ROLES OF MEDIA RELATIONS
TOWARD COMPANY’S IMAGE
A CASE STUDY OF
PT ASTRA INTERNATIONAL TBK – HEAD OFFICE

By
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This thesis entitled “ROLES OF MEDIA RELATIONS TOWARD COMPANY’S IMAGE: A CASE STUDY OF PT ASTRA INTERNATIONAL TBK – HEAD OFFICE” prepared and submitted by Putri Kesumawati in partial fulfillment of the requirements for the degree of Communication in Faculty of Communication has been reviewed and found to have satisfied the requirements for a thesis fit to be examined. I therefore recommend this thesis for Oral Defense

Cikarang, Indonesia, January 26th, 2011

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DECLARATION OF ORIGINALITY

I declare that this thesis, entitled “ROLES OF MEDIA RELATIONS TOWARD COMPANY’S IMAGE: A CASE STUDY OF PT ASTRA INTERNATIONAL TBK – HEAD OFFICE” is, to the best of my knowledge and belief, an original piece of work that has not been submitted, either in whole or in part, to another university to obtain a degree.

Cikarang, Indonesia, January 26th, 2012

PUTRI KESUMAWATI
PANELS OF EXAMINERS APPROVAL SHEET

The panel of examiners declare that the thesis entitled “ROLES OF MEDIA RELATIONS TOWARD COMPANY’S IMAGE: A CASE STUDY OF PT ASTRA INTERNATIONAL TBK – HEAD OFFICE” that was submitted by PUTRI KESUMAWATI majoring in Public Relations from the Faculty of Communication was assessed and approved to have passed the oral examinations on Jakarta, Cikarang, January 2012.

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ABSTRACT

Putri Kesumawati

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Media Relations holds an important role in a company, especially in a public company. External relations, as one of the departments which is divided from corporate communication divisions, handles media relations as the most important role to manage in the company. Media relations act as the main facilitator to connect management and the public through joint communication. This study concerns PT Astra International Tbk - Head Office. This researcher is interested in this case because PT Astra International Tbk - Head Office is the holding company that manages on-going businesses while monitoring the relationship between its subsidiaries to the media and the public. This researcher uses the qualitative research method with case studies as the research approach to study about the matters happening in the company. Through in-depth interviews with two participants, whom take roles in media relations field in the office, this researcher found many interesting points of view that demonstrate the roles of media relations and their activities which were programmed and well planned in order to keep in touch with whole media representatives from various media outlets. However, sometimes obstructions remain within the activities and in the mutual relationship between the media and the company. Therefore, this researcher is concerned in examining the causes of those obstructions and learning how to anticipate them, such that the company's image is maintained or even improved.
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CHAPTER 1
INTRODUCTION

1.1. Background of the study

Communication cannot be separated from our lives. Every action done is a shape of communication, even when we did not say a word, our body still communicates through gestures and reactions. Generally, communication refers to the process of act of communicating where the actual message or messages sent and received. Communication is the implementation of a decision, the process, and the means by which objectives are achieved. The goals of the communication process are to inform, persuade, motivate, or achieve mutual understanding. (DeVito, 2005)

There are a lot of communication theories researched and built, or noted, based on each researcher's point of view. Frank Dance (in Littlejohn, 2008) defines communication as the process that links these continuous parts of the living world to another. According to him, communication is a system for communicating information and orders, a situation in which a source transmits a message to a receiver with conscious intent to affect the latter's behaviors. He believed that communication is the verbal interchange of a thought or idea, communication is the transmission of information.

Communication is the act of sending ideas, an attitude to declare ideas. We, however, always communicate in living our lives; it is just differentiated by the way in communicating. Communication also happens in organizations called organizational communication and it is divided into two types, internal communication and external communication. Both external and internal communication can be implemented in a lot of ways, but not all of those implemented ways are the most effective ways to be implemented in each organization.
Nowadays, we are able to find many organizations established in several varieties of purposes, such as simple organizations like schools, and big organizations like government or multinational companies. It could be possible that we might have not noticed that our lives are included in such organizations.

Groups and organizations are people who gather because they have the same goals, same target, etc., and built communication interaction. So it can be assumed that group and organization are created through communication interaction. This assumption is supported by Karl Weick's theory that said organizations are not structures made of positions and roles, but communication activities, because organizations are something that people accomplish through a continuing process of communication.

Organizational communication theory acknowledged that organizations rise through interaction among members overtime. In other words, communication, which is considered an instrumental tool by organizational members, is actually the medium that makes organizations possible. Karl Weick (1979) concludes communication as a process of organizing.

Corporate communication is an instrument of the management by means of which all consciously used forms of internal and external communication are harmonized as effectively and efficiently as possible so as to create a favorable basis for relationship with groups, upon which the company is dependent.

When a company grows, many elements of the organization are growing too, and it will bring good result for the communications workers. Fair competition with one company to another stimulates both to perform their own corporate strategy in order to create brand awareness and unique corporate images in the minds of their audiences. With such an activity, companies cannot work alone or only rely on the sales and marketing department. It takes experts other than the salesmen or marketers, such as Public Relations. This means that the process of either internal or external communication improves, and that the
company's good image also be realized. This communication serves as a bridge to support the company, both internally and externally.

The success in reaching a PR practitioners' goal cannot be separated from the news publicized in the mass media. Therefore, it takes the right strategy in building a good relationship with the media. According to Schemerhorn (1999), strategy is a comprehensive activity plan, which determines the critical guidance and direction to the allocation of resources to achieve long-term goals of the organization.

Media Relations is very important in supporting the public relations activities primarily in delivering information, forming public opinion and educating audiences. So it can be said that any kind of organization or company needs to implement this section of department, either the media industry itself.

Ones that uses public relations practitioners' expertise is PT Astra International - Head Office. This company has a separate section for public relations in a division called PUREL. PUREL's main responsibility is to constructively communicate the Company's activities and other information internally (to employees) as well as externally (to the media, the government, and to the general public) through effective means of communication. PUREL is also responsible for continually extending good relations to all stakeholders.

One activity of Public Relations is to build and foster good relationships with the mass media. The mass media is very important for public relations activities and programs. Mass media has the power to shape images. Not just being able to convey a message on millions of audiences at once, but rather because the media functions to educate, influence, inform, and entertain. With such functions then the media has the potential to raise awareness, change attitudes, opinions, and behaviors, encourage action, and there is also a mentioned that the mass media could help us in formulating ways in seeing the world.
Media Relations has an important role for the company to increase productivity and corporate image because the media is indeed the most appropriate means of marketing and serving information to the public. According to Philip Lesley, media relation acts as relations with the communication media to do publicity / responding media interest toward the interests of the organization. Thus, it can be said that the company uses mass media as a medium to deliver message and image to the public. The more target audiences are informed about company's products, then it is expectedly could increase the level of company's confidence. And by that, audiences will use the products that the company produced. Whatever the image is embedded in the audience's minds, it is the result of cooperation and the role of public relations firms in the publishing media. The next step is measuring the public's satisfaction towards the products produced by a company. Through one satisfied consumer, the good image of the company's product will spreads and affects other consumers by way of word of mouth or either a group discussion like a social gathering or other associations.

