

The Role of Corporate Communication at PT Busam Media Group in Efforts to Maintain the Company's Positive Image

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KEYWORDS	ABSTRACT
Corporate communication, PT Busam Media Group, Positive image, Theory of Excellence, Crisis management, Corporate reputation, CSR program.	This research examines the role of corporate communication at PT Busam Media Group in maintaining the company's positive image amid fierce competition in the media industry and demands for information transparency. Employing a qualitative case study approach, it collects data through in-depth interviews and documentation from company stakeholders. The results show that corporate communication plays a strategic role in developing and implementing effective strategies, including two-way communication based on Excellence theory principles, crisis information management, and strengthening stakeholder relationships through social media and CSR programs. The company consistently maintains news quality through journalist training and certification, as well as a personalized, balanced approach to communication with sources. Adaptive internal and external communication strategies also help sustain public trust and the company's reputation. Crisis management is conducted systematically, with rapid clarification of negative issues. The success of corporate communication is measured by public trust levels, as reflected in media interactions and feedback. This research offers theoretical contributions to understanding corporate communication and practical recommendations for PT Busam Media Group to optimize strategies for maintaining a positive image in the digital era.

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INTRODUCTION

Along with technological changes, public relations have now seen the integration of functions with marketing into corporate communication, which also promotes and improves the quality of the company's products and services to the public (Cornelissen, 2023; Kuteynikov et al., 2019). Besides that, corporate communication has a very important role in the process of solving management crisis problems and corporate image crises. This makes the company's communications role more complicated because it combines public relations, marketing, and crisis management (Gronstedt, 2013; Kuteynikov et al., 2019; Naumovska & Blazeska, 2016). The existence of corporate communication is only found in companies that have become public companies Corporate communication: A guide to theory and practice (Cornelissen, 2023; Irenita et al., 2019).

Previous studies have explored various dimensions of corporate communication in maintaining and building a company's positive image (Gronstedt, 2013). Research by Irenita et al. (2019) on PT. Sriwijaya Air highlighted how corporate communication functions in improving company image through integrated communication strategies, but focused more on traditional media channels rather than digital adaptation. Similarly, Thousani (2021) examined corporate communication strategies through social media at PT. Angkasa Pura I, emphasizing the role of digital platforms, yet their study did not deeply address crisis management in the

context of local media companies. In the realm of crisis communication, Firsan (2011) and Du Plessis (2020) provided frameworks for crisis public relations, but their models were often generalized and not specifically applied to the dynamic and hyper-local media environment faced by companies like PT Busam Media Group. Furthermore, studies such as those by Feldiansyah (2024) and Oparaugo (2021) analyzed corporate communication strategies for enhancing company image and reputation, yet they largely centered on large corporations or multinational contexts, leaving a gap in understanding how small- to medium-sized local media companies in Indonesia—particularly in regions like Samarinda—implement and adapt these strategies. Moreover, while Saputra (2025) explored CSR as a corporate communication strategy, their research did not integrate it with real-time digital engagement and crisis response mechanisms unique to online media. These studies collectively indicate a significant research gap: a lack of in-depth, contextual investigation into how corporate communication is strategically operationalized by local digital media companies in Indonesia to maintain a positive image amid rapid technological changes, intense competition, and the constant risk of information crises (Feldiansyah, 2024; Indriastuti & Najihah, 2020; Virginia et al., 2025).

Corporate communication is very important in maintaining a company's image, especially in the media industry, which has high public exposure (Rosanti & Salam, 2021). At PT Busam Media Group, corporate communication is responsible for building and maintaining a positive perception in the eyes of the public. By managing information transparently and responsively, companies can create trust among stakeholders, including customers and the public.

In the media industry, where news spreads quickly, effective communication helps companies deal with issues that can affect their image (Touitou, 2020). Corporate communication also plays a role in strengthening brand identity by highlighting core values and commitment to information quality. A positive image allows the company to attract new customers and retain old ones, as well as make it easier to deal with crisis situations and face various other company competitors. Overall, corporate communication is a vital tool for PT Busam Media Group to remain relevant and competitive in a competitive market. With a good communication strategy, companies can increase public loyalty and maintain their reputation as a trusted source of information (Ferguson et al., 2012; Naumovska & Blazeska, 2016).

The online media company PT Busam Media Group is a media platform that provides information for the general public and especially the citizens of Samarinda, which was formed in 2021. It aims to inspire and provide insight to those who want to know more information. The meaning of Busam Media Group itself is to become a media outlet with the best, precise, and reliable news and publication information. In addition, through BUSAMTV.COM online media that focuses on presenting various information about online news in Samarinda, the latest news in Samarinda, and the latest news in Indonesia in the form of news, articles, photos, and videos, PT Busam Media Group has several media platforms such as podcasts and other social media (Andika & Deni, 2022; Angelita & Putranto, 2023; Kurniawan et al., 2023).

