is the mass media to minimize negative sentiment in society.

Deficiencies in this case provide a view of organizations that are not competent and qualified with soft skills and hard skills Standard Operating Procedure (SOP), Selling Skills, Service Excellence and Product Knowledge. The company has opposed this, saying that every staff member has been trained in accordance with the SOP, both with trainers and supervisors, before the pandemic, training was still held offline twice a week.

There are threats that affect customer confidence to visit iBox retail stores, but this issue also provides an opportunity for the company to get more buyers for the iPhone 12 which has gone viral. Even so, this case has opportunities such as the high number of comments from the public regarding this issue, this makes it easier for PT Erajaya Swasembada, Tbk to plan programs that can be implemented when this issue is resolved.

According to Hainsworth and Meng, the development of issues that befell PT Erajaya Swasembada, Tbk into the issue life cycle (Prayudi, 2016). (1) Potential Issue has not attracted the attention of stakeholders or the public significantly. Corporate Communication avoids bringing this issue to the board of directors. The absence of mass media coverage also minimizes the potential for serious problems, so the company still thinks this issue can be resolved within 24 hours. (2) Emerging Issues occur when news

and media coverage, both conventionally and online, have spread since 24-29 December 2020. The issue was first published by Detik.com and Suara.com via online news sites.

Both media said that iBox was bombarded with criticism from netizens, and consumers began to hesitate to visit iBox retail for fear of getting the same service. (3) Current and Crises Issue occurs when this issue starts to attract the attention of many consumers iBox loyalists who share their complaints regarding iBox's bad service through TikTok videos. The impact is that consumers threaten companies to report and make their experiences viral, this is the company's concern to straighten out the issue so as not to drop the company's reputation. (4) Resolution Dormant Issue, the company entered into action to reduce the conflict by providing an explanation that the best way to resolve this issue was to bring together disappointed consumers, in this case Julio, and the company so they could find the best alternative solution between the two parties.



In handling the issue caused by the virality of this video, PT Erajaya Swasembada, Tbk received a report from the store leader, that there was a different narrative at the iBox Senayan City outlet.

Corporate Communication prioritizes handling aimed at truth for the public. The company decided to conduct an investigation by visiting the store directly and conducting interviews with the employee concerned to be asked for a more detailed chronology of events. The employee concerned is a female staff member who stated that she served from the time she first arrived until the end of the purchase in accordance with the SOP and also provided education to Julio. In order to get accurate facts, the handling team suggested viewing the CCTV footage according to the time Julio arrived at the iBox outlet to the transaction and installation processes.

Efforts to resolve issues by making decisions regarding the most effective strategy to be used to deal with the issue. A strategy focused on transparent investigations and clarification using media statements. On December 26, the company issued a response in response to the video by providing a description of the CCTV footage of Julio entering the store and being served by iBox Senayan City staff.

At the closing case stage, Corporate Communication issued a press release which was distributed to media editors regarding the settlement of cases and officially that the issue was resolved amicably, the Company stated that between iBox and Julio have agreed to amicably reconcile through a meeting held on 27 December 2020.

Figure 1. Press Release, 26 Desember 2020

Jakarta, 26 Desember 2020

Kepada Yth.
Pimpinan Redaksi dan Rekan Jurnalis
Seluruh Pelanggan dan Mitra PT Erajaya Swasembada Tbk
Di Tempat

Dengan Hormat,

Melalui surat ini PT Erajaya Swasembada Tbk. dan iBox, anak usahanya, ingin menanggapi beredarnya video pengalaman berbelanja di salah satu gerai iBox di jejaring social TikTok melalui akun @Julio.ioio ("Video Pengalaman Berbelanja").

Pertama-tama, kami selalu menghargai dan menyambut baik masukan pelanggan. Feedback yang konstruktif dan faktual akan membantu memperbaiki dan meningkatkan pelayanan staf di seluruh jaringan ritel Erajaya Group.