The success achieved by PT. Astra International - Head Office partially supported by the role of its public relations as its media relations. Those were a phenomenon that makes the researcher wanted to observe more about their relations strategies and tactics in bringing Astra International - Head Office to a company with a good image to its public. Therefore, the researcher wishes to recognize and examine what kind of success relations strategy carried out by PT. Astra International - Head Office up to today. By comparing the existing theories developed in the community towards what is happened and done in the real field. In this way, researcher was able to see, observe, learn, and also deduce on how the realities faced by the public relations in enhancing the company's image in public minds by choosing and using the right strategy.

1.2. Company Profile

PT Astra International - Head Office is a private company that was established in 1957 as a trading company. Over the course of its development,
Astra has formed a number of strategic alliances with leading global players. By 1990, the company was listed on Indonesian Stock Exchange with a market capitalization of Rp 140 Trillion as valued on 31 December 2009. It can be observed that this company grew and evolved rapidly with all the advances in technology and knowledge.

Astra has employees who always work and perform based on its philosophy which named Catur Dharma in order to be excellent in giving and servicing the best for their consumer and to the public. Those philosophies are:

1. To Be an Asset to The Nation
2. To Provide the Best to Our Customers
3. To Respect Individuals and Promote Teamwork
4. To Continually Strive For Excellence

In addition to its vision as to be one of the best managed corporations in Asia Pasific with emphasis on sustainable growth by building competence through people development, solid financial structure, customer satisfaction and efficiency and also to be a socially responsible corporation and to be environmentally friendly.

1.2.1 Corporate Communications

Astra maintains multiple channels of communication for internal and external parties. In addition to its publication of annual reports, quarterly reports, maintenance of websites, employee magazine, and the issuance of position letters by management, the company maintains ad hoc avenues of communications whereby interested stakeholders can get relevant information about Astra's Business.

1.2.2 Public Relations

Astra maintains a strong Public Relations (PR) division as a part of its responsibility towards openness within the community. In response to differing needs from differing groups, Astra’s PR maintains open channels to its employees, customers, the government and the communities surrounding Astra.
locations in an effort to constructively communicate Astra's positions on a variety of issues. Part of this process includes monthly press releases about Astra's performance within Indonesia’s automotive market.

The PR division is responsible for providing and ensuring that stakeholders can promptly access relevant information on Astra activities, as well as all released financial reports are available on the company's website: www.astra.co.id.

PR helps coordinate with the Corporate Organization and Human Capital Development (COHCD) on maintaining and developing strong internal communications. The publication of the monthly magazine, Astranet, which involves open-ended employee participation, helps management keep informed of employee concerns while allowing a channel to communicate important company developments.

The PR division also helps arrange meetings throughout the group between the President Director, other Directors, Senior Managers, Department Heads and selected key personnel. These meetings, known as "Genba", allow direct lines of communication in more casual environments. In addition to motivating all parties to stay on top of events, these meetings generate long lasting connections throughout the organization.

Corporate Governance (CG) policies and procedures at Astra International are the cornerstones of the management approach. In this foundational position, CG serves prescription and formative functions within the strategizing, development and implementation phases of all operational decisions. This alignment of the principles of transparency, accountability and fairness within its decision-making process has led Astra to achieve consistent and sustainable good results throughout its lines of business. Astra international - Head Office, as a parent company, is fully aware of the need for, and the challenge in, designing and maintaining consistent CG systems which are applicable across wide range of business types.
PT. Astra International - Head Office performs on-going transformations inside the corporate, both in management system and even the resulting products, in order to better satisfy its customers. The plethora of ideas to perform this transformation are conducted from creations by the public relations of PT. Astra International - Head Office. Astra's management once again implemented various strategies. Performance across all business lines was spurred on by increasing production levels, the company's short-term and long-term strategies were reviewed, markets were expanded whilst continually monitoring risk, and market penetration was intensified, particularly in automotive sector. Besides strategies to satisfy its customer, Astra International - Head Office also is concerned with the public’s points of interest and satisfaction, and the media is considered as one of Astra International - Head Office's concern which is important for the company itself.

PUREL issues press releases to the media every month that provides information about the group's performance, particularly about automotive market performance. To solidify its relationship with the media, PUREL organizes various routine activities that include journalist meetings, which are held twice a year in the form of a Journalist Industry Forum and a Capital Market Journalist
Forum. In addition to this, PUREL also organizes breaking of fast events for members of the press.

Astra International - Head Office always strives to improve in having a closer and deeper intimate relation to the public. Efforts done by PT. Astra International - Head Office can be demonstrated as a success, coupled with numerous awards achieved by PT. Astra International - Head Office. This presents that they have an excellent strategy to make this company better and have a good public image.

1.3. Problem Identified

Crises challenges organizations to live up to their reputations, and the way a crisis is handled determines the outcome, both in the court of public opinion and in terms of an organizations’ credibility. There is some structure to anticipating and planning for a crisis. According to Wilcox (2009), crises come in many forms, but public relations people for the most part deal with public crises. These can be described, categorized, and usually predicted. Whatever organization you are working in or with, you can predict and thus anticipate most possible crises. This means that you can plan for crises.

An organization confronted with a crisis is concerned with its own behavior and with the behavior of its members and of all of public. An organization's climate has a great impact on how management handles crises. Of all the wrong decisions an organization can make in a crisis, deciding to shut off the flow of accurate information is probably the worst. In planning for a crisis, you must always recognize that information is going to be a great demand. You can make a crisis easier to handle, though, if you organize the information you can obtain in advance. Extra efforts have to be made by the organization to get information to mass media.
A basic fact is that the public is represented by the press, and this medium has a right to the information that may vitally concern the community, employees, their friends and families, and victims. It is also common knowledge that the best way to prevent the spread of false rumors and misinformation is through issuance of factual information. At the same time, the company must guard its own interests and insist on relaying factual information only in an orderly, controlled manner.

The role of public relations person is important. First, is in conducting the delicate negotiations that have to go on between source and the media about what to use and what not to use. Second, in providing enough opportunities, such as news conferences, for information to be given to the media, and third, is in educating, as well as informing, so that reporters don’t conclude to a stereotype in order to explain the incident itself or the people involved in it.

