

Analysis of Health Product Communication Strategy by Company XYZ in Fulfilling the Code of Conduct in the Pharmaceutical Industry

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KEYWORDS		ABSTRACT
Communication Health Pharmaceutical Code of conducts, Corporate Communication, Grey Area Compliance, Glocal, Ethical Narrative, IPMG.	Strategy, Products, Industry,	The growth of digital startups in Indonesia faces major challenges, including limited access to funding, low digital literacy, and uneven infrastructure, which hinder business sustainability. PT Telekomunikasi Selular (Telkomsel), through its CSR program "9th NextDev" themed Growing to Inspire, aims to address these issues by strengthening the digital startup ecosystem using a community relations approach. This program serves as a strategic initiative to drive digital innovation while supporting social sustainability within Indonesian communities. This study explores Telkomsel's community relations strategy in building sustainable relationships with digital startup communities. The focus is on how the 9th NextDev program supports training, business development, and the empowerment of digital communities as part of the company's corporate social responsibility (CSR). Using a qualitative case study approach, this research applies Edmund M. Burke's theory, which includes three main pillars: Building Sustainable Relationships of Trust, Managing Community Issues and Concerns, and Using Community Support Programs to Build Trust. The findings indicate that the program successfully establishes sustainable relationships through transparent information sharing, two-way communication, and active community engagement. To address community issues, the program identifies the specific needs of startups, resolves conflicts, and responds promptly to challenges such as limited digital literacy and technology adoption in regions with inadequate infrastructure. Through mentoring, technical training, and access to business networks, the program strengthens the foundation of startups and fosters inclusivity. Despite persistent infrastructure challenges, socially relevant technology-based solutions have enabled 9th NextDev to enhance startup sustainability while boosting Telkomsel's reputation as a leader in sustainable digital innovation in Indonesia.

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Introduction

In Indonesia, the communication of health products is governed by various regulations that aim to protect consumers and ensure that the information conveyed by pharmaceutical companies is correct and not misleading (Harahap et al., 2022; Louisa et al., 2020; Megawati et al., 2019; Suka & Lubis, 2019). Some of the important regulations that regulate the communication of health products include Health Law No. 36 of 2009, Government Regulation No. 72 of 1998 concerning the Security of Pharmaceutical Preparations and Medical Devices, and Indonesian Tourism Ethics (BPOM, 2021). This regulation ensures that information conveyed to the public through various media is accurate, not misleading, and in accordance with applicable ethical standards (Natsir, 2023; Nuralim, 2019; Oti Handayani, 2021; Rembet, 2020).

As a member of the International Pharmaceutical Manufacturers Group (IPMG), XYZ Company must not only comply with the applicable regulations in Indonesia but must also comply with the code of conduct set by IPMG. The IPMG code of ethics regulates standards for the promotion of ethical pharmaceutical products and interaction with health workers (IPMG, 2021). Compliance with these regulations and codes of conduct is important to maintain the company's reputation and ensure that the information conveyed to the public is accurate and responsible. By complying with these regulations and codes of conduct, XYZ Company can ensure that they operate with integrity and transparency, which will ultimately increase public trust in the company and their products.

XYZ Company's membership in the International Pharmaceutical Manufacturers Group (IPMG) demonstrates the company's commitment to international standards in pharmaceutical quality and safety. Being a member of IPMG is important because this organization plays a trusted partner for the government and other health stakeholders in improving the health system in Indonesia. The benefits of being an IPMG member include access to the latest medical innovations, support in health policy advocacy, and the opportunity to collaborate on projects that increase access to high-quality medicines (IPMG, 2023).

IPMG is a non-profit organization representing research-based multinational pharmaceutical companies operating in Indonesia. IPMG is committed to providing safe, high-quality, and efficacious medicines, and supporting the medical community with adequate information about the value and potential risks of their products. In Indonesia, IPMG plays a role in expanding access to innovative medicines and supporting the transformation of the health system. The IPMG Code of Conduct was issued to ensure ethical marketing practices and compliance with applicable laws and regulations, in order to improve healthcare and protect the interests of patients (IPMG, 2023). The draft regulations governing IPMG members in conducting business in Indonesia are also prepared in the IPMG code of conduct which was formulated at the annual meeting of all IPMG stakeholders.

Communication practitioners in pharmaceutical companies face various challenges in an effort to increase public awareness of health products. One of the main challenges is miscommunication that can occur due to unclear or inaccurate information. In addition, rapid changes in technology and social media also add complexity in delivering effective messages to the public. Communication practitioners must be able to adapt to these changes and use a variety of communication channels to reach a wider audience. They must also be able to overcome the challenges of conveying complex and technical information to the general public in an easy-to-understand way (PR Indonesia, 2021).

Corporate communications teams at pharmaceutical companies, particularly those dealing with ethical products, face a huge challenge in communicating their products. Strict regulations

govern how companies can promote and even show their products to the public. BPOM Regulation No. 2 of 2021 concerning Guidelines for Drug Advertising Supervision, for example, stipulates that hard drugs can only be advertised to health workers and not to the general public (BPOM, 2021). This limits the communication team's space to deliver product information directly to potential patients directly. They must find creative ways to remain compliant with regulations while ensuring that the message conveyed is still optimally received by the public. This challenge requires careful and innovative communication strategies, as well as a deep understanding of applicable regulations.