Setelah kasus ini ditelusuri, termasuk mewawancarai staf yang terlibat dan me-review rekaman CCTV di toko bersangkutan, berikut adalah kronologis yang dapat kami simpulkan terjadi:

No.	Tanggal	Jam	Kronologi
1	24 Desember 2020	12.49 PM	Staff iBox Senayan City menyambut customer dengan salam "Hallo, welcome to iBox", dan kemudian menanyakan produk Apple apa yang dicari. Staf kami kemudian menawarkan untuk membantu memberikan informasi, namun customer diam saja. Staf kami tetap mendampingi sampai customer berada di booth iPhone
2		12.50 PM	Selama durasi 9 menit 4 detik staf kami terus melakukan probing di booth tersebut customer menanyakan stok barang, perbedaan iPhone 11 dengan 12. Staf kami menjelaskan stok barang yang ada, namun customer masih kurang paham sampai teman wanita-nya merekomendasikan iPhone 12 Pro warna Gold. Staf kami mencoba menjelaskan kembali tentang kondisi stok karena barang yang kemudian diminati (iPhone 12 Pro Max warna Pacific Blue) tidak tersedia. Staf tetap melayani dan mendampingi customer sampai akhirnya customer memutuskan memilih iPhone 12 Pro 256GB warna Gold
3		12.59 PM	Customer kemudian berpindah ke bagian aksesoris. Selama durasi 5 menit staf kami menawarkan berbagai macam aksesoris pelengkap, dari casing sampai tempered glass. Awalnya customer ingin mencari casing clear,

Source: Arsip Corporate Communication, 2020

At the meeting, it was decided that Julio had no intention of bringing down the iBox brand owned by PT Erajaya Swasembada, Tbk. The company also asked Julio to make a clarification video containing an apology for disturbing the public and an explanation for the video which had gone viral. The contents of the video have been approved with the company's "consent" on condition that it explains the truth. Videos are also allowed to be uploaded via the TikTok @Julio.ioio account and published by the mass media.

Of the three alternative strategies which consist of Reactive Strategy, Adaptive Change Strategy and Dynamic Response Strategy. PT Erajaya Swasembada, Tbk chose to implement an Adaptive Change Strategy. The company implements the agreement between the two parties, namely direct, intensive and family-friendly two-way communication with Julio Halim who uploaded the video to TikTok.

The next issue management prepared by the company is the implementation of a proactive and reactive public relations strategy (Smith, 2017). In carrying out issue management in the video case at the iBox outlet, the company carried out a proactive strategy and ended with reactive actions. The following is the response strategy adopted by PT Erajaya Swasembada, Tbk through Table 2.

The implementation of this strategy shows that the company provides transparency to the public so that there is nothing to hide. Steps to change the issue of Adaptive Change Strategy were also carried out in several cases in the research by Kustiawati et al. (2019). Regarding issues that have started on social media, this strategy

can anticipate negative coverage in the media and reduce bad sentiment towards the company.

Tabel 2 . Issues Response Strategy PT Erajaya Swasembada, Tbk

Issue Change Strategy	Public Relations Strategy Implementation	
Proactive: Action	Proactive: Communication	Reactive Strategy
Organizational Performance: QLEAP Application + Assessment training and online employee education. (Spirit of Continuous Improvement Customer Care) Audience Participation: Year-end promotions (perfect gifts for loved ones to increase consumer engagement).	Publicity: Media Statement CCTV Clarification and Press Release peace agreement and issue resolution.	Vocal Commiseration: Apologies for the service that is not pleasing to the heart by posting on social media @iBoxIndonesia

In implementing issues management, the scope of Corporate Communication lies in the company's communication process to the mass media. PT Erajaya Swasembada, Tbk has a target in handling this issue and the most effective media to use in terms of rectifying the issue is the mass media. The company directed several news stations to neutralize the atmosphere in an effort to reduce negative public sentiment. PT Erajaya Swasembada, Tbk sends media statements and press releases to the media with the aim that the media can share information related to steps taken by the company through their respective social media platforms.

Followed by a strategic program that has been implemented must be in accordance with the objectives so that this strategic function can be carried out properly, therefore Corporate Communication is able to position communication to achieve business objectives (Doorley & Garcia, 2015).

Referring to the issue management business objective carried out by the company to rebuild customer trust and prioritize customer satisfaction to visit iBox Indonesia outlets. As for the communication objective to be achieved is to convey the message to consumers that the quality of PT Erajaya Swasembada, Tbk's human resources has good

product knowledge and has better politeness, and provides customer satisfaction as before the issue occurred.

