The Utilization of the Digital RIHANA Application as a Crisis Management Strategy to Build Company Reputation : A Case Study of the Consumer Directorate of Telkom Indonesia

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Abstract

This research discusses the strategic role of Public Relations in handling trust crises among the public audience within an organization, with a focus on Telkom Indonesia. In crisis management, issue management and internal and external communication are crucial. To handling this, Telkom Indonesia utilizes a digital application called RIHANA as an early warning system to confront communication crises.

The aim of this study is to identify crisis management strategies implemented by Public Relations at Telkom Indonesia through the use of RIHANA application and how its utilization can impact the enhancement of the company's reputation. The research methodology employed is qualitative, utilizing the theory of organizational crisis communication as the analytical foundation.

The findings reveal that the RIHANA application assists Public Relations at Telkom Indonesia in efficiently and responsively managing customer complaints. The application facilitates the recording and analysis of complaints, enabling the CRM team to take responsive actions based on the nature of each complaint. However, some challenges arise during the implementation of this application, such as incorrect status updates and system errors. Nevertheless, through continuous monitoring and checks, Telkom Indonesia can overcome these challenges and deliver excellent service to enhance customer satisfaction.

The RIHANA application serves as an effective tool for Telkom Indonesia to achieve its objectives in crisis communication management and reputation enhancement. Consequently, this research provides insights into the importance of issue management and the utilization of technology in crisis communication handling for companies.

Keywords: Strategy, Application, RIHANA, Telkom Indonesia, Crisis

Introduction:

In an organization, Public Relations professionals handle crisis management and issue resolution, including restoring trust among the public. Effective strategies are essential for reinstating a positive corporate image, as trust holds economic value pivotal for a company's growth.

A crisis embodies an unforeseen event with potential desired or undesirable consequences that necessitates prompt and accurate handling to resume normal operations (Steven Fink, 2016).

It draws attention from various stakeholders, requiring adept Public Relations strategies to mitigate and resolve, thus restoring customer trust.

Trust is paramount for maintaining a company's credibility, as seen with Telkom Indonesia's case. A communication crisis involving network disruptions in September 2021 highlighted the significance of issue management by the company's Public Relations. Issue management precludes negative progression and conflicts by monitoring trends in public opinion.

This study delves into crisis management strategies employed by Telkom Indonesia's digital-based RIHANA application. It examines the application's impact on crisis handling and the correlation with enhancing the company's reputation during a five-year period from January 2019 to March 2023. This period encompasses pre-Covid, Covid-19, and post-Covid phases.

Focus Research:

In an effort to narrow down and focus this research, based on the exposition above, the problem formulation in this study is as follows:

1. How is the utilization of the digital-based application RIHANA as a communication strategy for crisis management in Telkom Indonesia?
2. How does the implementation of the utilization of the digital-based application RIHANA as a crisis management strategy enhance the company's reputation?
3. What are the strengths and weaknesses of the digital-based application RIHANA as a communication strategy by Telkom Indonesia in addressing crises and enhancing the company's reputation?

Research Objectives.

The objectives of this study are as follows:

1. To understand how the utilization of the digital-based application RIHANA serves as a communication strategy for crisis management at Telkom Indonesia.
2. To ascertain how the implementation of the utilization of the digital-based application RIHANA as a crisis management strategy can enhance the company's reputation.
3. To identify the strengths and weaknesses of the digital-based application RIHANA as a communication strategy by Telkom Indonesia in handling crises and enhancing the company's reputation.

Literature Review.

Previous research is essential to understand the outcomes achieved by earlier researchers, thus providing a foundation and basis for this study.

A study by Lynn Perry Wooten and Erika Hayes James titled "Linking Crisis Management and Leadership Competencies: The Role of Human Resource Development" focuses on leadership competencies related to crisis management within organizational contexts. Utilizing a qualitative research approach and the Grounded Theory Methodology, the study demonstrates leadership competencies across various phases of the crisis management cycle. It highlights leadership's role in addressing crises and developing human resources as a strategy to prevent and resolve organizational crises.