PT Busam Media Group has undergone several changes, starting from the name that used to be BusamTV and then changed to Busam.Id. The changes in ownership and change of the board of directors, according to the results of the GMS and changes in the deed of establishment of PT Busam Media Group, were witnessed by notary and PPAT Drs. I Nyoman Mulya Hadi Saroso. In addition to the board of directors, PT Busam Media Group has also changed management to its commissioners.

PT Busam Media Group faces several challenges in maintaining a positive image in the eyes of the public. First, the fierce competition in the media industry requires companies to present accurate and engaging content to stay relevant. Second, increasing public expectations of transparency and accountability of information require companies to implement effective and responsive communication practices to feedback. Third, companies must be prepared for information crises; when mistakes or controversies occur, a quick response is essential to

The Role of Corporate Communication at PT Busam Media Group in Efforts to Maintain the Company's Positive Image

minimize the negative impact on the image. Thus, PT Busam Media Group needs to continue to adapt to industry dynamics and public expectations to maintain its positive image as a trusted source of information.

In this case, PT Busam Media Group, one of the online media companies in Samarinda City, has successfully achieved certification from the Press Council, which includes administrative and factual verification. This achievement is a proud milestone, by becoming one of the online media in East Kalimantan to obtain the certification in 2023. Therefore, corporate communication carries out its function as much as possible by compiling a program of activities that can help maintain a positive image for the company and also design the right strategy to deal with issues that can affect the company's image.

The results that are to be achieved and expected in this study are to be able to provide input to the company to further optimize and not overlook the important role of corporate communication in the company, especially in an effort to maintain the positive image of the company. The main problem faced is how they can improve their positive image among the people of Samarinda.

Although various studies have discussed the role of corporate communication in maintaining a positive image of the company, especially in the media industry, research that examines in depth how corporate communication strategies are applied practically in emerging digital media companies such as PT Busam Media Group in Samarinda is still very limited. In addition, most previous studies have focused more on theoretical aspects without delving much into the challenges and concrete practices faced by local media companies in dealing with the dynamics of the information crisis and the rapid development of social media. Therefore, this study seeks to fill this gap by comprehensively examining the role of corporate communication in maintaining the positive image of PT Busam Media Group, including the communication strategies carried out and the management of information crises in a responsive and adaptive manner in the context of local digital media. This research is expected to make a significant contribution both theoretically and practically in understanding the mechanisms and challenges of corporate communication in the increasingly competitive and dynamic media industry.

This research enriches communication science by providing insight into the role of corporate communication in maintaining a positive image of the company, as well as a reference for further research related to this field. This research offers recommendations for PT Busam Media Group to develop effective corporate communication strategies, design better crisis management, and improve relationships with stakeholders through transparent and effective communication.

RESEARCH METHOD

This study used a qualitative approach. The qualitative approach was chosen because the study aimed to understand and describe in depth the role of corporate communication of PT Busam Media Group in an effort to maintain a positive image of the company. Qualitative research methods allowed researchers to explore the phenomenon more comprehensively.

The type of research used was a case study. The case study was chosen because the research focused on one specific organization, namely PT Busam Media Group, to understand in detail how the company executed its corporate communication strategy in maintaining a positive image.

The focus of this research was to understand and analyze the role of corporate communication of PT Busam Media Group to maintain a positive corporate image from various other competitors engaged in the media sector. The research delved deeper into the corporate communication strategies and programs run by PT Busam Media Group as a concrete effort in building and maintaining the company's reputation. In addition, the research examined the various efforts made by PT Busam Media Group in maintaining a positive image of the

company through corporate communication activities, including identifying obstacles and challenges faced by the company in carrying out its corporate communication function. Furthermore, the study also analyzed the impact of the implementation of corporate communication on the formation and maintenance of a positive image of PT Busam Media Group in the eyes of the public.

Thus, the research provided a comprehensive overview of the strategic role of corporate communication in building and maintaining a positive corporate image, as well as produced recommendations for the development of more effective corporate communication strategies in the future.

Data collection in the study was sourced from primary data and secondary data. Primary data were obtained through in-depth interviews with various stakeholders at PT Busam Media Group. Interviews were conducted with the Editor-in-Chief to obtain strategic information about the company's communication policies and implementation, to understand the implementation of communication programs in the field, and to gain perspectives on content management and news strategies.

Meanwhile, secondary data were collected through the review of company documents such as annual reports, publication materials, and news archives related to PT Busam Media Group, as well as literature studies and scientific journals relevant to the research topic. This combination of primary and secondary data sources provided a deep and comprehensive understanding of corporate communication practices at PT Busam Media Group.