In addition to local regulations, the IPMG code of ethics also regulates standards for the ethical promotion of pharmaceutical products and interactions with health workers. This code of conduct emphasizes the importance of responsible and transparent promotion, as well as prohibiting practices that may mislead or harm consumers (IPMG, 2021). Therefore, XYZ Company's communication team must think creatively in communicating their products to the public. Although regulations limit direct promotion to the general public, effective communication is still necessary to increase brand awareness and company reputation. With the right strategy, XYZ Company can build a positive image and trust in the eyes of the public, which will ultimately support the successful acceptance of their products in the market.

Company XYZ takes various approaches to get the latest information related to regulations in the medical sector, this is done by supporting the activities of associations in the medical sector, government activities, especially regulators such as BPOM, and also actively participating as a member of IPMG. This support includes participation in discussion forums, provision of accurate and up-to-date information, and collaboration on various health initiatives. With this approach, XYZ Company strives to develop the right strategy in an effort to increase public awareness of the importance of health and drug use from its products, especially ethical products (products that can only be purchased with a doctor's prescription). Active participation in association and government activities also helps XYZ Company to stay up-to-date with the latest developments in regulations and best practices in the pharmaceutical industry, which will ultimately help them in conveying better information to the public.

XYZ Company, a multinational company from Germany, launched a paracetamol product that is produced locally in Indonesia and has been released on October 8, 2024. Of course, in terms of health product communication and marketing activities, the product manager team of paracetamol products has prepared a marketing road map that is tailored to its target market. However, this target market is very niche. These marketing activities have been adjusted to the regulations set by local regulators such as BPOM and comply with the IPMG organizational code of ethics. In the end, all communication activities are not allowed to target the general public, because this product is an ethical product, where the purchase process must include a prescription from a Health Care Professional (HCP) and its use must be carried out by health workers (Baldacchino, 2015; Deiana et al., 2021a, 2021b; Veenstra et al., 2022a, 2022b). In its launch, the corporate communication team of Company XYZ packaged information to be forwarded to the media as an effort to increase public awareness holistically, in addition to improving the brand image, also to improve the company's reputation. However, when viewed from the news narrated in the media, the press release editorial does not include the product with the brand of paracetamol product directly, but another narrative that is highlighted. In terms of compliance, XYZ Company should not be allowed to announce activities related to this ethical product to the general public, but product communication through this release media can still be broadcast with clever concoctions to the public.

This research offers a significant contribution in the field of corporate communication by exploring the health product communication strategy implemented by XYZ Company as a member of the International Pharmaceutical Manufacturers Group (IPMG) in the context of launching new ethical products through its external communication strategy. The study integrates an in-depth analysis of the effectiveness of the messages conveyed, the use of digital and traditional media, and their impact on public and stakeholder perceptions. By leveraging empirical data from interviews with communication practitioners and experts in the field of health product regulation, this study not only identifies best practices in the formulation of health product communication strategies, but also reveals the correlation between the communication strategies implemented with increased brand awareness and consumer trust while remaining compliant with the codes of conduct set by local and international regulators.

This research is different from other studies because it combines an in-depth analysis of health product communication strategies specific to the ethical products of Company XYZ, with a comprehensive empirical approach. In addition, the study also considers the highly regulated and complex context of the pharmaceutical industry, as well as the impact of communication strategies on a wide range of stakeholders, including consumers, media, and regulators. The theoretical focus used in this study is the theory of health communication from the book by Putri, Kinkin Yuliaty Subarsa, Elisabeth Nugraheni, & Saparuddin Mukhtar (2021). and corporate communication theory from the book by N. Nurlaela Arief (2020). Thus, this study provides not only theoretical insights but also practical guidance that can be applied by other pharmaceutical companies in optimizing their external communication strategies to achieve more effective and efficient business goals.

Based on the description that has been written and conveyed above, the problem formulation of this study is "How to Analyze the Communication Strategy of Health Products of Company XYZ in Meeting the Elements of the Pharmaceutical Industry Code of Conduct?" Based on the formulation of the problem that has been described above, the purpose of this research is to find out "Analysis of the Communication Strategy of XYZ Company's Health Products in Fulfilling the Elements of the Pharmaceutical Industry Code of Conduct".