David L. Sturges' study titled "Communicating through Crisis: A Strategy for Organizational Survival" investigates how organizations approach crises through solution-oriented measures. Employing a quantitative research methodology, the study considers crisis situation dimensions, crisis communication strategies, and their implementation. Results show that employees respond to organizational crises in diverse ways, heavily influenced by crisis situation dimensions, crisis

communication strategies, and their implementation. This research emphasizes the need to address crisis situations with tiered crisis communication.

In these prior studies, the focus primarily lies in the communication capabilities of Public Relations or the role of a leader within a company organization, without considering the utilization of information technology in the form of digital-based applications as tools to manage corporate crises. For instance, the research titled "Crisis Management and Leadership Competencies" (Lynn Perry Wooten & Erika Hayes James, 2008) examines only the leadership competencies and abilities of an organizational leader without considering the potential of information technology development, such as digital applications, as means to address crises.

As another example, the study focusing on "Crisis Communication of the West Bandung Creative Economy Forum in Facing the Covid-19 Pandemic" (Antar Venus et al., 2020) only explores how organizations tackle crises using various relevant communication channels, yet it fails to consider the utilization of information technology in the form of digital applications that could aid Public Relations in making informed and accurate decisions based on obtained data.

Organizational Communication.

Communication refers to the exchange of information between individuals involving ideas and thoughts conveyed by the message sender to the message receiver, with the aim of influencing attitudes and behaviors (Andriyani, Darmawan, & Hidayati, 2018). In this context, an organization refers to a group of individuals working together to achieve shared goals (Duha, 2018). Within the organizational context, communication plays a vital role, serving as a means of interaction among organizational members. The significance of effective communication is closely tied to achieving organizational goals. Organizational communication pertains to the process of conveying information and ideas among organizational members to achieve predetermined objectives.

Theoretical Foundation Issue and Crisis Management Issue Management According to Cutlip-Center-Broom, issue management encompasses two fundamental actions:

1. Conducting an initial identification of issues that have the potential to harm an organization or company.
2. Providing responses to issues to minimize the consequences of their emergence. Issue management is a proactive process of anticipating, identifying, evaluating, and responding to public policy issues that impact the organization's relationship with the public.

Stages of Issue Management Within issue management, there are four stages that a Public Relations professional must go through:

1. Issue identification involves finding out where the issue originates.
2. Issue analysis aims to position the significance of the issue, drawing on past experiences.
3. Strategy selection involves preparing actions to address the issue. Strategies can be reactive, adaptive, and dynamic.
4. Program implementation entails promptly executing the program in collaboration with all parts of the organization.
5. Evaluation is conducted to assess the effectiveness of the implemented program.

Crisis reputation of an organization must be actively managed across all sectors. Reputation management involves measuring, monitoring, and devising plans to handle reputation. Reputation management is one way organizations manage reputation problems, vulnerabilities, and opportunities. A crisis is a primary event that generates negative outcomes and affects

organizations, companies, industries, individuals, including products, services, and goodwill. A crisis arises amid the operational activities of an organization, and sometimes crises can strengthen an organization's existence. Crises can manifest as product failures, accidents, fires, boycotts, and various other adverse conditions.

Crisis Management Crisis management follows developmental phases: potential, immediate, emerging, crisis, and dormant (Crabble & Vibbert, 2015).
1. Potential: Crisis potential is recognized when authorities announce preventive measures and public response begins, marking the crisis onset.
2. Immediate: Media coverage escalates public interest, defining the crisis. It starts after crisis identification and gains momentum with stakeholder support and media influence.
3. Emerging: Media extensively covers the crisis, making it a dominant topic, raising public awareness.
4. Crisis: Involved groups express their grievances and attitudes. Baseless criticism disrupts the crisis-involved parties.
5. Dormant: Crisis becomes inactive, fading due to media shift or manageable nature, receding from public memory.
6. Crisis planning includes contact lists, spokespersons, and media understanding.
7. Crisis management relieves decision pressure. Steps involve saving lives, mitigating threats, and establishing communication networks.
8. Corporate communicators advise management and manage media relations, capturing support through strategic communication.