The data collection technique used in the study was the purposive sampling technique, consisting of two main methods, namely in-depth interviews and documentation studies. In-depth interviews were conducted to explore detailed and comprehensive information about the role of corporate communication of PT Busam Media Group in an effort to maintain a positive image of the company. Through in-depth interviews, using purposive sampling techniques, researchers explored the perspectives and understandings of key stakeholders in the company, such as the editor-in-chief of PT Busam Media Group. This technique allowed researchers to dig deep into information related to strategies, programs, implementations, and the impact of corporate communication activities carried out by the company.

In addition, the researcher also conducted a documentation study by collecting relevant company documents, such as annual reports, publication materials, and news archives related to PT Busam Media Group. This documentation study aimed to obtain secondary data that could enrich the analysis and complement the information obtained through in-depth interviews.

Thematic analysis was used to identify the role and effectiveness of corporate communication in PT Busam Media Group in maintaining the company's image based on a two-way symmetrical communication model. By collecting data through in-depth interviews with stakeholders, such as community leaders and other relevant parties, as well as analyzing related documents after translating interviews, researchers encoded data to flag important information relevant to specific themes, such as communication strategies and responses to public feedback. The main themes were then identified to reflect the contribution of corporate communication to the positive image of the company. This analysis also evaluated public involvement in communication and its impact on corporate strategy. The thematic analysis results provided insight into the role of corporate communication in building a positive image, as well as recommendations to improve communication effectiveness in the future. With this approach, PT Busam Media Group could improve its corporate communication strategy and remain relevant in the competitive media industry.

RESULTS AND DISCUSSION

The researcher will present the results of the research based on the results of in-depth interviews with informants about the Role of Corporate Communication of PT Busam Media

Group in Maintaining a Positive Image of the Company. The presentation of the research results will be carried out descriptively by displaying direct quotes from informants to provide an overview of corporate communication strategies and programs in maintaining a positive image of the company. The results presented in this sub-chapter are classified into several main themes compiled based on findings in the field, according to the focus of the research.

This study aims to explore how the role of Corporate Communication in maintaining the positive image of the company in PT Busam Media Group, therefore the results presented reflect the narrative and objective understanding of informant.

1. Roles and functions of Corporate Communication

In this study, the informant explained the history and media development of PT Busam Media Group, which was previously known as Busam TV and is now renamed Busam ID. Despite the change of name and directors, the editorial leadership remained consistent, strengthening the company's vision as a credible and not fake media. As stated by the informant: "In the past, we used to have Busam TV, but at that time the name was not Busam ID but Busam TV. Even though the company only changes the directors, only the media is still in charge." Informant (11/06/2025)

The statement shows that PT Busam Media Group has undergone several name and board changes that were made only for administrative changes, but the editorial leadership and the company's vision remain consistent in maintaining quality. However, the development of the digital era presents great challenges because many new media have emerged without standard quality. As expressed by the informant: "When talking about the media now, the development of online media is very extraordinary. You can see how many hundreds of online media are mushrooming at this time. Now along with the era of digitalization, now the digital era is accelerating, information is getting easier, so many people think making media is easy." Informant (11/06/2025)

The development of online media is very rapid, with hundreds of online media sprung up along with the era of digitalization. Busam Media Group continues to survive by affirming the vision of maintaining quality as a credible and professional media. This statement affirms the vital function of corporate communication as a guardian of the continuity and accuracy of messages, as well as a communication risk manager. Corporate communication also plays a big role in internalizing corporate values to all employees through training, discussion forums, and corporate communication to ensure that all employees understand the company's vision, mission, and ethical standards. Likewise, the editor-in-chief expressed as an informant: "I am looking for a reporter workforce who is certified, even if we don't, we will educate them so that they can become journalists. It also takes a year-long process. Finally, it has been verified and I have participated in the UKW exam (journalist competency test) carried out by PWI or other press organizations. There are already 3 people who have come out of the foam or who have been certified by the foam itself." Informant (11/06/2025)

Based on the results of interviews with informants, it was emphasized that efforts are made responsibly for the information provided transparently and factually to the public, this is also done to build and maintain public and stakeholder trust and as part of the communication strategy. Align the principles of two-way communication and openness. As stated by the informant:

"We always convey transparent and factual information to the public by managing company communications, developing communication strategies, maintaining the quality of news through certified journalists and maintaining a media image that is not false". Informant (11/06/2025)

Corporate communication at PT Busam Media Group has a crucial role as a mediator between the company and the public. As explained by the Editor-in-Chief Informant:

"Our role is not only to deliver news, but also to build openness and trust through transparent

and consistent communication. We ensure that internal and external communication is aligned so that all lines of the company can understand and internalize the company's values." Informant (11/06/2025)

This shows that corporate communication functions to connect management's vision with the public effectively, building loyalty and a long-term positive image (Althuaini, 2022). The statement shows that this function aligns the principles of two-way communication and openness, which are the basis of the model of excellence in corporate communication. Corporate communication also functions as part of strategic management, not just a technical implementer. This is in line with the principles of Excellence Theory which emphasizes the importance of public relations involvement in organizational decision-making (Grunig & Hung, 2022). Likewise, the informant stated:

"We use various social media and external parties, officials, and sources that we also often approach with a personal approach so that the news raised is balanced and the sources remain comfortable". Informant (11/06/2025)

The human resource management process is the main focus of PT Busam Media Group, this is one of the ways to maintain news quality standards, so that it can survive in the midst of the onslaught of fake media. Thus, corporate communication regularly holds training, evaluation, and internal communication forums to ensure that all levels understand the organizational narrative and standardize communication ethics. This educational function is important in ensuring that all elements of the company move in one uniform narrative.