Materials and Methods

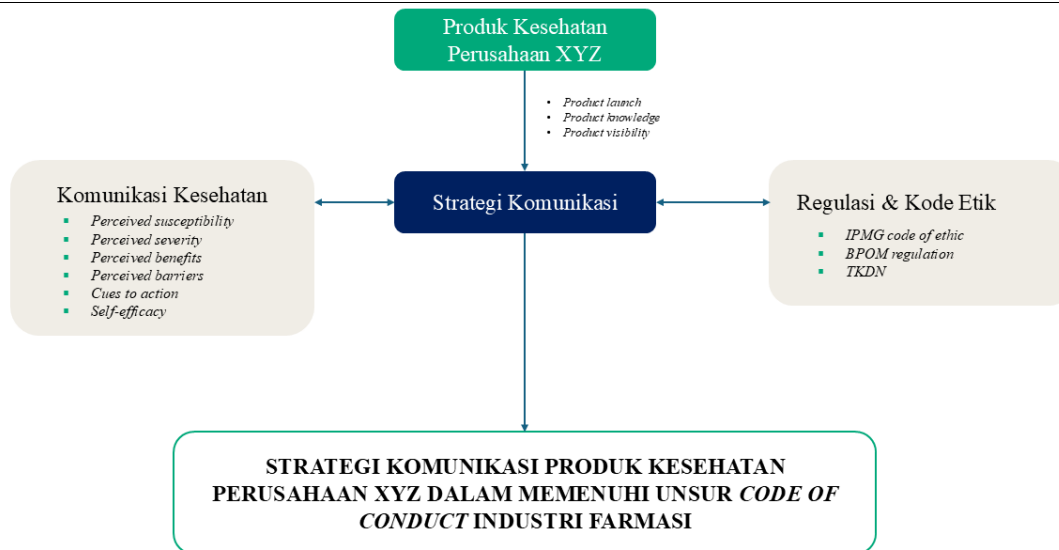


Figure 1.

Source: Researcher's Framework (2025)

This study uses the Descriptive Case Study method (Yin, 2018) with a descriptive qualitative approach to analyze the external communication strategy of Company XYZ in the launch of Braunomol pharmaceutical products in October 2024, as well as the role of corporate communication in building a positive image of the company. The case study was chosen because it allows for an in-depth exploration of the phenomenon in a real-world context, where researchers collect primary data through in-depth interviews with key informants such as the Assistant Manager of Corporate Communication, Director of GAMARA-QA & MSA, Product Manager, and Executive Director of IPMG, as well as secondary data from document analysis such as press releases and media reports. The data were analyzed thematically to identify patterns and relationships related to the communication strategies applied. The object of the research focuses on the communication strategy of health products that comply with the code of conduct of the pharmaceutical industry, while the subject of the study includes informants who understand the object. This research aims to provide comprehensive insight into the effectiveness of XYZ Company's communication strategy in complying with regulations while building a positive reputation in the pharmaceutical industry.

The data collection techniques in this study include in-depth interviews and documentation studies. In-depth interviews are used to dig into detailed information from key informants, such as Assistant Manager of Corporate Communication, Director of GAMARA-QA & MSA, Product Manager, and Executive Director of IPMG. This method allows researchers to understand XYZ Company's health product communication strategy, including compliance with the pharmaceutical industry's code of conduct and local regulations. In addition, triangulation with experts from IPMG was carried out to ensure the objectivity and validity of the findings.

The documentation study was carried out by analyzing documents related to the communication strategy of Company XYZ, such as marketing and communication plans, collaboration notes with PR agencies, and press release materials. This analysis aims to identify patterns in the design and distribution of pharmaceutical product communication, as well as provide recommendations for improvement. By combining these two techniques, the research is expected

to provide a comprehensive picture of the effectiveness of Company XYZ's external communication strategy in pharmaceutical product launches.

Results and Discussions

Overview of Research Context

This research departs from the limited visibility of communication practitioners in carrying out their communication strategies in the health industry, especially pharmaceutical manufacturers. Regulations that are a fence in designing external communications that are regulated in such a way by local and international regulators to maintain the business climate of the health industry and information disclosure to the public in general are the main factors for communication practitioners in formulating their expertise in implementing communication strategies that are beneficial for organizations.

Of course, all regulations made by associations, local regulators, and international regulators are made based on the public interest holistically and the business interests of pharmaceutical industry players by paying attention to patient safety and avoiding confusion in receiving information received by the public in general, as quoted in the Regulation of the Food and Drug Supervisory Agency Number 7 of 2025 concerning Standards for Good Drug Manufacturing. As a member of the International Pharmaceutical Manufacturer Group (IPMG), XYZ Company must also comply with the code of ethics related to external communication of pharmaceutical products contained in the IPMG Code of Ethics with the aim of maintaining credibility between business people and Health Practitioners as well as the stability of the business climate of the health industry. So that in the end, Corporate Communication in companies engaged in the pharmaceutical industry in Indonesia and those who are members of the IPMG association must adjust their communication strategies to remain compliant with applicable regulations, but still ensure the achievement of the company's interests.

Looking at the external communication activities carried out by XYZ Company at the launch of locally produced paracetamol products in October last year, several communication materials such as press releases as well as business team communication with health practitioners and healthcare facilities, managed to reach the general public. In fact, considering that the product launched is an ethical product, where the use of the product can only be done by Health Practitioners, of course, the announcement of the launch of the paracetamol product of Company XYZ should not be able to be aired and hindered by applicable regulations. In accordance with the rules issued by BPOM and IPMG, external communication activities for pharmaceutical products like this can only be carried out by organizations to Health Practitioners with the aim that Health Practitioners can find out the usefulness of the product, the application of the product, and the advantages obtained from the return of this product by health care facilities. However, if you look deeper, of course, there is a role of reliable communication practitioners in Company XYZ who have succeeded in designing this organizational communication strategy in order to continue to comply with the applicable code of ethics but still be profitable for the company.