The strategic program that has been implemented must be in accordance with the objectives so that this strategic function can be carried out properly. PT Erajaya Swasembada, Tbk has implemented issues management through two types of programs, namely service programs and marketing programs. Several strategies were formulated through activities such as the launch of the Quick Learning Erajaya Application Program (QLEAP) to educate prospective employees by sharing Apple product knowledge materials and iBox Indonesia service procedures by giving retail operations handouts which stated 8 stars.

Then carry out an Online Assessment through QLEAP to assess the competence and eligibility of each employee before heading to the field. PT Erajaya Swasembada, Tbk also emphasizes customer care services with the integration of information service centers through Erica. The company is also carrying out Apple product promotion activities "Perfect Gifts for the Closest Ones" after this issue is officially resolved." Company policies and commitments are in accordance with the concept of planning and implementation into change action programs so that issues do not recur (Regester & Larkin, 2010).

This form of response is also considered to be able to maintain the company's reputation and increase customer confidence to come and shop at iBox Indonesia outlets. These issue management activities are implemented by the company based on strategic formulations such as conducting business objectives, communication objectives, and timelines made in the previous process (Doorley & Garcia, 2015).

The implementation of this issue management program, the company also experienced several obstacles in its implementation, such as the Customer care Division in the Continuous Improvement program. The company admits that it has to wait for confirmation from the store leader in responding, this takes a long time which is feared to make customers wait too long so that many people file complaints.

Then filling in feedback by customers is often irrelevant in assessing Customer Care services. However, these obstacles can still be overcome so as not to create old rumors. So that obstacles do not become big things and have a significant impact on changing policies within the organization such as SOP Customer care.

Management of the results of the evaluation of the program conducted by PT Erajaya Swasembada, Tbk shows that Corporate Communication has not adjusted the evaluation like the strategic issue management concept of Chase and Jones (1976) because

the evaluation has not been carried out systematically and in the long term, so the evaluation is not comprehensive.

However, based on evaluations from external parties, at least this issue, PT Erajaya Swasembada, Tbk has succeeded in reducing and maintaining its reputation so that people do not have a bad perception of iBox outlets. Even so, this can improve the reputation of PT Erajaya Swasembada, Tbk because this company is a relatively large company and has loyal consumers who defend the Iphone brand.

iBox Indonesia's consumer perception states that PT Erajaya Swasembada, Tbk is well-known for having a good reputation, and therefore being able to support the iBox Indonesia brand. In addition, dozens of media outlets published responses to the company's issues by giving positive sentiment or tone within one week.

A structured, systematic and fast process in responding to issues is the key to the success of Corporate Communication of PT Erajaya Swasembada, Tbk. One of the QLEAP programs was able to show that 79% of 405 employees had competence according to their level and there were 65% of prospective employees from a total of 1,101 candidates who had service quality according to the company's competency standards.

CONCLUSIONS

In the case of the viral video at the iBox Mal Senayan City outlet, PT Erajaya Swasembada, Tbk succeeded in implementing a public relations strategy in managing consumer service issues properly so as to be able to maintain its reputation. company. Issue management is carried out through the identification of issues that must be immediately addressed on a priority scale, issues are detected in service cases due to dissatisfaction with a group of people.

Then carried out FGD and gathering internal opinion for the formulation of plans. Continuing with the analysis phase, the company found two issues that arose as a result of the viral video, namely regarding staff throwing responsibility for judging consumer clothing with "flip-flops" and the pros and cons of netizens who saw this case as the company's marketing strategy.

The company uses an Adaptive Change Strategy through proactive and reactive actions. Consisting of the implementation of organization performance, audience participation, publicity and vocal commiseration. The implementation of the issue management program is divided into 2 types, namely service programs and marketing programs.

The service program is carried out with educational provision activities through the Erajaya Quick Learning Application Program (QLEAP) as well as online assessments to measure the credibility of retail employees. The implementation of the Spirit of Continuous Improvement to improve customer care services.

At the evaluation stage, this case shows that the evaluation has not been carried out systematically and in a long term, so that the evaluation is not comprehensive. Even so, internal evaluations supported the program cooperatively and planned to continue the program until this year, while external evaluations stated that PT Erajaya Swasembada, Tbk's public relations strategy in managing issues of poor customer service at iBox Indonesia had succeeded in mitigating this issue well. Through issue management, companies can face reputational shocks that cause performance disruptions within the organization. The company takes actions that can have a long-term impact on its reputation.

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