The role of corporate communication at PT Busam Media Group is very strategic and multifunctional. This division manages all aspects of corporate communication, from planning, implementation, to evaluating communication programs that aim to strengthen the company's position in the eyes of the public and stakeholders. Corporate communication also functions as a mediator that bridges communication between management, employees, and the external public, ensuring that the alignment of the company's vision and values is reflected in every message conveyed. In addition, this division actively collaborates and establishes networks with various parties such as media partners, the government, and the social community to expand social impact and strengthen the company's image through Corporate Social Responsibility (CSR) programs that have a positive impact and are relevant to local needs.

Strategies for Maintaining a Positive Image

The strategy of maintaining a positive image at PT Busam Media Group is designed comprehensively and adaptively, combining digital communication innovations, speed of response to public issues, and strengthening relationships with stakeholders. The main strategies found include the implementation of internal and external communication programs on a regular basis such as training, evaluation discussions, social media optimization, and readiness to face information crises. As stated by the informant:

"If it is a strategy, I equip journalists with personal approach skills to look at sources so that bad news is still received by sources and not angry. News must be balanced and processed so that it is not just copy paste and continue to be released. Before going to the field, journalists must be aware of balance news and personal approach." Informant (11/06/2025)

The evaluation discussion forum conducted by the editorial team or the media group management team is carried out every day, as also revealed by the informant:

"Usually we hold editorial meetings once a week, but if we have daily meetings, we are usually whatsapp groups. For example, assigning journalists can be done every day." Informant (11/06/2025)

Strengthening strategies is not only carried out outside the organization, but also inside. This internal involvement is also supported by the theory that internal branding and internal communication effectively increase cohesiveness when facing external changes or challenges. Communication program evaluations are carried out regularly through weekly editorial

The Role of Corporate Communication at PT Busam Media Group in Efforts to Maintain the Company's Positive Image

meetings and daily discussions through digital communication groups. This evaluation aims to monitor the productivity of news and response to emerging issues so that news remains actual and relevant. Internal policies are socialized through meetings and official announcements, with an emphasis on work targets such as the number of daily news that must be paid as a form of work accountability. As the informant said:

"We have a meeting to announce the policy, for example, journalists are required to deposit 3 news a day and if it is less than that, the compensation will be deducted from the salary because it is not in accordance with the existing policy target." Informant (11/06/2025)

The company's communication strategy emphasizes the importance of approaching sources with a personal approach in order to present balanced news. Journalists are encouraged not only to raise good or bad news rawly, but to deepen and look for other side sources so that the news does not contain hoaxes or one-sided information. This principle is based on the awareness that quality news reflects the balance and fairness of information. Strategy evaluations are carried out periodically in the form of weekly meetings and discussions in online groups that monitor the accuracy and relevance of the content, as well as audience responses as indicators of the success of the communication strategy (Althuwaini, 2022; Thousani & Setiyawan, 2021).

The external communication strategy carried out by PT Busam Media Group maintains good relations with various media organizations such as the Indonesian Cyber Media Union (SMSI), and the Indonesian Cyber Media Network (JSMI) as a mutual umbrella. As the informant said:

"If in the media we have a media company organization, if Busam is a member of SMSI. So this media has a parent, it has a shade. That's how we maintain good relations outside, even though we compete in business, we still have bonds." Informant (11/06/2025)

The example of external communication that occurred in the PT Busam Media group, which was revealed by the informant:

"The contract issue that is the issue of the issuance of the gubernatorial regulation is crowded with media that is not ferivivated, the press council that is a member of SMSI is equally struggling to break through so that what is not ferivivated can be facilitated by the government." Informant (11/06/2025)

Despite competing in the media business, we still synergize and coordinate for the common good. In the era of digital media, PT Busam Media Group's corporate communication utilizes social media platforms to build positive perceptions, spread actual news, educate the public and interact with informants, as well as active engagement with followers to strengthen the company's brand message (Kathleen et al., 2021; Nabila & Idzatulloh, 2025). Corporate Communication PT Busam Media Group programmatically applies the principles of content marketing that are educational, promote the values of transparency, and are responsive to emerging opinions and issues. As explained by the informant:

"We also routinely make podcasts with informative themes, sometimes also educational content. We pay close attention to interactions on social media," explained an informant, an editorial team leader.