The way news media representatives interpret the function, role, and responsibility of the news affects how they report a crisis, how they interact with the news sources in a crisis, and how their media offices present information from reporters to their audiences. Regardless of where these media are situated, technology has made their reports potentially accessible to audiences all over the world. Accounts of crises are evaluated for the timeliness and usefulness of the information they contain. That information is the result of good cooperation between the news media and the spokespersons for the organizations in crisis.

When the organization sees news media coverage as a threat and withholds information, or makes it difficult for news media to obtain information, reports of the crisis are much more distorted and the organization's perceived ability to cope with the crisis is much reduced. Fear that disclosure will damage an organization’s image virtually ensures that the crisis will be reported in greater depth, over a longer period of time, and with added sensationalism because the media will turn to outside sources that often deliver speculation and rumor rather than facts.
Some media are under the direct control of PR, but none of PR's media has the power or range of the national and specialist media. So it is vital to do everything possible to help the media to choose your story from all the news releases that they receive every day. Building good relationships with those who work in the media is therefore of great importance to a PR.

No organization is forced to have a direct contact with the public. On the other hand, the public can often have a great interest in an organization. We have seen that are people more able to accept a mistake from an organization with a good reputation. Reputation, however, has to be worked for and then maintained. Therefore, virtually every organization must have good communications - and this means they must have a good media relations.

From all of the explanation above, this researcher concluded that the problem would be identified to when the company does not have any good media relations and the effect harms the organization when events occur and an established crisis situation affects the organization.

1.4. Problem Statement

Based on the description of the background of the problem mentioned, this researcher will limit this study only to the role of media relations for the company's image. Thus, this research will discuss what efforts are done by the media relations division to maintain the good relationship between Astra, the media, and the general society. This research will discuss on how those roles are impacting the image to Astra itself. This researcher will describe the importance of media relations role for Astra. Due to that limitation, this researcher formulates the problem only on "How do media relations play its role in improving the image of the PT. Astra International - Head Office through PR works?" The rationale of this research is to validate the efforts and strategies done by PR persons in
maintaining the good relationship with the media for company's image improvement.

1.5. Research Objectives

According to the formulated problems, this study is conducted in order to know the role of media relations in improving the corporate image of PT. Astra International - Head Office. This research is aimed to describe the importance of maintaining good relationship with the media, and to show the impacts of it. This study will also present the teamwork done by the media relations team to keep up good relationships with proper professionalism.

1.6. Significance Of Study

1.6.1. Theoretical Significance
This research will provide reference and contribution to Public Relations and Media Relations theories in the purpose of a firm's strategy in bolstering a company's image, especially an automotive company. It is expected that this research should also help media relations and the PR team in Astra to change the audiences’ point of view in Astra, which has subsidiaries in other fields besides automotive, and show how Astra actively gives positive contributions in stabilizing this country's market points.

1.6.2. Practical Significance
This research is expected to be a valid potential idea to PT. Astra International - Head Office in improving their image throughout the community to optimize the means of available information facilities (media).
1.7. Theoretical Framework

This research applied to theoretical framework as follows:

Public Relations

Definition of Public Relations according to Straubhaar and Larose, "Public relations are organized activities intended to favorably influence the opinions and behavior of the public." While according to the Institute of Public Relations, "The practice of public relations PR one of the overall effort, which is patterned and sustainable in order to create and maintain goodwill and mutual understanding between an organization with all its audiences."

Media Relations

In defining the skills required for a career in public relations, writing and media relations come high up on the list of criteria. When employers are asked to
list the skills and attributes that are required of applicants for jobs in public relations, they usually name writing skills and knowledge of the media (Fawkes and Tench 2004). In other words, they are hiring people for a press office or media relations role. Media relations thus tends to be the most public and visible aspect of public relations practice.

**Social Exchange Theory**

Social Exchange Theory (SET) is based on the notion that people think about their relationships in economic terms. Costs are the elements of relational life that have negative value to a person, such as the effort put into a relationship and the negatives of a partner. Rewards are the elements of a relationship that have positive value. Social Exchange theorists argue that people assess their relationships in terms of costs and rewards (Stafford, 2008).

**Agenda Setting Theory**

Agenda-Setting is the idea that media don't tell people what to think, but what to think about. Walter Lippmann, in Public Opinion (1922), argued that the people do not deal directly with their environments as much as they respond to "pictures" in their heads.

**Role of Media Relations**

Media relations can be defined as management action to establish, develop, and maintain relationships with individuals in media of relevance to an organization with the aim of maximizing the probability of securing favorable representation and treatment.

This study employed a qualitative research method. A case study research design is applied as the research approach.
1.8. **SCOPE AND LIMITATIONS**

**Scope**

For this study, this researcher is only taking scope in PT. Astra International - Head Office. This researcher will do in-depth interviews with two relevant participants as the media relations subjects. Those two participants are from the Public Relations practitioners of PT Astra International - Head Office. One of them is Mr. Yulian Warman, the Division Head of Public Relations Department. Accompanying Mr. Yulian is Mrs. Maya Harsono, as the Analysts of External Relations Division, who is well-experienced in the field of media relations in Astra International - Head Office.

**Limitation**

Time is the most affecting limitations in this study; because the schedule of the interviews must be matched between the participants’ activities.

1.9. **Definition of Terms**

The following terms are taken from the book which is mentioning it. The books means here are every book which are used as the sources of any terms mentioned in this research.

Ad Hoc Avenues refers to the chances that company gives to let any informal communication which could interest stakeholders to get informed about company's businesses.
CHAPTER II

LITERATURE REVIEW

2.1. Public Relations

The Public Relations Society of America (PRSA) defines public relations as a management function that involves counseling at the highest level and being involved in strategic planning for the organizations. (PRSA’s Blue Book, 2006). As a management function, public relations involves responsibility and responsiveness in policy and information to the best interests of the organization and its public.

Harlow (1976) found 472 different definitions of PR coined between 1900 and 1976. He built his own definition from these findings, offering; Public relations is a distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and cooperation between an organization and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinions; defines and emphasizes the responsibility of management to serve the public interest; helps management keep abreast of and effectively utilize change; serving as an early warning system to help anticipate trends; and uses research and ethical communication techniques as its principal tools. (Harlow 1976)

Throughout history, PR has been used to promote wars, to lobby for political causes, to support political parties, to promote religion, to sell products, to raise money, and to publicized events and people. Public relations as a concept has no central, identifying founder, national origin or founding date because it focuses on efforts to influence, not only opinion but also behavior. Today persuasion is still the driving force of public relations, and many of the tactics that
modern PR people use to persuade have been used by those having power and those seeking power and influence in society for thousands of years.

The reason for its growth globally, though, is because it does have value as follows;

1. Public relations can represent the needs, interests, and desires of the organization’s various publics to management and then back from the management to them, explaining management’s perspectives.