Utilization of Technology in Crisis Management
The development of information and communication technology has brought significant changes to the field of communication science, particularly in the realm of Public Relations (PR). The use of media as a tool and primary channel for communicating with the public has become the foundation of evolving Public Relations activities. In the era before the internet, Public Relations practitioners had to painstakingly distribute publications such as brochures, flyers, and press releases manually to each intended address. However, with the emergence of social media and modern technology, the situation has dramatically changed, impacting how PR practitioners conduct their activities.

Public Relations.
This research employs a grand theory within the study of communication science, specifically change communication related to corporate communication management during a crisis. This theory is deemed appropriate as it helps analyze the findings of this research. The author employs the theoretical framework of organizational crisis communication theory from Fearn-Bank (2012). This theory categorizes crisis communication into five stages, including:
a. Detection, where crises can be signaled by warning signs.
b. Prevention and inventory, which includes specific actions taken by companies to prevent crises. The presence of public communication helps build relationships that can prevent crises or reduce harm. Crises cannot be avoided. Therefore, crisis communication planning can be undertaken to manage crisis communication.
c. Control, referring to corporate actions to minimize crisis impacts.
d. Recovery, connecting how a company bounces back after a crisis.
e. Learning.

In the framework, delivering messages quickly during a crisis means providing an opportunity for stakeholders, especially mass media, to know about what is actually happening. The goal is to fill the information gap while the crisis is ongoing. Slow responses, on the other hand, provide opportunities for other parties, especially those wanting to undermine the reputation of the organization or company, to fill the information void with speculation or incorrect information.

Conceptual Framework

A conceptual framework is a model that illustrates how theory relates to factors identified as important problems (Sugiyono, 2019, p.60). The conceptual framework demonstrates the researcher's thought process and approach to discovering research outcomes. In addressing the communication crisis at Telkom Indonesia, the company utilizes information technology developments, such as the use of the RIHANA digital application (Crisis Monitoring Dashboard). This digital-based application serves as an early warning system, making Telkom Indonesia's PR proactive, responsive, accurate, and efficient in countering issues and handling crises.

Research Methodology

This research adopts the contructivism paradigm, where a study examines how a message or product undergoes various construction processes involving subjectivity. Different people respond, interpret, and construct reality differently. Each individual has their own experiences, preferences, education, and social environment that they use to interpret the reality around them. In this context, the research explores how Telkom Indonesia's PR, through the technology-based RIHANA digital application, is proactive, responsive, accurate, and efficient in countering issues and handling crises. This qualitative research is based on the constructivism paradigm, which views knowledge as not only a result of experience but also a result of the subject's constructed thinking. Human understanding of social reality centers on the subject, not the object. This means that knowledge is not solely the result of experience; it is also a result of constructed thinking (Arifin, 2012: 140).

Research Type

This descriptive qualitative research aims to describe an object, phenomenon, and social setting that will be presented in narrative form. It presents data and facts in words or images rather than numbers. The research includes factual data quotes obtained in the field to support the report's presentation.

Research Method

This research employs a case study method with a qualitative approach. The case study method is used in this research. A case study explores a problem in detail, collecting in-depth data from various sources of information. The research is constrained by time and place, and the case could involve programs, events, activities, or individuals (Sudrajat & Moha, 2019). A case study relates to a unique situation where many interesting variables come into play, relying on multiple data sources that require triangulation and cross-checking with other results (Prihatsanti et al., 2018). The case study method used in this research involves:

1. It can be used for exploratory, explanatory, and descriptive purposes.
2. The researcher does not control events or social phenomena that occur, meaning the researcher studies these events or social phenomena as they naturally unfold.
3. The social phenomenon in this research is a contemporary social phenomenon that occurs in the present in real life and can be observed and interviewed with the subjects involved.

The Research Object

The object of this research is the RIHANA application as a communication strategy of Telkom Indonesia's PR, based on social media resilience, used to enhance the company's reputation.