In addition to news updates, direct interaction with informants through comments, Q&A, digital campaigns are considered an effective way to instill positive perceptions and build public trust, especially the younger generation who are the main targets of online media.

The strategy implemented by PT Busam Media Group is very oriented towards intensive two-way communication, especially through social media as the main platform. The informant stated:

"We prioritize content that is not only informative but also interactive so that the audience feels heard and actively involved. The personal approach during reporting is also improved so that the news is more balanced and can be well received by the source." Informant (11/06/2025)

The success indicators that have also been successful in digital advertising are also considered as a form of public trust in PT Busam Media Group

There are other CSR programs that are supported and carried out as a corporate communication strategy in maintaining a positive image. As the informant revealed: "Our CSR accommodates ordinary street vendor interns from vocational schools and interns, so we facilitate them and we provide special training, it also includes special training for employees connected to the company". Informant (11/06/2025).

Internal policies are carried out with a clear meeting system and work targets. The company's CSR program focuses on practical training and coaching for students and interns (PKL) to improve their skills, particularly in the field of media and journalism. In addition, Busam also provides supporting facilities such as podcast rooms while maintaining openness and transparency and encouraging them to share their work as positive feedback.

PT Busam Media Group adopts a holistic approach that does not only focus on the dissemination of one-way information, but also focuses on interactive two-way communication with the public. This strategy involves the use of social media as the main means to build an open and responsive dialogue with the audience, strengthening emotional connections with the community. In addition, the company routinely conducts comprehensive evaluations of the effectiveness of the communication strategies implemented to ensure compliance with digital media trends and public information needs. Intensive training and capacity building of editorial and communication staff are the main pillars to maintain content quality, professionalism standards, and company credibility in the midst of fierce competition in the online media industry.

Crisis Management

Crisis management is one of the strategic dimensions and is very essential in maintaining the positive image of media companies, including PT Busam Media Group in the scope of corporate communication, crisis is not only understood as an emergency or disaster situation, but also includes all issues or negative opinions that have the potential to threaten the reputation and public trust in the company. As the informant said:

"Most criticism from the community comes from social media, yes, from netizens. It can't be filtered unless there is hate speech, there is language that violates the Ute constitution, we can capture it and can be reported, so yes, the admin is just hard work. Now I said we must be neutral so that we don't show our partiality. We have to counter it wisely, the name of the admin should not be angry." Informant (11/06/2025)

Crisis management is not only carried out by one division, but involves the entire organizational structure. Corporate communication coordinates with editorial, legal management, and IT technical for data synchronization, fact-checking, and mitigation of the spread of misinformation. Likewise, the informant revealed:

"If negative news appears, we immediately identify the source, collect valid data and determine clarification steps to the public in soothing language." Informant (11/06/2025).

Crisis management at PT Busam Media Group is an important part of corporate communication that is carried out with strict protocols.

"When negative issues or hoaxes arise, we immediately process detection, verification, and public response through factual and reassuring official statements," said the Informant.

Crisis communication is carried out on a two-way principle so that the public can submit clarifications and companies can provide answers openly and quickly. This process allows companies to maintain public credibility and trust while effectively restoring their reputations after a crisis.

The biggest challenge faced in maintaining Busam's positive image is the need for funding which sometimes requires them to adjust to various contracts, including those related to political activities, but still maintain realistic and balanced content. As the informant revealed:

The Role of Corporate Communication at PT Busam Media Group in Efforts to Maintain the Company's Positive Image

"Money, we want to maintain idealism, imagine that during the election we maintain idealism while we with podcasts a, b, c we can get a contract when we don't want to play there, but that's by playing there we still keep what we preach is realistic which actually does not exist - there is no exaggeration and no hyperbole." Informant (11/06/2025)

In addition, information crises also occur very often such as it is difficult to get informants or resource persons, therefore the action taken and the one who is obliged to determine the existence of the crisis is the editor-in-chief as said by the informant:

"If the information crisis is most for journalists who are lazy, the name of the journalist is not an information crisis unless he is really lazy, lazy to get along but then you don't have to be a journalist, you are an introvert like that." Informant (11/06/2025)

Likewise, other things expressed by the informant:

"If the information crisis of the source exists and it goes back to the ability of journalists to dig up the news, in approaching the source. Indeed, there are agencies that are very closed, so it can be a crisis, we can stop." Informant (11/06/2025)

Facing an information crisis, the main responsibility lies with journalists who must actively dig up news and editors who manage topic changes when sources are difficult to find. This flexible and proactive approach is a strategy to maintain the quality of news without being trapped in a crisis situation that can hinder reporting. Likewise, the informant revealed:

"To face it, yes, we at least replace or postpone until we find a way to open it, but we don't focus on that, if the focus is just there, we run out. Yes, we replace it with another topic or theme. We are chasing what is the same as this rise. The one responsible for replacing the editor is the editor." Informant (11/06/2025)