2. Public relations focuses on society in the broadest sense and should work in the greater interest of society, rather than the narrow interests of the organizations it serves.

3. Public relations has the opportunity to improve cooperation of an organization with its publics.

4. PR provides useful information to people about various aspects of their lives.

5. PR role is to raise issues and concerns and remind management of ethical responsibilities.

6. PR helps management formulate, advocate, and teach objectives that are more sound.

7. PR people earn their reputation as problem solvers.

8. Being socially responsible means upholding these obligations.

This definition contains overall goals, processes and tasks of PR and positions the profession firmly within the organization, as a management role.

Cutlip et al. (2000) combine these aspects and suggest: ‘Public Relations is the management function that establishes and maintains mutually beneficial relationships between an organization and the public on whom its success or failure depends.’

2.1.1. The Roles of Public Relations

Roles of the public relations function are communication management, reputation management, and relationship management. There is more call for
depth and diversity in knowledge for this field now that is functioning at a global level. There is more accountability for public relations actions and greater damage if risk management and crisis communication are mishandled.

Glen Broom and David Dozier (Summarized in Cutlip et al. 2000) has identified two dominant public relations roles.

1. The communication technician
   This often highly skilled individual carries out communication programs and activities such as writing news releases, editing house-magazines and developing websites.

2. The communication manager
   This person is in the dominant coalition, plans, manages and facilitates the communication programs, counsels management and makes policy decisions. Communication managers in turn can find themselves in different roles.

   The expert prescriber
   They are seen as the authority on communication, and management relies on them to come up with solutions to problems. The expert prescriber researches and defines public relations problems, develops programs and implements them, sometimes with the help of others.

   The communication facilitator
   These individuals act as go-betweens: interpreting, mediating and keeping open two-way communication between an organization and its public. They are often the official contact points in organizations, are trusted by stakeholders and the organization alike and act in the mutual interest of all involved.

   The problem-solving facilitator
   These individuals work with others in the organization to identify and solve problems. They are involved in strategic decisions from the
beginning, helping to set objectives, defining communication needs and advising on implementation.

The role of public relations person is important,
1. In conducting the delicate negotiations that have to go on between source and media about what to use and what not to use,
2. In providing enough opportunity, such as news conferences, for information to be given to the media,
3. And in educating as well as informing, so that reporters don’t fall back on stereotyping to explain the incident itself or the people involved in it.

PR people deals with crises, usually played out in the mass media although, more and more the “media” of cyberspace are becoming influential.

2.1.2. The PR Function

Traditionally, three functions have been ascribed to public relations. It is cited in Wilcox (2009) that according to one’s point of view, public relations serves to control publics, by directing what people think or do to satisfy the needs or desires of an institution. According to a second point of view, PR’s function is to respond to public, reacting to developments, problems or the initiatives of others. According to a third point of view, the function of public relations is to achieve mutual beneficial relationships among all the publics that an institution has, by fostering harmonious interchanges among an institution’s various publics.

According to international PR experts, PR functions can be summarized as follows:

- To support the activities of management in achieving a common goal (the functions inherent in the management of the institution/organization).
- Fostering a harmonious relationship between the firm/organization and its publics who were the targeted audience.
Identify all things related to the opinions, perceptions, and responses from community toward the firms/organization they represent, or vice versa.

To serve the public’s desire and give advice to the management leader for the mutual purposes and benefits.

Creating the two-way communication, and manage the information flows, publications, and messages from the firm/organization to its public or otherwise, in order to achieve a positive image for both parties.

Public relations is about reputation, the result of what you do, what you say and what others say about you. Public relations practice is the planned and sustained effort to establish and maintain goodwill and mutual understanding between and organization and its publics. (Chartered Institute of Public Relations, 2005). Then media relations involves managing relationships with the media, all the writers, editors and producers who contribute to and control what appears in the print, broadcast and online media. As with all relationships, a degree of mutuality is required: the relationship should serve the interests of the media while also serving the interests of those who fund the public relations activity.

2.2. Media Relations

2.2.1. Media Relations Principles

David Wragg (Bland et al. 1996) argues that ‘The purpose of press relations is not to issue press releases, or handle enquiries from journalists, or even to generate a massive pile of press cuttings. The true purpose of press relations is to enhance the reputation of an organization and its products and to influence and inform the target audience.’

Ideally, the job of the media relations department is to help reporters and editors do their jobs. That objective is entirely consistent with the broader goal of
public relations, which is to manage the relationship between the organization and its various constituent audiences."

The media have a significant role in helping citizens to make informed choices within democratic, consumer societies. They report on matters that affect the wider population and that might otherwise go unrecorded. It is this important role that fuels the urge of the investigative journalist to uncover duplicity and wrongdoing by public figures or powerful organizations. It is also this role that enables journalists to believe that they are seekers after truth, in contrast to public relations practitioners whose duty, as they perceive it, is to protect and promote their organization’s interests.

It is in this context that the media relations function becomes increasingly important. A journalist may have hours at most to research and write a story (particularly if working for the broadcast media, an online news site or a daily newspaper). Yet a press officer (or equivalent) should have had days to plan and research a news announcement or news release. This means that: the facts of the story should be clear and credible; it should have a strong angle; and it should contain interesting quotations from authoritative sources, some of whom may not be normally available to the press to interview. It should, if targeting television or radio, have a strong visual or aural appeal.

Where public relations sources are credible, there should be less suspicion in the relationship with journalists, although there will rarely be a common agenda on both sides. Where public relations sources are used by the media (either because they are credible or because they are entertaining), then the public relations function can be said to be subsidizing the newsgathering function of the media.

Most forms of mass communications are paid for and the messages controlled by the sender. One form of mass communications is uncontrolled and not paid for by the sender. It relies on an independent medium choosing to convey
the news or message because of its perceived value or interest to the readers, viewers or listeners. This lack of control is the defining characteristic of media relations: it can make the practice infuriatingly imprecise and unscientific, but it means that those stories and messages that are published or broadcast gain value through editorial endorsement.

The concept of negotiated news is an important principle for media relations practice. It recognizes that the media do not exist to report your client or organization. Journalists are neither for you nor against you, but neutral intermediaries standing between you and the public. Give them something interesting to report and you have a good chance of making the news; push corporate platitudes in their direction and you will be filtered out of their news agenda. Persist in this and you may be blocked entirely.

Many media relations programs are built on the assumption that the flow of information will be one way and based only on the news the organization wants to see in the public domain. Yet the more you are in the news, the more you should expect to become a media target. Organizations that have been very accessible to the media when they have good news to promote have an obligation to remain accessible when the news is bad. Relationships are a two-way thing.