Research Subjects Sources of information in this research include:

1. Teuku Muda Nanta, the CEO of Telkom Indonesia's Consumer Directorate, who holds the position of Executive General Manager of the Digital Connectivity Service Division. Mr. Teuku Muda Nanta is considered to have a deep understanding of this application and its relevance to the digital connectivity services overseen by his division.
2. Nesya Amalia, from the Customer Care Control Center at Telkom Indonesia, has a role directly related to tracking and handling incoming complaints.
3. Consumers of Telkom Indonesia's Indihome service, including Inne Pujianti and Ivanna Vanessa.

Data Sources

This research utilizes primary and secondary data sources. Primary data is obtained through interviews with the Consumer Directorate and top-level management of Telkom, as well as Indihome customers. Secondary data is obtained from documentation studies, publications, photos, news, press releases, and online media articles.

Data Collection Techniques

In collecting data for this research, the researcher uses purposive sampling and snowball sampling techniques. Purposive sampling is used to select relevant informants. Snowball sampling determines the number of informants in this research.

Data Validity Techniques

Data analysis through this theory is crucial and relevant because it includes the process and mapping of opportunity and challenge management in the use of the digital application RIHANA. Data analysis involves the following steps:

1. Document interviews in recordings or written notes and transcribe them into interview transcripts for each informant.
2. Condense the interview transcripts while maintaining internal validity, information accuracy, and the real condition of the informant's answers to the material focus.
3. Describe the condensed results through categorization to find the mainstream of information conveyed by the informants.
4. Systematize and interpret the categories of informants' answers based on the theoretical framework underlying the focus of the answers.
5. Present the interpreted results of informant answer categories as analytical material for discussing research questions.

Data Validity Techniques

All data obtained in this research can be justified by the author in terms of its validity. In this research, triangulation is used, comparing information obtained from informants with other data sources.

Research Result

**The RIHANA Application as An Early Warning System**

The digital application RIHANA is a digital-based application that is integrated with Telkom Indonesia's internet network. This RIHANA application serves as an early warning system for Telkom Indonesia's Public Relations to counter issues gathered from social media

data. This application serves as a tool or means of communication to address issues that arise within Telkom Indonesia.
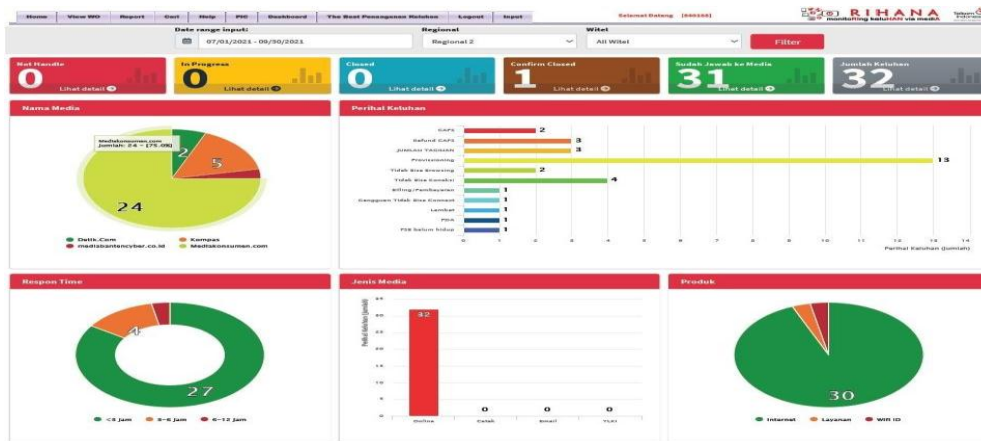
Decision-Making in Crisis Management through the Utilization of the RIHANA Digital Application