It measures the success of crisis management and efforts to maintain the company's image. The success of maintaining a positive image is measured by the public response and trust reflected in the interactions that enter the media, from reports of domestic violence cases to infrastructure complaints such as water and waste. Good relations with regional apparatus are one of the keys to the effectiveness of the implementation of social media control functions. "With the response of the community, the public response and the public perception of the bug. Oh so far it has still been believed, so far Busam still receives messages complaining that even domestic violence people just report it to Busam and that's how we measure even the missing child reports to Busam, now this is a form of trust in our media." Informant (11/06/2025)

PT Busam Media Group has a structured mechanism and is quick to respond in dealing with negative issues and rumors that have the potential to damage the company's reputation. A special team was formed to conduct continuous monitoring and early identification of potential crises. When a crisis occurs, the company conducts transparent and humane crisis communication by prioritizing quick clarification of facts and opening a dialogue space to respond to public uncertainty. This approach not only reduces the negative impact of the crisis, but also strengthens public trust in the integrity and professionalism of PT Busam Media Group as a valid and accountable source of information in the midst of a very fast and sometimes uncontrollable flow of digital information.

The results of the analysis show that Corporate Communication PT Busam Media Group has implemented a strategic communication function in accordance with the theory of Excellence. Communication is two-way and open, where public feedback is used to improve the quality of communication and company policies.

This research is in line with the findings by Feldiansyah (2024) who stated the importance of fast and transparent crisis communication in maintaining the reputation of media companies. In addition, according to Ardianto et al. (2007), strong internal branding and internal communication also support the consistency of the company's narrative in the eyes of the public.

The difference found is that the level of involvement of Corporate communication of PT

Busam Media Group in decision-making is quite high compared to several other studies that still show public relations as a normal operational function (Oparaugo, 2021). This indicates maturity and high professionalism in the management of company communication.

From a critical perspective, the researcher assesses that success in maintaining a positive image is not only the result of good communication practices, but also supported by an organizational structure that integrates the public relations function in strategic management. This approach makes communication the main instrument in building trust and mitigating potential crises that can threaten reputation.

In general, this study strengthens the relevance of the theory of Excellence in the context of modern digital media and shows that effective Corporate Communication is the main determinant of the success of companies in dealing with the current dynamics of corporate communication.

This discussion connects the results of data analysis with previous theories and research, and provides a critical interpretation of the findings in the context of the role of Corporate Communication of PT Busam Media Group in maintaining a positive image of the company.

Roles and Functions of Corporate Communication

Data shows that Corporate Communication at PT Busam Media

The Group plays a strategic role as a communication manager that is integrated with the company's management. The informant explained that this division is not only conveying messages, but also active in strategizing, managing media relations, and controlling issues. This is in accordance with the principle of the Excellence theory from Grunig & Hung (2022) which places the function of public relations as a management partner in the return of strategic decisions through symmetrical two-way communication.

Corporate communication has a very strategic role in supporting the sustainability and growth of the company, especially in building and maintaining a positive image in the eyes of the public and stakeholders. The main function of corporate communication includes the creation and management of a company's reputation through the delivery of consistent, transparent, and ethical messages. In addition, corporate communication plays a role in developing and implementing an internal communication strategy that coordinates the relationship between employees and management so as to create a harmonious and productive work environment. Externally, corporate communication is responsible for building relationships with the media, customers, business partners, and the wider community, which allows the company to maintain the trust and loyalty of the audience. Another crucial function is communication management in the event of a crisis that can potentially damage reputation, where corporate communication acts as the frontline in designing a fast, precise, and effective response. Without this role, companies can lose control of the public narrative which ultimately negatively impacts the image and sustainability of the business.

Corporate communication at PT Busam Media Group has a central role in building and maintaining a positive image of the company through integrated internal and external communication management. The division's main functions include developing communication strategies that align with the company's vision and mission, managing relationships with the media and various stakeholders, and designing corporate social responsibility (CSR) programs that strengthen the company's image in the social sphere. Corporate communication also acts as a mediator that bridges information between management and all lines of the organization with the public, ensuring that the message conveyed is consistent and reflects the company's values of integrity, professionalism, and innovation. By prioritizing the principle of symmetrical two-way communication according to the theory of excellence, this division is not only the delivery of information, but also the builder of harmonious long-term relationships with the public. This further strengthens PT Busam Media Group's position as a credible and trusted media company, able to compete healthily with competitors, and adapt quickly to changes in the dynamic digital

era.

The findings of the study show that Corporate Communication PT Busam Media Group actively carries out the communication function as an integral part of the company's strategic management. This can be seen from the involvement of this division in the decision-making process, issue management, and the preparation of communication strategies that are delivered consistently and transparently to the public. This approach is very much in line with the Theory of Excellence which emphasizes that effective public relations must function as a strategic partner in organizational management, not just as a technical implementer.