2.2.2. Media Relations Techniques

Media relations is similarly about relationships. The public relations practitioner needs to find the appropriate ways to identify, meet, and woo the media target and the relationship then needs to be maintained. Public relations practitioner should be offering something of interest to them as professional journalists. In which case, the practitioner should prove their credentials and should not ever waste their time.

Media proliferation may have made it harder for public relations practitioners to keep up with all the channels, programs, websites and publications available to them, but it also raises new opportunities. So, an
effective media list should list not only publications and programs, but also a number of different editorial contacts along with various ways to communicate. To the list should be added non-media influencers that you also wish to keep informed. Rather than sending all your stories to all your media, you will have to select appropriate media for each story. Depending on the type of organization you work for or represent. The news release is the most visible tool used by the public relations practitioner.

2.3. Social Exchange Theory

Social Exchange Theory (SET) is based on the notion that people think about their relationships in economic terms. Costs are the elements of relational life that have negative value to a person, such as the effort put into a relationship and the negatives of a partner. Rewards are the elements of a relationship that have positive value. Social Exchange theorists argue that people assess their relationships in terms of costs and rewards (Stafford, 2008).

The Social Exchange perspective argues that people calculate the overall worth of a particular relationship by subtracting its costs from the rewards it provides (Monge & Contractor, 2003):

\[
\text{Worth} = \text{Rewards} - \text{Costs}
\]

*Figure 2.1 Worth Calculations by Monge & Contractor (2003)*

Positive relationships are those whose worth is a positive number; that is, the rewards are greater than the costs. Social Exchange Theory goes even further, predicting that the worth of a relationship influence its outcome, or whether people will continue with a relationship or terminate it. Positive relationships are expected to endure, whereas negative relationships will probably terminate.
Ronald Sabatelli and Constance Shehan (1993) note, the Social Exchange approach views relationships through the metaphor of the marketplace, where each person acts out of a self-oriented goal of profit taking. However, Laura Stafford (2008) qualifies that economic exchanges and social exchanges have some differences: Social exchanges involve a connection with another person; social exchanges involve trust, not legal obligations; social exchanges are more flexible; and social exchanges rarely involve explicit bargaining.

Michael Roloff (1981) argues that “the guiding force of interpersonal relationships is the advancement of both parties’ self-interest.” Furthermore, Roloff notes that this theory does not assume that self-interest is a negative thing; rather, when self-interest is recognized, it will actually enhance a relationship.

Social Exchange Theory posits that the major force in interpersonal relationships is the satisfaction of both people’s self-interest. Self-interest is not considered necessarily bad and can be used to enhance relationships. Interpersonal exchanges are thought to be analogous to economic exchanges where people are satisfied when they receive a fair return for their expenditures.

All Social Exchange theories are built upon several assumptions about human nature and the nature of relationships. Because Social Exchange Theory is based on a metaphor of economic exchange, many of these assumptions flow from the notion that people view life as a marketplace. In addition, Thibaut and Kelley (cited in Em Griffin, 2012) base their theory on two conceptualizations: one that focuses on the nature of individuals and one that describes the relationships between two people.

1. The assumptions that Social Exchange Theory makes about human nature include the following:
   - Humans seek rewards and avoid punishments.
   - Humans are rational beings.
• The standards that humans use to evaluate costs and rewards vary over time and from person to person.

2. The assumptions Social Exchange Theory makes about the nature of relationships include the following:
   • Relationships are interdependent.
   • Relational life is a process.

The notion that humans seek rewards and avoid punishment is consistent with the conceptualization of drive reduction (Roloff, 1981). This approach assumes that;

1) People’s behaviors are motivated by some internal drive mechanism. When people feel this drive, they are motivated to reduce it, and the process of doing so is a pleasurable one. They feel a need for understanding and companionship, and this need (or drive) is fulfilled (or reduced) by spending time together.

2) The second assumption is that humans are rational. The theory rests on the notion that within the limits of the information that is available to them, people will calculate the costs and rewards of a given situation and guide their behaviors accordingly. This also includes the possibility that, faced with no rewarding choice, people will choose the least costly alternative. By assuming that people are rational beings, Social Exchange Theory asserts that people use rational thinking to make choices. But when we rationalize, we “attempt to provide an apparently rational justification for [our] behavior after the behavior occurred.”

3) The third assumption, that the standards people use to evaluate costs and rewards vary over time and from person to person, suggests that the theory
must take diversity into consideration. No one standard can be applied to everyone to determine what is a cost and what is a reward.

However, Social Exchange Theory is a law like theory, because SET claims that although individuals may differ in their definition of rewards, the first assumption is still true for all people: We are motivated to maximize our profits and rewards while minimizing our losses and costs (Molm, 2001). Thibaut and Kelley take those three assumptions about human nature from drive reduction principles.

1. In their approach to relationships, they developed a set of principles that they call game theory. The classic game they developed that illustrates their first assumption about relationships is called the Prisoner’s Dilemma. This concept is so central to Thibaut and Kelley that they named their theory the Theory of Interdependence rather than Social Exchange or Game Theory. They did so because they wished to avoid the notion of win–lose in Game Theory, and they wished to stress that social exchange is a function of interdependence.

2. The second assumption that Thibaut and Kelley make is that relational life is a process. In stating this, the researchers are acknowledging the importance of time and change in relational life. Specifically, time affects exchanges because past experiences guide judgments about rewards and costs, and these judgments impact subsequent exchanges.

Social exchange includes “both a notion of a relationship, and some notion of a shared obligation in which both parties perceive responsibilities to each other” (Lavelle, Rupp, & Brockner, 2007). When people calculate the worth of their relationships and make decisions about staying in them, a few other considerations surface. One of the most interesting parts of Thibaut and Kelley’s theory is their explanation of how people evaluate their relationships with reference to whether they will stay in them or leave them.
Thibaut and Kelley claim that this evaluation rests on two types of comparisons: comparison level and comparison level for alternatives. The comparison level (CL) is a standard representing what people feel they should receive in the way of rewards and costs from a particular relationship.

Comparison levels vary among individuals because they are subjective. To encounter this cost in friendship. Because we often interact with people from our own culture, we share many relational expectations due to messages we have received from popular culture (Rawlins, 1992). Thibaut and Kelley argue that our satisfaction with a current relationship derives from comparing the rewards and costs it involves to our CL. If our current relationship meets or exceeds our CL, the theory predicts we will be satisfied with the relationship. Yet people sometimes leave satisfactory relationships and stay in ones that are not so satisfying.