The Corporate Communication Team of Company XYZ together with the Product Manager of the paracetamol products produced locally by the company designed external communication activities that were arranged so that they could be broadcast in the public media in the hope of reaching the stakeholders of health care facilities such as those in charge of purchasing health products from health facilities to know about the launch of this paracetamol product. In its implementation, the Corporate Communication team of Company XYZ emphasizes the importance

of designing an effective communication strategy in accordance with the company's interests in the right way by complying with existing ethics and regulations. Through the approach of Corporate Communication theory from Nurlaela Arief, the theory put forward sees the success of corporate communication lies in the company's ability to design effective and efficient communication in reaching the main audience and its stakeholders.

Research Findings

Table 1. Data Reduction

Report	Main Theme	Sub Theme	Quotation
A	Communication Strategy	Communication Planning	"We prepare the strategy design based on the direction of the group based on the marketing plan global meeting held every quarter"
B			"Locally we want to try to reach a wide audience so they know what we're doing"
A		Key Messages	"Our main message is that we have done local production with innovations that support product quality, such as safer and more environmentally friendly packaging."
B			"We ensure that the key message conveyed includes information about the benefits and advantages of the product, such as semi-rigid packaging that is safer and more environmentally friendly. We also emphasize that these products have been produced locally to international quality standards, of course the globally known XYZ group of companies."
A		Media Selection	"We chose online media because of the high speed of information dissemination and wide reach. The media we are targeting is business and health media."
A			"Print media that has digital channels allows XYZ companies to reach a wider audience and ensure that the message conveyed is well received by various stakeholders."
B			"In addition to the presence of messages carried out in online media, the product team also held several activities to support activities carried out by stakeholders such as associations and regulators."
B		Target Audience	"Our main target audience is hospitals and doctors who handle surgeries. We focus on the OK, ICU, and ER units."
A			"We hope that readers from all walks of life, including regulators and hospitals, can know that we already have local paracetamol products."
C		Compliance	"We ensure that all our communication activities are in accordance with local regulations and the IPMG code of conduct. We conduct internal socialization and regular training for employees to ensure

D	they understand and comply with applicable regulations."
B	"IPMG has a strict code of conduct to ensure that member companies comply with applicable regulations and maintain integrity in health product communication. The main message conveyed must be in accordance with this code of conduct to ensure that the information conveyed is accurate and not misleading." "So there are three cycles. Well, from there, it is continued again, usually those from the company itself like to have assessments and assessments, we focus on normal products from my side. So they know what they will convey and until now in 2025 it is the same. So at the annual meeting, the focus is also to really review and next time we will still have regular training. Because inevitably the knowledge must still be filled, it must still be accepted."

Table 2. Data Presentation

Tema Utama	Detailed Explanation
Product Narrative (NP)	Preparation and delivery of key messages from an interesting point of view about health products, including benefits, advantages, and product innovations.
Internal Integration (II)	The company's efforts to ensure all employees understand and comply with applicable regulations through regular socialization and training.
Stakeholder Collaboration (KP)	The company's efforts to establish and maintain good relationships with stakeholders, including regulators, associations, and the medical community.
Media Strategy (SM)	The selection and use of media to convey health product communication messages, including traditional, digital, and activities that support stakeholders.
Compliance and Ethics (KE)	Compliance with applicable regulations and codes of conduct in health product communication, including legal, ethical, and operational compliance.

The results of the coding classification selection process have been carried out in accordance with the principles of data analysis according to Miles & Huberman (2020). Data collection was carried out through in-depth interviews with all informants involved in this study. Data coding is carried out systematically, where the data obtained from interviews is categorized into five main themes that have been coded, namely Product Narrative (NP), Internal Integration (II), Stakeholder Collaboration (KP), Media Strategy (SM), and Compliance and Ethics (KE). This approach ensures that the information presented in the table reflects the views of the informants in an accurate and structured manner, so as to provide a clear picture of the health product communication strategy implemented by Company XYZ in fulfilling the elements of *the code of conduct* in the pharmaceutical industry.