In this theory, symmetrical two-way communication is an ideal model that prioritizes dialogue, transparency, and reciprocity between the organization and its public (Grunig & Hung, 2022). PT Busam Media Group emphasizes the importance of balanced communication between the company (communicators) and the public (speakers and audiences). The journalist's approach to deepening the news by inviting the source to speak in a balanced manner reflects the principle of symmetrical communication that is mutually beneficial, an essential aspect of the theory of excellence.

In addition, the development of the quality of journalists through competency training and certification (UKW) indicates investment in the knowledge core, namely human resources who master adequate communication and journalistic knowledge, enabling professional and standardized communication practices.

PT Busam Media Group's Corporate Communication practices reflect this model through a structured feedback mechanism from the public. As revealed by the respondent: "We do not just disseminate information, we listen to and discuss public input so that communication strategies continue to be improved."

This supports the argument of Feldiansyah (2024) who emphasizes the importance of a responsive strategic public relations function to maintain reputation, especially in the rapidly changing digital media industry.

This function is crucial in maintaining the consistency of messages and building public trust. As the informant said, Corporate Communication ensures that the information conveyed is always accurate and transparent so that the company's image is maintained. This finding is in line with the results of the Feldiansyah study (2024) which emphasizes the importance of public relations in managing strategic communication to maintain an organization's reputation in the digital era.

Strategies for Maintaining a Positive Image

The strategy carried out by PT Busam Media Group is to optimize the use of social media as the main interactive channel to build engagement and convey educational messages. Direct engagement with the audience through creative and responsive content is a practice reinforced by Althuwaini (2022) who states that interactive social media management can strengthen public reputation and loyalty.

The strategy to maintain the positive image of PT Busam Media Group must be implemented holistically with an integrated approach, involving various internal and external communication elements. One of the key steps is to build strong and harmonious relationships with the media and stakeholders, so that the company's message can be conveyed appropriately and effectively. In addition, companies need to ensure consistency in the content presented, whether in the form of news, articles, or other information, which must always be accurate, educational, and inspiring. Active presence on social media is also very important, which is not only for promotion but as a means of interaction and responsiveness to the needs and public input. This way, the company can create an image that is trusted and respected. Furthermore, the implementation of proactive two-way communication allows PT Busam Media Group to continuously listen and understand its public so that communication strategies can be

dynamically adjusted according to the needs and expectations of the audience. Such a strategy not only maintains a positive image, but also increases customer loyalty and strengthens the company's competitive position in the increasingly tight local media industry

In carrying out its corporate communication strategy, PT Busam Media Group does not only rely on one-way information delivery, but also implements two-way communication that is interactive and responsive. This strategy involves the use of various digital media platforms, especially social media, as the main means of building direct dialogue with the public and strengthening audience engagement. The emphasis on transparent and accountable communication is an important foundation for the public to obtain accurate and trustworthy information. The company also routinely evaluates the effectiveness of its communication strategy through the collection of feedback from various sources, including customers and media partners, so that it can adjust its communication approach in accordance with market dynamics and public expectations. In addition, quality content development is supported by

Ongoing training for journalists and communication staff to improve competence and standards of professionalism. Integrated cross-departmental collaboration is also key to the success of this strategy, with corporate communication as the main link that ensures the consistency of the company's message and image remains positive and strong in the eyes of the public.

In addition, good relations with other media institutions such as SMSI and regional apparatus show that corporate communication at PT Busam Media Group plays a role in building and maintaining networks with strategic public, strengthening the theory of stakeholder relations within the framework of Excellence. Information disclosure and transparency are also shown through the delivery of clarifications quickly and accurately when negative issues occur. This approach is very much in line with the two-way symmetrical communication model in the theory of Excellence which prioritizes dialogue and openness between organizations and the public (Grunig & Hung, 2022).



Figure 1. SMSI Certificate

Source : Busam.ID

Regular evaluation of communication programs through weekly editorial meetings and internal discussion groups shows a strong culture of pastisiness. This is in line with the concept of participatory culture in the theory of Excellence which emphasizes the active involvement of leaders and communication staff in the decision-making process and execution of organizational communication.

In the context of social media management and digital communication, PT Busam Media Group implements a comprehensive strategy that combines the presentation of educational content, clarification of issues, and direct interaction with the audience. This

strategy is effective in strengthening a positive image and meeting the demands of today's public openness. This is in line with the findings of Padillah (2022) who stated that an interactive and transparent social media-based communication strategy can increase positive perceptions and build audience loyalty.

In addition, the combination with the regular delivery of official and transparent information confirms the application of open communication practices, as recommended by the theory of excellence. This approach encourages public trust and reduces perception gaps that can negatively impact the company's image. The interview findings show:

"We always make sure that an official statement comes out as soon as possible if there are issues, to avoid untrue speculation."

This confirms that PT Busam Media Group's Corporate Communication optimizes a responsive and measurable two-way communication strategy.