Thibaut and Kelley explain this seeming inconsistency with their second standard of comparison, the comparison level for alternatives (CLalt). This refers to “the lowest level of relational rewards a person is willing to accept given available rewards from alternative relationships or being alone” (Roloff, 1981). In other words, the CLalt measures how people evaluate a relationship compared to the realistic alternatives to that relationship. If people see no alternative and fear being alone more than being in the relationship, Social Exchange Theory predicts they will stay. In addition to studying how people calculate their relational outcomes, Thibaut and Kelley were interested in how people adjust their behaviors in interaction with their relational partners. Thibaut and Kelley suggest that when people interact, they are goal directed. This is congruent with their assumption that human beings are rational.

People, according to Thibaut and Kelley, engage in behavioral sequences, or a series of actions designed to achieve their goal. These sequences are the heart of what Thibaut and Kelley conceptualize as social exchange. As Thibaut and
Kelley note in Game Theory, when people engage in these behavioral sequences they are dependent to some extent on their relational partner.

Exchanges may take several forms within these matrices. These include direct exchange, generalized exchange, and productive exchange (Figure 2.2).
- In a direct exchange, reciprocation is confined to the two actors. One social actor provides value to another and the other reciprocates.
- A generalized exchange involves indirect reciprocity. One person gives to another and the recipient responds but not to the first person.
- Finally, exchanges may be productive, meaning that both actors have to contribute for either one of them to benefit. In a direct or generalized exchange, one person is the beneficiary of another’s provision of value. One receives a reward and the other incurs a cost. In a productive exchange, both people incur benefits and costs simultaneously.

![Matrices of Exchanges by Thibaut and Kelley](in Em Griffin, 2012)

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In the theory, humans are seen as rational calculators, coming up with numerical equations to represent their relational life. Many people object to this understanding of humans, asking whether people really rationally calculate the costs and rewards to be realized when in a relationship. Social Exchange assumes a great deal of cognitive awareness and activity, which several researchers have questioned (Berger & Roloff, 1980).

A common criticism of Social Exchange Theory is that it’s not testable. However, Roloff (1981) observes that some work has been done to create lists of rewards in advance of simply observing what people do and labeling that as rewarding because people are doing it.

People who support SET point out that it has been heuristic. Furthermore, the emphasis that Thibaut and Kelley placed on interdependence is congruent with many researchers’ notions of interpersonal relationships.

As a theory that examines human relationships, Social Exchange Theory has resonated with a number of scholars. Undoubtedly, the theory has attracted some criticisms. However, it has lasting appeal in the field of communication and will continue to intrigue both researchers and practitioners.

2.4. Agenda Setting Theory

Agenda-setting is the idea that media don’t tell people what to think, but what to think about. Walter Lippmann, in Public Opinion (1922), argued that the people do not deal directly with their environments as much as they respond to “pictures” in their heads. “For the real environment is altogether too big, too complex, and too fleeting for direct acquaintance. We are not equipped to deal with so much subtlety, so much variety, so many permutations and combinations.
And although we have to act in that environment, we have to reconstruct it on a simpler model before we can manage with it.”

Lippmann concluded that average people just can’t be trusted to make important political decisions based on these simplified pictures. Average people have to be protected, and the important decisions have to be made by technocrats who use better models to guide their actions. Thus modern agenda-setting notions derive more or less directly from a mass society perspective.

Bernard Cohen (1963) is generally credited with refining Lippmann’s ideas into the theory of agenda-setting. “The press is significantly more than a purveyor of information and opinion,” he wrote. “It may not be successful much of the time in telling people what to think, but it is stunningly successful in telling its readers what to think about. And it follows from this that the world looks different to different people, depending not only on their personal interests, but also on the map that is drawn for them by the writers, editors, and publishers of the papers they read.”

Cohen’s writing became the basis for what we now call the agenda-setting function of the mass media. This perspective might have lingered in obscurity had it not been empirically confirmed by research conducted by Maxwell E. McCombs and Donald Shaw (1972).

McCombs and Shaw believe that the “mass media have the ability to transfer the salience of items on their news agendas to the public agenda.” The mass media have the ability to transfer the salience of issues on their news agenda to the public agenda. McCombs and Shaw say that we look to news professionals for cues on where to focus our attention. “We judge as important what the media judge as important.”

McCombs and Shaw also quote, “The press may not be successful much of the time in telling people what to think, but it is stunningly successful in telling
its readers what to think about.” McCombs and Shaw’s first task was to measure the media agenda. Media agenda is the pattern of news coverage across major print and broadcast media as measured by the prominence and length of stories. They established position and length of story as the two main criteria of prominence.

Until the 1990s, almost every article about the theory included a reiteration of the agenda-setting mantra identified as framing. The media aren’t very successful in telling us what to think, but they are stunningly successful in telling us what to think about. In other words, the media make some issues more salient. We pay greater attention to those issues and regard them as more important. By the mid-1990s, however, McCombs was saying that the media do more than that. They do, in fact, influence the way we think. The specific process he cites is one that many media scholars discuss.

James Tankard (1992), one of the leading writers on mass communication theory, defines a media frame as “the central organizing idea for news content that supplies a context and suggests what the issue is through the use of selection, emphasis, exclusion, and elaboration.” The final four nouns in that sentence suggest that the media not only set the agenda for what issues, events, or candidates are most important, they also transfer the salience of specific attributes belonging to those potential objects of interest.

Framing theory is the idea that people use sets of expectations to make sense of their social world and media contribute to those expectations. Framing is the selection of a restricted number of thematically related attributes for inclusion on the media agenda when a particular object or issue is discussed.

There are two levels of agenda setting. The first level, according to McCombs, is the transfer of salience of an attitude object in the mass media’s pictures of the world to a prominent place among the pictures in our head. The Final Four becomes important to us. This is the agenda-setting function that
survey researchers have traditionally studied. The second level of agenda setting is the transfer of salience of a dominant set of attributes that the media associate with an attitude object to the specific features of the image projected on the walls of our minds.

According to McCombs, the agenda setting of attributes mirrors the process of framing that Robert Entman describes in his article clarifying the concept, “to frame is to select some aspects of a perceived reality and make them more salient in a communication text, in such a way as to promote a particular problem definition, causal interpretation, moral evaluation and/or treatment recommendation for the item described.” (cited in Stanley J. Baran and Dennis K. Davis, 2012)

Salma Ghanem (2001) noted that the most powerful frame was one that cast crime as something that could happen to anyone. Framing is not an option. Reporters inevitably frame a story with the personal attributes of public figures they select to describe.

McCombs and Shaw no longer subscribe to Bernard Cohen’s classic remark about the media’s limited agenda-setting role. They now headline their work with a revised and expanded version that describes agenda setting as a much more powerful media function: The media may not only tell us what to think about, they also may tell us how and what to think about it, and perhaps even what to do about it.