In crisis management at Telkom, strategic decision-making is based on the applicable spokesperson policy within Telkom, determined by the level of urgency of the occurring crisis. This can be observed in the following diagram:
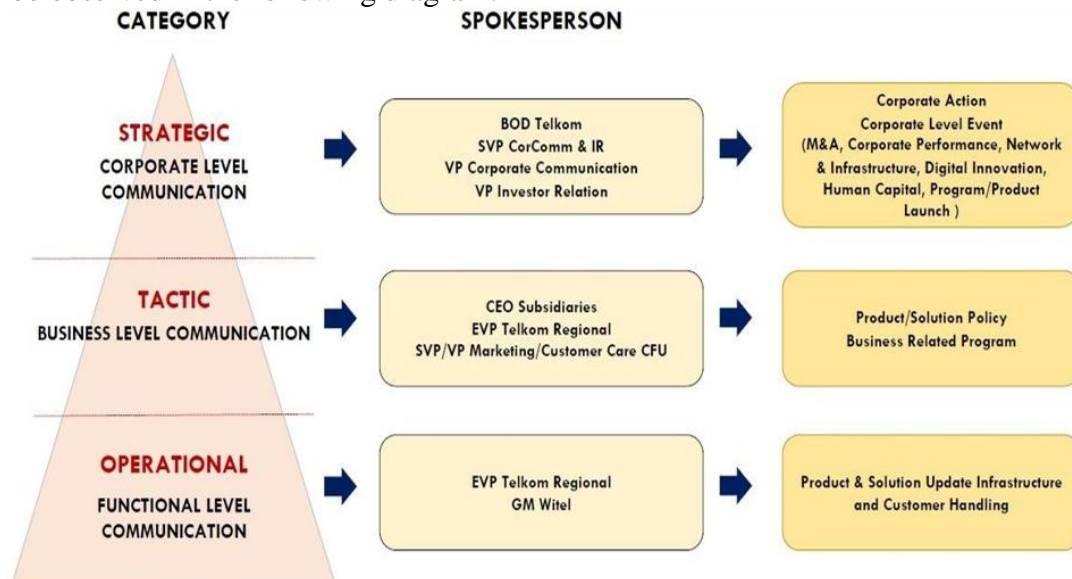

Crisis situations are categorized into three categories:
1. Operational Category, where decisions are made by the EVP of Telkom and/or GM of Witel (Telkom Region), pertaining to crises at the functional communication level regarding products, infrastructure solutions, and customer handling.
2. Tactic Category, where decisions are made by the CEO's spokesperson and/or EVP of Telkom Regional and/or SVP/VP of Marketing, concerning crises related to products or business solution policies associated with ongoing programs.

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3. Strategic Category, where spokesperson decisions are made by the Telkom Board of Directors and/or SVP of Corporate Communications and/or VP of Corporate Communication and/or VP of Investor Relations for crises related to corporate actions, corporate-level events, performance, network and infrastructure, digital innovation, human capital, program launches, or products.

Issue Counter dan Crisis Management Step Telkom Indonesia
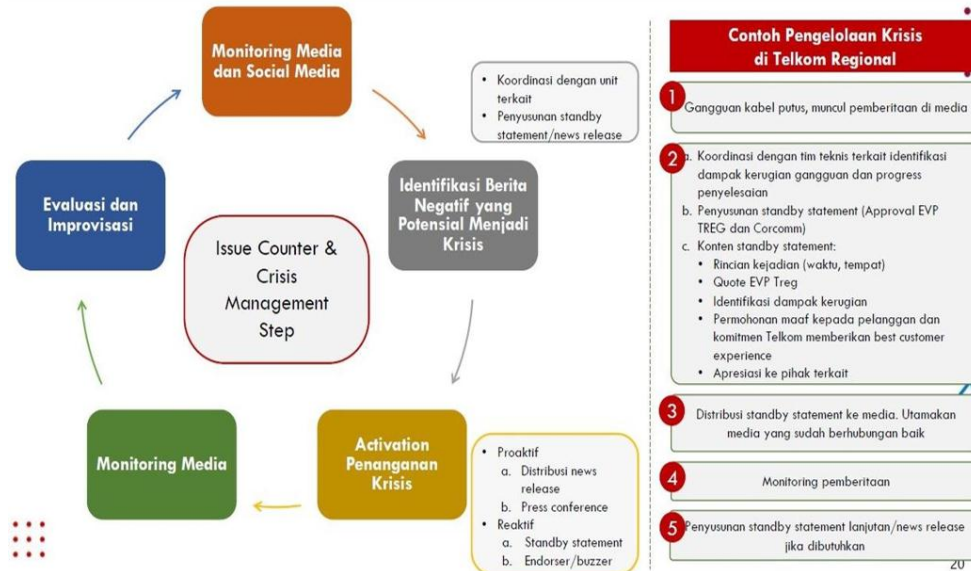
The Public Relations activities in managing the RIHANA application include activities in conventional media, public media, digital media, and personal media as seen in the following image:

Content Management Activities.

The Telkom Content Management activities are as follows:
a. Creating stories, such as news releases, articles, and media briefs.
b. Creating graphics, including photo creation, infographics, and collages.
c. Creating videos, including making TV commercials (TVC), TV magazines, news coverage videos, and animated videos.

Examples of crisis management that occur in Telkom's external public:
a. Cable disruption causing internet and telecommunications network issues.
b. Coordinating with relevant technical teams, identifying the impact of the disruption, and formulating crisis resolution progress.
c. Drafting a standby statement, which must be approved by at least the EVP Corcomm.
d. The standby statement content includes:
    1. Incident details (time and location),
    2. Statement from the EVP regarding the incident,
    3. Identification of the impact of the disruption,
    4. Apology to Telkom's customers and consumers and Telkom's commitment to providing the best customer experience.
e. Appreciation to relevant parties.
f. Distributing the standby statement to the media, prioritizing media that already have a good relationship with Telkom.

g. Monitoring news coverage. Drafting further standby statements or news releases if necessary.

   In the event of an issue, Telkom Indonesia takes the following steps:

1. Monitoring media and social media through RIHANA.
2. If an issue arises, the issue will be identified as a potentially escalating negative news that could turn into a crisis. This requires coordination with relevant units and the preparation of standby statements or news releases.
3. If the issue develops into a negative situation, the issue handling will be activated, including:
    1. Proactive Activation, involving the distribution of news releases and press conferences,
    2. Reactive Activation, involving standby statements and support from endorsers/buzzers.
    3. Monitoring the media to assess the effectiveness of the issue handling activation.
    4. Evaluation and Improvisation: Evaluating the steps taken to counter the issue and improvising for the next course of action."

Research Result

According to Cutlip-Center-Broom, issues management encompasses two fundamental actions:

1. Initial Issue Identification: Refers to the initial steps taken by PT Telkom Indonesia to recognize and comprehend emerging issues. This involves the introduction and monitoring of various issues that may impact the company, including customer complaints, negative opinions on social media, or other public concerns. After identifying these issues, the next step is to input relevant information into the RIHANA Application. The RIHANA Application serves as a tool that facilitates the structured and efficient collection, monitoring, and handling of issues. Information related to issues, such as customer complaints or arising problems, is entered into the RIHANA Application. The purpose is to organize these issues, direct them to responsible parties, and initiate follow-up processes to address complaints or tackle issues responsively and accurately.

2. By identifying issues early and utilizing the RIHANA Application to gather information and initiate the handling process, PT Telkom Indonesia can effectively respond to emerging issues, optimize crisis communication management, and enhance service quality for customers. Issue Response to Minimize Consequences: After customer complaints are entered through the RIHANA Application, PT Telkom Indonesia takes further steps to respond to these issues. This process involves direct contact with customers through phone calls or chat messages. The aim of these interactions is to delve into the reported issues or disruptions in greater detail.

    Teams from PT Telkom Indonesia will reach out to customers and carefully inquire about their identity or customer ID. This step is necessary for a deeper investigation into the issues reported by customers. With customer identification information, the team can access data and information related to the services provided to that customer. Through these actions, PT Telkom Indonesia aims to minimize the potential negative impact of emerging issues or disruptions. By directly communicating with customers and obtaining comprehensive information, the company can respond to problems more accurately and efficiently. This action also reflects the company's commitment to providing appropriate solutions and ensuring customer satisfaction when facing emerging issues.