The implementation of a communicative and participatory CSR program also strengthens the company's positive image by building the perception that PT Busam Media Group does not only focus on business but also cares about the community. This practice is supported by research by Saputra and Hanutama (2025) which shows that good CSR transparency and reporting increase public trust and organizational reputation.

Crisis Management

Crisis management at PT Busam Media Group is carried out systematically and structured through early detection, internal coordination across divisions, preparation of official messages, and rapid and wide-reaching publication of clarifications. Readiness and speed of response are the main elements in minimizing negative impacts on the company's image, according to the findings of Du Plessis et al. (2020) regarding the effectiveness of modern crisis communication.

Crisis management at PT Busam Media Group is carried out with a proactive and systematic approach in order to be able to overcome issues that have the potential to damage the company's image quickly and effectively. The corporate communication team is equipped with clear protocols ranging from identifying potential crises, analyzing impacts, to drafting official messages that are in line with the values of transparency and communication ethics. Crisis communication strategies focus on the speed of response accompanied by objective and factual clarifications to prevent the spread of false information or hoaxes. In addition, the company maintains two-way communication with the public and stakeholders to receive input and ease public concerns, while maintaining trust. Previous crisis management experience is also an important lesson used to improve crisis communication systems and procedures, so that PT Busam Media Group is able to maintain its reputation as a reliable source of information even in difficult conditions.

Effective communication crisis management is the main key to maintaining a positive company image amid the rapidly changing dynamics of the media industry. PT Busam Media Group needs to form a resilient and cross-functional crisis response team that can quickly detect, respond to, and manage crisis situations. A prompt and transparent response to the public, accompanied by responsive two-way communication, is essential to mitigate potential negative impacts. In addition, companies must conduct intensive monitoring on social media and digital platforms to anticipate the spread of negative information or hoaxes. The use of technologies such as analytics platforms and artificial intelligence can help speed up the detection and clarification of crisis issues. A thorough evaluation and consistent follow-up are also needed after the crisis subsides to fix the weaknesses of the communication system and rebuild public trust in a sustainable manner. Collaboration with external stakeholders, including mass media and fact-checking agencies, is also a strategic step in maintaining and strengthening the company's reputation post-crisis.

The proactive approach of journalists and editors in digging up information and

changing topics in difficult conditions (crises) shows the implementation of relationship and crisis management according to the theory of Excellence which emphasizes the function of public relations as a strategic manager in the organization.

Effective communication crisis management must be supported by a comprehensive and responsive strategy, which is able to foster public trust while minimizing the negative impacts that arise. As a first step, companies should immediately establish a crisis response team consisting of various cross-divisional elements, including communications, operations, and legal, so that responses can be carried out quickly and coordinated. Actively monitoring issues on social media and all digital channels is critical, so that companies can immediately identify potential issues that develop and take preventive measures before they develop into larger crises. Another concrete step is to provide open and transparent clarification to the public, by conveying facts honestly and balanced, and fending off misinformation that is circulating. A quick response, accompanied by humane and empathetic communication, will help strengthen the company's reputation while reducing tensions in the community. In addition, companies must periodically evaluate the effectiveness of the crisis management strategies that have been implemented and make continuous improvements so that they are better prepared to face various challenges. Collaboration with trusted media and influencers is also an important part of the crisis management strategy, to ensure that the message conveyed can be understood and received positively, while strengthening the company's image in the midst of the dynamics of rapidly spreading issues.

This practice of responsive and ethical crisis communication is also consistent with the theory of Excellence which emphasizes the importance of openness and two-way communication in restoring an organization's reputation (Grunig & Hung, 2022). An informant's statement describes the importance of readiness:

"When a hoax appears, we quickly draft a clarification message and publish it immediately so that the public gets the right information and is not caught in hoaxes." Transparency in times of crisis and information disclosure are also in accordance with the principles of ethical communication that are championed in the theory of Excellence. The company's quick and consistent response strengthens PT Busam Media Group's position as a trusted media in the eyes of the public, reducing the space for the mission negative information and speculation that can damage reputation.

CONCLUSION

Corporate communication at PT Busam Media Group plays a strategic and integral role in maintaining the company's positive image through comprehensive strategies grounded in Excellence Theory, emphasizing symmetrical two-way communication, transparency, and responsiveness; its functions extend beyond message dissemination to include strategic planning, stakeholder relationship management, crisis mitigation via rapid detection and factual clarification, and active involvement in decision-making, supported by adaptive social media engagement, internal training, editorial evaluations, and feedback mechanisms that foster trust, internal cohesion, and credibility as a trusted media entity in Samarinda's competitive digital landscape. For future research, scholars could conduct comparative case studies across multiple Indonesian local media companies to assess variations in corporate communication effectiveness or employ longitudinal analyses to evaluate long-term impacts of digital strategies on reputation amid evolving technologies like AI-driven content moderation.

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