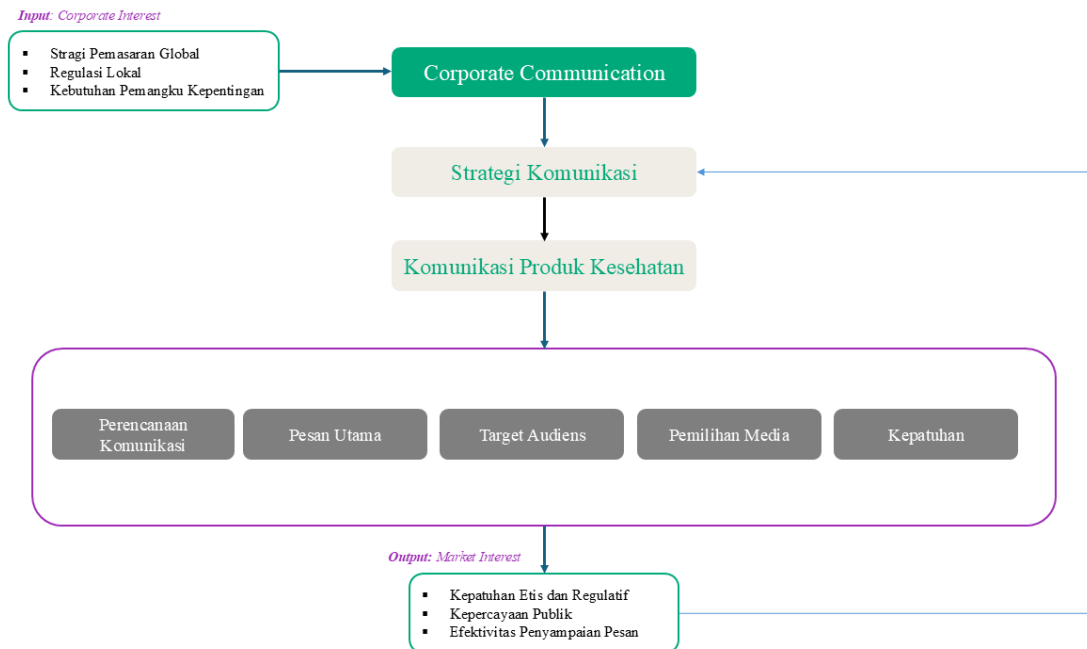


Figure 2. XYZ Company's Health Product Communication Strategy Based on Research Results
Source: Processed Researcher

The health product communication strategy implemented by Company XYZ in an effort to meet the elements of *the code of conduct* in the pharmaceutical industry shows a very structured and ingenious approach. XYZ Company has planned their communication strategy with the main objective of building public perception that they have been producing paracetamol locally, in accordance with applicable regulations. This planning involves analyzing the situation, determining communication goals, identifying the target audience, and selecting the right media. In this case, the company uses a systematic approach to ensure that all the steps taken are in accordance with the goals that have been set.

One of the interesting aspects of this communication strategy is the way XYZ's company displays their products without violating a strict code of conduct. Although regulations prohibit direct mention of brand names and product compositions, the company manages to package the main message by emphasizing the sustainability and innovation aspects of product packaging. This approach allows companies to remain compliant with regulations while conveying a strong message about the quality and innovation of their products. According to the theory of corporate communication from Nurlaela Arief (2020), transparency, consistency, and relevance of messages are very important in building public trust. In this context, the XYZ company ensures that the message conveyed is consistent across all communication channels, both internal and external.

The narrative built by the XYZ company is also very evocative, so the announcement of the launch of their health products can be news value. This narrative is designed to capture the audience's attention by highlighting the product's advantages, such as safer and more environmentally friendly packaging. The main message conveyed includes information about the benefits and advantages of the product, as well as innovations made by the company. This strong narrative helps companies in building a positive image and increasing public trust in their products. According to the theory of corporate communication from Cornelissen (2020:67), a strong

narrative can help companies in building an emotional connection with the audience, giving meaning to the message, and increasing the appeal of the product.

The main challenges faced by XYZ companies are the strict regulations of the Food and Drug Supervisory Agency (BPOM) and the code of conduct of the International Pharmaceutical Manufacturers Group (IPMG). This regulation strictly regulates how information about health products can be conveyed to the public. Ethical products, such as paracetamol produced by the XYZ company, should not be advertised directly to the public because their use must be supervised by a healthcare professional. Therefore, companies must be clever in getting around this provision by using the right narrative and choosing the appropriate communication medium. According to Wijaya (2021), corrupt acts in communication always harm the public or the recipient of the message because part or all of their right to receive the truth and integrity of the message has been deprived by the communicator for the sake of fulfilling his communication needs.

In order to simplify business paths and achieve business goals, XYZ companies take an active approach with regulators and associations. They support scientific activities, health seminars, and health practitioner training to establish closeness with stakeholders. In this activity, they can convey product information in more detail to the right audience, such as doctors and pharmacists. This approach allows companies to remain compliant with applicable regulations while ensuring that product information reaches the relevant audience. According to the theory of corporate communication from Milton Mayfield and Jacqueline Mayfield (2016), healthy relationships in the workplace are essential for organizational success. They emphasize that transparency, authenticity, inspiration, emotional intelligence, and values are the core principles that make relationships, both personal and professional, thrive.

The product narrative (NP) compiled by the XYZ company includes the formulation and delivery of key messages about health products, including product benefits, advantages, and innovations. The main message conveyed was that the company has carried out local production with innovations that support product quality, such as safer and more environmentally friendly packaging. This narrative is designed to build a positive perception in the eyes of the public and stakeholders, as well as increase trust in locally produced paracetamol products. In line with the concept stated by Oeh Arief (2020), transparency, consistency, and relevance of messages are very important in building public trust.