Crisis Management

Crisis management can be classified into development phases based on the potential, imminent, current, crisis, and inactive stages (Crabble & Vibbert, 2015):

1. Potential Stage: This stage occurs when the number of customer complaints significantly increases, leading to a situation where many customers' complaints have not yet been addressed by PT Telkom Indonesia. As a result, customers begin seeking alternative solutions due to repeated unaddressed issues, including reporting their complaints to the media or public platforms. The impact of this action tarnishes PT Telkom Indonesia's image, as customer issues become public, creating a negative perception of the company's service quality.

2. Imminent Stage: In this stage, the situation worsens as media coverage amplifies the negative image of PT Telkom. This prompts PT Telkom to respond more proactively. This proactive response results in the development of a specialized application aimed at efficiently controlling and monitoring customer complaints.
   The RIHANA Application is designed to track and record every complaint, ensuring that no customer complaint is overlooked or ignored. The primary goal is to provide more timely and effective resolution for each complaint, enabling PT Telkom to address all customer issues. Through the use of this application, the company aims to restore customer trust, improve its image, and enhance the quality of service provided.

3. Crisis Stage: In this stage, there's an increase in customer complaints that lack strong foundations and could be considered false complaints directed towards PT Telkom Indonesia. This situation creates an environment where many customer complaints lack clear reasons or facts. The presence of these false complaints can negatively impact PT Telkom Indonesia's operations and reputation, as resources and time are diverted to address issues that are not substantial.

4. Inactive Stage: With the RIHANA Application, the monitoring process becomes more effective and efficient. This application allows for comprehensive and detailed tracking of complaints, ensuring that each incoming complaint is well-monitored. This advantage enables PT Telkom Indonesia to respond more quickly and responsively to complaints.
   In this context, the use of the RIHANA Application helps prevent recurring complaints. By identifying and addressing complaints in a timely manner, the company can prevent situations where the same issues reoccur from the same customers. This process not only enhances customer satisfaction but also contributes to improving the company's image and overall service quality.

5. Crisis Planning: When facing significant challenges such as the JASUKA case, PT Telkom Indonesia took swift action by deploying their spokespersons as direct representatives. Typically, these spokespersons include members of the company's Public Relations team and a designated manager. The main purpose of their presence is to directly manage the unfolding case.
   This step reflects PT Telkom's proactive response to situations requiring special attention. The spokesperson team is present to provide clear and accurate information to the public, communicate the steps taken to address the issue, and instill confidence that the company is taking necessary actions. The presence of spokespersons also helps manage public perception, maintain good relationships with stakeholders, and ensure consistent and coherent communication.

6. Crisis Management: This phase involves planning that reduces decision-making pressure, allowing focus on crisis management efforts. Among the crisis management steps are efforts to save lives, mitigate further threats, and other actions. At this stage, internal and external communication networks must be established. In this context, corporate communication practitioners act as company management advisors and buffers against external pressures. Direct pressures include media demands for crisis-related information. Conversely, corporate communication practitioners manage media and public demands. A well-designed series of corporate communication activities can highlight the seriousness of the crisis, attracting attention, support, and understanding from the public.

7. Recovery Stage: The RIHANA Application plays a significant role in helping PT Telkom Indonesia address the challenge of handling a large volume of complaints across Indonesia. The presence of this application allows the company to respond to customer complaints quickly and effectively. Each complaint submitted through the RIHANA Application can be managed in a coordinated manner, enabling the support team to take appropriate actions promptly.

The positive impact of using the RIHANA Application is also reflected in customer satisfaction levels, especially for Indihome service users. Customers feel satisfied with the attention and responsive handling provided by PT Telkom Indonesia. Thus, the RIHANA Application helps strengthen the relationship between the company and its customers, improve the company's positive image, and create a better and more satisfying service environment for customers.