Most of the research studies on agenda setting have measured the effect of media agendas on public opinion. But some intriguing findings suggest that media priorities also affect people’s behavior. As McCombs and other researchers have discovered by analyzing multiple presidential elections, it’s the cumulative effect of long-term attribute salience that can alter attitudes and behavior.
McCombs’ comment, “Agenda setting the theory can also be agenda setting the business plan.”

Interest aggregations are becoming increasingly adept at creating news that must be reported. Interest aggregations term refers to clusters of people who demand center stage for their one overriding concern; pressure groups.

When McCombs and Shaw first proposed the agenda-setting hypothesis, they saw it as a sharp break from the limited-effects model that had held sway in media research. McCombs and Shaw ascribed to broadcast and print journalism the significant power to set the public’s political priorities. In 1994, McCombs suggested that “agenda setting is a theory of limited media effects.”

As McCombs is fond of pointing out, the evidence is there. In the lead article of a 1977 book that he and Shaw edited, they clearly previewed the current “New Frontiers” of agendas of attributes and framing: Agenda setting as a concept is not limited to the correspondence between salience of topics for the media and the audience. We can also consider the saliency of various attributes of these objects (topics, issues, persons or whatever) reported in the media. To what extent is our view of an object shaped or influenced by the picture sketched in the media, especially by those attributes which the media deem newsworthy?

McCombs’ definition of framing appears to be quite specific, “Framing is the selection of a restricted number of thematically related attributes for inclusion on the media agenda when a particular object is discussed.”

2.5. Media Relations to Company’s Image

News media all operates to broadly the same basic principles, even though their methods of communication differ. However, all journalists are the same. They want a series of good stories, and they don’t want to work any harder that they have to. Journalists rely on contacts. Some are formal, others informal. Some
are trusted more than others. Journalists have power, and their space or airtime is limited. Usually there is more to report than there is space, and so they compete with each other for the space. They need good stories. They, therefore, need Public Relations to feed them with material. Material from PR can be very important to the working journalist. If a journalist receives well-presented, nicely balanced copy – preferably supported with pictures – his or her job is made easier.

The media are the channels through which communication passes. The PR’s job is to get into contact with the target publics. To do this, the PR depends on channels of communication. It follows that a major priority for a PR is to build, develop, and maintain good relations with the individuals who control his or her channels of communication.

Wilcox (2009) noted that, media representatives usually seek authoritative information about a crisis. When crisis occurs, though, people in positions of authority are generally absorbed in helping solve the crisis. Credibility is always at stake. Public perception of an organization’s honesty and openness in the beginning is essential. Maintain close contact with members of media. More often than not they will be able to tell you things you do not already know. This is a great way to stem the flow of false information.

Although the media will always have the final say on coverage, it is for the PR to do all he or she ethically can to influence a favorable decision. To do this, the PR needs to adopt the marketing principles of matching customer and consumer need. It is vital to find out the editorial policies of each media and also to know what motivates the individuals who decide or who influence decisions. Only when this knowledge has been obtained, it is possible to produce news releases and features that have a maximum chance of being used. The best PRs work with the media. Find out what the media need, what they respond to, how they like to receive materials. This does not mean being submissive to editors and reporters. They are professionals, busy people. They want to deal with a
professional, the one who provides an efficient supply of material they can publish with the minimum effort.

The press officer is the contact point between the organization and the media. This will be the person a journalist contacts, and he or she is expected to know what is happening. Therefore he or she has to be kept informed. The press officer has to build internal as well as external contacts and networks to make sure that he or she is kept in the know. The journalist is a client, and should not have to ring back to chase a promise.

Media relations works are mostly like negotiation things, which are to get mutual relationship between media and the company. Both side needs are about to be reached as win-win partnership after several rules, roles, and agreements, just like negotiation. Negotiation is a process that helps to get agreement between two people or organizations. A negotiation is a way to secure agreement or a peaceful way out of a disagreement. Public relations and the media have a lot in common, but each has its own priorities. There is often room for negotiation in the overlap between the needs of the media and of Public Relations.

Both sides work to help the other achieve what it needs as a win-win solution. Both understand that cooperation is essential. Compromise may not be possible, but the other side will understand this and not be offended. The name of the game is mutual support and mutual survival – an exchange relationship. Both sides must recognize the long-term benefits of win-win negotiations. Then they will focus on trying to satisfy the needs and objectives of both parties.

As what Shirley Biagi (1988) is noted, public relations work often means finding ways to attract attention from the press. People in public relations provide publicity, which creates events and presents information so the press and the public will pay attention. Publicity is considered an uncontrolled use of media, because the public relations person provides information to the press but has no control over how the information will appear. It is precisely because people in
media and people in PR know each other work that they argue about the role of public relations in the news.

Relationships are built over time on the basis of mutual respect. A professional relationship is often better if a kept at a reasonably formal level. Even close friendship will not protect the journalist, nor the press officer, if a deadline is missed. A personal relationship built on mutual benefits must be developed. People certainly won’t respond to an order to supply news.

Never send a news release to all contacts. Sort and grade contacts by type of media their target audiences, editorial style, publications and deadline timings. Then produce news releases that meet both the media’s needs, and the company’s needs. The stories will be used if they are of interest to the media’s target audiences and offer value to the editor.

There is always a need to be sure that news releases are well researched. They must be as accurate as possible and, of course, truthful. Sometimes a journalist will make contact because he or she is working on a story. He or she is building the story and needs background data. Often he or she will know exactly what is needed – a working journalist is highly disciplined and plans ahead as a matter of routine. He or she will contact a press officer and ask for assistance. Even if there is no immediate benefit, this is not an opportunity to be missed. Remember the need for networks, and for building up list of favors given and owned. It is always possible to help – sometimes only by suggesting another source the journalist can try, sometimes by actually digging out the information he or she needs.

In principle, public relations practitioners should be ‘media neutral’. That means they should have the skills and experience to choose the most suitable channels to reach target audiences with appropriate messages.
Remember that the media and the public are entitled to have the facts about a crisis. The idea is to help the media cover the story accurately and with a minimum criticism of the organization or company. The overall goal is to keep or get the public’s trust through media. The media needs PR for information for interesting stories. The organization needs the media to communicate with the public and masse. By keeping this symbiotic relationship in mind, the public relations professional will be in a more proactive position during a crisis and feel more in control of the organization’s bad news (Banks, 2007).
CHAPTER III

RESEARCH METHODOLOGY

3.1. Research Methods

Communication studies is a field of research on the production and uses of symbols (both linguistic and nonverbal whether face to face or mediated) in concrete social and cultural contexts to enable the dynamics of systems, society, and culture. D. T. Campbell has stated, "All research ultimately gas a qualitative grounding." (Miles & Huberman, 1994).