Internal integration (II) is the company's effort to ensure that all employees understand and comply with applicable regulations. XYZ Company conducts regular socialization and training for employees to ensure that they understand and comply with applicable regulations. This approach helps in maintaining the integrity and credibility of the company. In this context, the XYZ company ensures that the message conveyed is consistent across all communication channels, both internal and external.

Stakeholder collaboration (KP) includes a company's efforts to build and maintain good relationships with stakeholders, including regulators, associations, and the medical community. XYZ Company supports scientific activities, health seminars, and health practitioner training to establish closeness with stakeholders. This approach helps in building strong and mutually beneficial relationships with stakeholders. According to the theory of corporate communication from Milton Mayfield and Jacqueline Mayfield (2016), healthy relationships in the workplace are essential for organizational success. They emphasize that transparency, authenticity, inspiration, emotional intelligence, and values are the core principles that make relationships, both personal and professional, thrive.

Media strategy (SM) includes the selection and use of media to convey health product communication messages. XYZ Company chose online media because of its high speed of information dissemination and wide reach. The targeted media are business and health media. In addition, the company also uses print media that has digital channels to expand the reach of communication. This approach ensures that the message conveyed can be well received by various stakeholders. According to the corporate communication theory from Cornelissen (2020), the use of various media is essential to reach a wider audience and ensure that the message conveyed can be well received by various stakeholders.

Compliance and ethics (KE) includes compliance with applicable regulations and codes of conduct in the communication of health products. XYZ Company ensures that all of their communication activities are in accordance with local regulations and the IPMG code of conduct. Regulatory compliance is essential to maintain a company's reputation and ensure that the information presented to the public is accurate and not misleading. According to the corporate communication theory of Nurlaela Arief (2020), regulatory compliance includes legal compliance, ethical compliance, and operational compliance. Regulatory compliance is essential to maintain a company's reputation and ensure that the information presented to the public is accurate and not misleading.

One of the main obstacles faced by the corporate communications team of Company XYZ is the provisions in the IPMG code of conduct. This code of conduct strictly regulates how information about health products can be communicated to the public. For example, Article 2 on Information and Claims in the IPMG Code of Conduct states that product information must be communicated accurately, not misleadingly, and only to authorized parties, such as medical personnel or healthcare professionals. This includes displaying product features, product display, and its usability to the general public. Therefore, companies must be clever in getting around this provision by using the right narrative and choosing the appropriate communication medium.

The health product communication strategy implemented by XYZ companies shows that they are able to get around regulatory provisions and codes of ethics cleverly. They use the right narrative, choose the appropriate communication medium, and ensure that the message conveyed is consistent and relevant. This approach not only assists companies in complying with applicable regulations but also in building public trust and raising awareness about their health products. With effective communication strategies and proper media mapping, XYZ companies have succeeded in raising public and stakeholder awareness about their local paracetamol products, while still complying with applicable regulations and codes of conduct. This approach not only helps in raising public awareness but also builds trust in the company and their products.

XYZ Company is also active in supporting stakeholder activities and is involved in the drafting of local regulators through associations. They take advantage of special membership privileges within associations to strengthen their position and ensure that their product communications are in compliance with applicable regulations. This active involvement not only helps in complying with regulations but also in building strong relationships with stakeholders and regulators. According to the theory of corporate communication from Milton Mayfield and Jacqueline Mayfield (2016), healthy relationships in the workplace are essential for organizational success. They emphasize that transparency, authenticity, inspiration, emotional intelligence, and values are the core principles that make relationships, both personal and professional, thrive.

XYZ Company also ensures that all of their communication activities are in accordance with BPOM regulations. They provide training programs to ensure employees understand and comply with BPOM regulations related to health product communication. Evaluation of compliance with

BPOM regulations is carried out periodically to ensure that all communication activities are in accordance with applicable rules. Information transparency policies are also implemented to ensure open communication with employees, shareholders, and other stakeholders regarding health products.

In building a communication narrative, the corporate communication team of Company XYZ identifies the company's strengths through corporate culture, corporate values, vision and mission, and the company's influence on local regulations. These aspects are the foundation for building a narrative that is then translated into the core message and communication strategy to be executed. This approach assists companies in complying with applicable regulations and building public trust and increasing awareness about their health products.

The health product communication strategy implemented by XYZ companies shows that they are able to get around regulatory provisions and codes of ethics cleverly. They use the right narrative, choose the appropriate communication medium, and ensure that the message conveyed is consistent and relevant. This approach not only assists companies in complying with applicable regulations but also in building public trust and raising awareness about their health products. With effective communication strategies and proper media mapping, XYZ companies have succeeded in raising public and stakeholder awareness about their local paracetamol products, while still complying with applicable regulations and codes of conduct. This approach not only helps in raising public awareness but also builds trust in the company and their products.