However, there are challenges encountered during the implementation of the RIHANA application at Telkom Indonesia that need to be addressed:

1. Application status updates may not always align with on-ground conditions, leading to misunderstandings in communication and hindering office work effectiveness and efficiency. Clear communication between the CRM team and field personnel is crucial to minimize this issue.

2. System errors within the RIHANA application can disrupt the process of summarizing customer complaint data. Regular monitoring and maintenance are required to ensure the smooth operation of the application and proper data integration.

3. Complaints need to be manually entered into the RIHANA application or the application must already be set up to capture existing complaints, for instance, using hashtags or specific keywords.

To address these challenges, several efforts can be taken:

1. Conduct direct checks with the respective customers via phone or on-site visits to ensure that the closed status recorded in the RIHANA application matches the real-life situation.

2. Repeat the data summarization process multiple times to avoid errors in managing data.

With these efforts, it is hoped that Telkom Indonesia can achieve better efficiency and responsiveness in handling customer complaints, maintaining and improving customer satisfaction levels. The RIHANA application becomes an effective tool in achieving these goals and is an integral part of Telkom Indonesia's efforts to deliver superior service to customers."

CONCLUSION AND RECOMMENDATIONS

Based on the research objectives outlined in the previous chapters, the following conclusions can be drawn:

1. Crises should be viewed as situations that require anticipation using an early warning system. Issue management is crucial for organizations to identify and address developing negative public complaints or opinions. Research and studies are essential for monitoring public issue trends, and media monitoring is necessary to take appropriate steps in handling these issues.

2. Telkom Indonesia has developed the RIHANA Application in response to the numerous missed customer complaints. This application enables more efficient and responsive monitoring and handling of customer complaints. Crisis management steps include media monitoring, negative news identification, standby statement preparation, issue handling activation, and evaluation of handling steps for future improvements.

3. Weaknesses of the RIHANA Application include inaccurate repair statuses, system errors, and manual complaint input. Its strengths include rapid and easy issue reporting, automatic data collection, direct communication between customers and handling teams, as well as prompt and accurate issue resolution steps. Efficient monitoring and evaluation also enable improved service quality and issue resolution processes.

Practical Recommendations:

1. Training for Digital Public Relations is needed to leverage technological advancements through the development of digital applications that aid Public Relations in building corporate reputation.

2. Public Relations can collaborate with IT experts to develop more advanced and effective early warning systems.

3. Involvement of various internal teams, including technical teams, in improving the RIHANA Application. Diverse perspectives can help the company effectively address weaknesses and ensure smooth application operation.

4. Utilize the experience gained from implementing the RIHANA Application to develop guidebooks or training for practitioners in the industry looking to enhance their crisis communication management.

5. Enhance the RIHANA digital application in the future by integrating the latest technologies such as ChatGPT, Artificial Intelligence (AI), Robotic Process Automation (RPA), allowing for automatic interpretation of the application, transaction processing, data handling, and even automated email responses.

6. Strengthen customer data security by utilizing private cloud or private storage databases with robust security measures. Recent occurrences of data theft or customer data breaches emphasize the need to safeguard customer information to protect the company's reputation.

7. Improve the performance of the RIHANA Application automatically by utilizing the latest technology to eliminate the need for manual collection of customer complaint data.

Academic Recommendations:

1. Encourage further research on technological advancements in issue management and crisis communication using different communication theories and within updated time frames, as the digital RIHANA application moved from the Consumer Directorate of Telkom Indonesia to the IT Directorate in July 2023.

2. Organize seminars or workshops involving practitioners to share experiences about the application of technology in crisis communication management.

3. Develop specialized modules or curriculum covering issue management and crisis communication with technology integration, to be incorporated into management or communication education programs.

Social Recommendations:

1. Encourage active community participation in reporting issues or complaints through the RIHANA Application or similar platforms.
2. Urge the public to act as 'issue reporters' using social media and applications to convey problems they encounter. This way, the company gains broader insights into potential issues.
3. Conduct social campaigns highlighting the benefits of open and responsive communication in building positive customer-company relationships and effectively addressing crises.

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