However, even though the news carried out well in the communication media is fairly successful with the PR Value skyrocketing from the total Cost Value issued by the company, the disadvantage of this activity is that XYZ Company does not penetrate deeply related to the results of the evaluation of the entire series of product communication activities that have been carried out. If only, the evaluation is carried out in-depth from both the Corporate Communication team and the product team, can present superior strategies that can be carried out for health product communication activities in their other products. Thus, the arrangement of health product communication strategies that have become a regular playbook carried out by the XYZ Company team can continue to grow along with the development of the potential of the health market in Indonesia. With in-depth evaluations and reports, their health product communication activities are not just activities that are considered "money burning" by some business functions, but strategic steps that can be measured in success and their impact on sales growth.

New Findings

This research is present as an important contribution in the realm of corporate communication, especially in the context of the pharmaceutical industry which is highly regulated by regulations and codes of ethics. One of the main highlights of this study is the fact that there is still a very limited number of studies that specifically examine communication strategies in the health sector, especially those that examine innovative companies that are members of research-based associations such as IPMG (International Pharmaceutical Manufacturers Group). These companies not only play a role as business entities, but also as strategic actors in the development of health science and technology. Therefore, this research occupies a unique and significant position because it is able to bridge the gap between corporate communication theory and communication practices in a heavily regulated industry and oriented to research and innovation.

The main findings of this study show that the communication strategy implemented by Company XYZ is not only tactical, but also reflective of the complexity of industry regulations.

One of the prominent approaches is the use of narrative as a strategic tool to convey product messages without violating legal restrictions. The narrative built does not focus on direct promotion, but rather on the values of sustainability, innovation, and contribution to public health. This strategy shows that narrative is not just a communication tool, but also a tactical instrument in managing regulatory boundaries, while strengthening the company's image as a socially responsible entity. This approach expands the scope of corporate communication theory that has previously focused more on the general commercial sector, adding a dimension of ethics and compliance that is typical of the pharmaceutical industry.

Furthermore, this study found that the communication strategy implemented was "glocal" (global-local), combining strategic direction from the global headquarters with local adaptation adapted to national regulations such as BPOM and the IPMG code of ethics. This approach demonstrates the importance of flexibility in cross-jurisdictional corporate communication, where local teams are not only implementers, but also strategic actors capable of translating global policies into relevant local contexts. In this case, the role of the Corporate Communication team is very central, not only as a message conveyor, but also as a compliance guardian and innovator of communication strategies. They design internal SOPs, develop narratives that are in accordance with legal restrictions, and conduct regular training to ensure that all communication activities remain within the applicable ethical and legal corridors.

Another interesting finding is how companies are leveraging membership in industry associations such as IPMG as a strategic advocacy channel. Active participation in association forums allows companies to participate in policy formation and code of ethics revisions, which in turn provides space for companies to voice their interests collectively and legitimately. This shows that corporate communication does not only take place externally, but also involves internal and collaborative strategies in influencing the regulatory ecosystem. In addition, the media mapping strategy by tier (tier 1, 2, and 3) used by the company shows a careful segmentative approach in reaching different audiences. By customizing messages based on media characteristics and target audiences, companies are able to optimize communication effectiveness while maintaining high PR value.

One of the findings that is quite critical and opens up space for further academic discussion is the practice referred to as "grey area compliance". In this practice, companies take advantage of regulatory loopholes to convey messages implicitly, such as the use of visual packaging without product labels or educational narratives that don't technically violate the rules, but still convey a message to an audience that understands the context. This phenomenon highlights the importance of regulatory reform that is more adaptive to the development of modern communication strategies, while also challenging ethical limitations in health product communication. These findings as a whole reinforce the theory of corporate communication that emphasizes the importance of integration between strategy, ethics, and compliance, and make practical contributions to the development of more adaptive, creative, and responsible communication strategies in the pharmaceutical industry. Thus, this research not only makes an empirical contribution, but also expands the theoretical horizon in the study of corporate communication in the health sector that has been rarely touched by in-depth academic studies.

The corporate communication strategy model introduced by Nurlaela Arief has become one of the widely used frameworks in understanding organizational communication dynamics in Indonesia. This model emphasizes the importance of integration between internal and external communications, as well as the strategic role of communication in building public reputation and trust. However, in practice, especially in highly regulated sectors such as the pharmaceutical

industry, this model requires adjustments in order to address the specific challenges faced by innovative companies that are members of research-based associations such as IPMG. This research shows that communication strategies in the pharmaceutical industry not only function as a messaging tool, but also as a regulatory compliance mechanism, a policy advocacy tool, and a means of building public legitimacy in a highly ethical and legal context.

The empirical findings of this study indicate that companies like XYZ are developing a more complex and adaptive approach to communication compared to the basic framework offered by Nurlaela Arief's model. For example, in the context of health product communication, companies cannot directly promote products due to regulatory limitations. Therefore, narrative strategies are used as an alternative approach to convey product value through stories about innovation, sustainability, and contribution to the national health system. This shows that in the context of the pharmaceutical industry, communication is not only informative or persuasive, but must also be comprehensive, i.e. subject to regulations but still strategic in shaping public perception.

In addition, the communication model developed in this study also adds a dimension of glossality, which is the ability of companies to adapt global communication strategies into very specific local contexts. This includes adjusting the message to local regulations (such as BPOM), the communication culture of the Indonesian people, and sensitivity to evolving health issues. This glocal approach is not explicitly covered in Nurlaela Arief's model, but has proven to be a key element in the success of the communication strategy of multinational pharmaceutical companies in Indonesia.

Another significant adjustment is the strategic role of the Corporate Communication team as a compliance guardian and communication strategy innovator. In the classical model, the communication function is more positioned as the executor of the strategy determined by the management. However, in the pharmaceutical industry's practice, the communication team is actually the main actor in designing strategies that are not only effective in terms of communication, but also legally safe. They are involved in the preparation of SOPs, internal training, and policy advocacy through industry associations. This shows that the communication function in this context has shifted from purely operational to a strategic and collaborative function across departments.

As a result of these findings, a model for the development of health product communication strategies that are adaptive, ethical, and strategic can be prepared. This model includes five main areas that are points of adjustment from the previous model, namely:

- a) Narrative as an ethical communication strategy,
- b) Glocality in the preparation of messages,
- c) The strategic role of the communication team as a compliance guardian,
- d) The use of industry associations as an advocacy channel, and
- e) Tier-based media segmentation for message effectiveness.

These five areas are "hints" or critical points in the development of new models that are more in line with the needs of the modern pharmaceutical industry. This model not only expands the scope of existing corporate communication theory, but also makes practical contributions to companies operating in highly regulated and high-risk sectors such as healthcare. Thus, this research is not only descriptive, but also constructive in building a new framework that is more relevant and applicable.

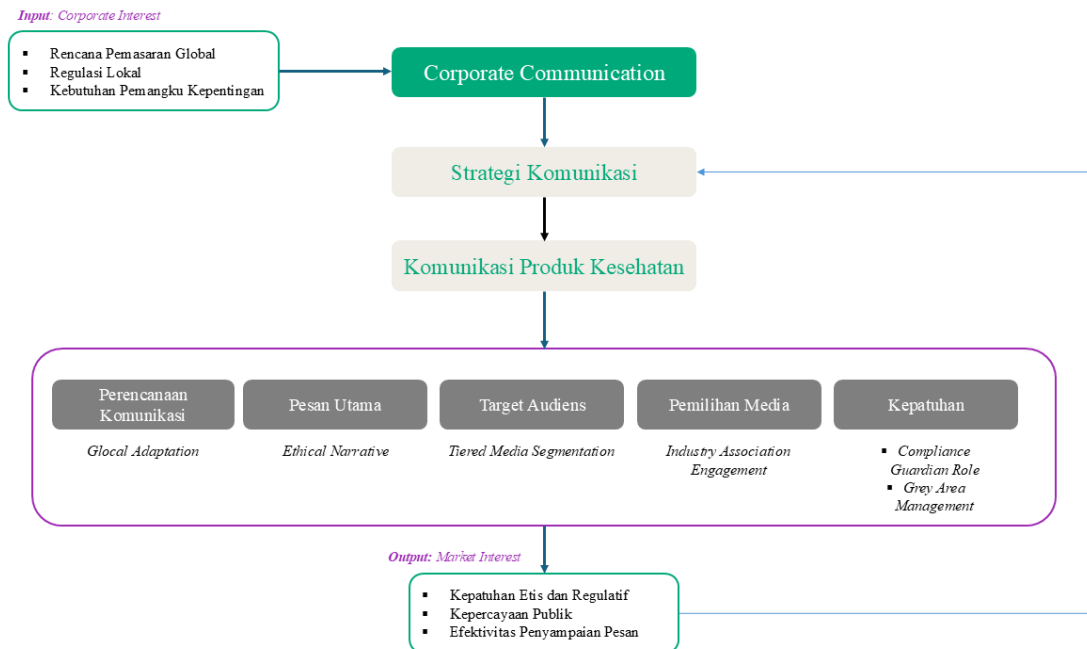


Figure 3. Development of Communication Strategy Models for Health Products
Source: Processed Researcher

Conclusion

The health product communication strategy implemented by Company XYZ shows an implicit narrative approach as the primary way to stay in touch with the audience without violating the prohibition of direct promotion of ethical products. Through a combination of narratives that emphasize the value of sustainability, innovation, and contribution to the health system, the company avoids explicit forms of promotion, while still building an image as a responsible entity. This strategy is carried out glocally, combining global direction and local adaptation in accordance with BPOM regulations and the IPMG code of ethics, with the strategic role of the communication team as a compliance guard and communication innovator. In practice, Company XYZ also leverages tier-based media segmentation and industry associations to voice collective policy ethically. However, the emergence of *grey area compliance practices* such as the delivery of implicit messages through visuals or educational narratives poses serious ethical challenges, underscoring the importance of communication remaining under strict moral and legal scrutiny. Therefore, an adaptive and ethical communication model is needed that can maintain a balance between message effectiveness, corporate integrity, and the public interest.

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