The research method that the researcher used is qualitative method. Qualitative method is one of descriptive methods types, which descriptive method itself is method that allows researcher to describe a situation; however, it is not allowed to make any accurate predictions or to establish a cause and effect relationship between variables. (Sherri L. Jackson)

Unlike the quantitative approach, data analysis in qualitative studies is done early in the collection process and continues throughout the project. Qualitative researchers use an inductive method: Data are collected relevant to some topic and are grouped into appropriate and meaningful categories; explanations emerge from the data.

Certainly, qualitative methodologies have not predominated in the social sciences. After all, qualitative research takes much longer, requires greater clarity of goals during design stages, and cannot be analyzed by running computer programs. Qualitative research methods and analytic strategies are not associated with high tech society techniques.(Bruce L. Berg, 2009)
Dabbs (1982) indicates that the notion of quality is essential to the nature of things. On the other hand, quantity is elementally an amount of something. Quality refers to the what, how, when, and where of a thing - its essence and ambience. Qualitative research, thus, refers to the meanings, concepts, definitions, characteristics, metaphors, symbols, and descriptions of things.

The researcher is the main instrument in qualitative data collection and analysis and therefore must prepare before beginning the task of investigation. As Bogdan (1972) makes clear, qualitative research has left its mark conceptually and theoretically on the social sciences. The lasting contributions to social understanding from qualitative research, as well as the sheer number of contributing social thinkers, are significant.

According to Daymon and Holloway (2002), qualitative methods can be seen in some characteristics as follows:

- **Words.** Qualitative research focuses on words rather than numbers, although occasionally numbers are used to indicate the frequency that a theme is found in transcripts or the extent to which a form of action occurs.

- **Researcher involvement.** The main research ‘instrument' in qualitative research is the researcher him- or herself who closely engages with the people being studied. This differs from quantitative research where researchers are remote from their informants (because their research is based on methods such as surveys or structured interviews.)

- **Participant viewpoints.** A desire to explore and present the various subjective perspectives of participants is associated with qualitative research.

- **Small-scale studies.** Qualitative researchers are interested in deep exploration in order to provide rich, detailed, holistic description as well as explanation. Therefore, small samples are the norm.
- **Holistic focus.** Rather than directing their attention to one or two isolated variables, qualitative researchers tend to be oriented to a wide range of interconnected activities, experiences, beliefs, and values of people in terms of the context in which they are situated.

- **Flexible.** Although researchers have a topic and an agenda which fuel their research progress, they are usually committed to exploring new and often surprising avenues that emerge as informants reveal their understandings and interests.

- **Processual.** Qualitative research rarely provides static portraits of phenomena. Instead it aims to capture processes that take place over time.

- **Natural settings.** On the whole, qualitative investigations are carried out in people's natural environments such as in their offices or where they shop.

- **Inductive then deductive.** Qualitative research tends to start out with inductive reasoning and then, through a sequential process, employs deductive reasoning.

Popular qualitative research additionally includes such methods as observation of experimental natural settings, photographic techniques (including videotaping), historical analysis (historiography), document and textual analysis, sociometry, sociodrama, and similar ethno methodological experimentation, ethnographic research, and a number of unobtrusive techniques.

Qualitative research properly seeks answers to questions by examining various social settings and the individuals who inhabit these settings (Bruce L. Berg, 2009). Qualitative researchers, then, are most interested in how humans arrange themselves and their settings and how inhabitants of these settings make sense of their surroundings through symbols, rituals, social structures, social roles, and so forth.
Qualitative procedures provide a means of accessing unquantifiable facts about the actual people researchers observe and talk to or people represented by their personal traces. As a result, qualitative techniques allow researchers to share in the understandings and perceptions of others and to explore how people structure and give meaning to their daily lives.

Researchers are using qualitative techniques to examine how people learn about and make sense of themselves and others. The analysis of qualitative data allows researchers to discuss in detail the various social contours and processes human beings use to create and maintain their social realities. In fact, good qualitative research should be very rigorous. Qualitative methods can be extremely systematic and have the ability to be reproduced by subsequent researchers.

Qualitative research focuses on phenomena that occur in natural settings, and the data are typically analyzed without the use of statistics. Qualitative research always takes place in the field or wherever the participants normally conduct their activities and is thus often referred to as field research. When conducting qualitative studies, researchers are more interested in interpreting and making sense of what they have observed.

Therefore, the researcher is using this method because the research is studying on how is the role of media relations in increasing the company's image, and in this study, is PT Astra International Tbk. - Head Office. This research is studying on what is the relation between company and the media, and how it makes impact on increasing the company's image. This research also concerns about the importance of media relations roles and the importance of having a good and close relationship with those media and on how media plays its role for the company.
Qualitative research entails observation and/or unstructured interviewing in natural settings. The data are collected in a spontaneous and open-ended fashion, and data collection is an ongoing process.

Qualitative researchers are far less structured and are more open to changing their research direction based on variations in the research setting and the participants. They may change what they are observing based on changes that occur in the field setting. Qualitative researchers typically make passive observations with no intent of manipulating a causal variable. One important aspect of qualitative research is the coding of the data.

Yvonna Lincoln and Egon Guba (1985) have provided this classic list of criteria by which the trustworthiness of qualitative research is established: credibility, dependability, confirmability, and transferability.

- **Credibility**, to qualitative researchers, the criterion of internal validity is not very helpful in figuring out whether a qualitative study is trustworthy. Instead, they ask whether a given study is credible. Credibility basically asks whether the study’s conclusions “ring true” for the people studied.

- **Dependability**, dependable qualitative research is based on trackable research, not the consistency off the research’s observation. Dependability tracks the researcher’s flow of understanding to ensure that changes across time make sense.

- **Confirmability**, qualitative observations must be confirmable. Data must be traceable to their sources. In addition, the logic used by the researcher in moving from the particular data to the conclusion drawn from those data must be systematic, coherent, and explicit. Confirmability traces researcher’s conclusions back to his or her data to ensure that they are well reasoned.

- **Transferability**, to meet criterion of transferability, a qualitative research needs to provide sufficient details so that a reader can make
the decision about whether to apply the findings elsewhere to a different context or group.

3.2. Research approach

This research is about showing the relations between media relations practitioners and the media representatives. Then describing the roles of media relations in maintain the good relationship with the media, so that the media publicized positive things done by the company, and they even help to cover up the negative issues of the company, in this case it's Astra International - Head Office, during the crisis. And according to this research's objectives, researcher is using qualitative research methods with case study as the research approach.

The case study method is one of qualitative research techniques that is commonly used. Simply put, a case study uses as many data sources as possible to systematically investigate individuals, groups, organizations, or events. Case studies are conducted when a researcher needs to understand or explain a phenomenon.

A case study is one which investigates to answer specific research questions and which seeks a range of different kinds of evidence, evidence which is there in the case setting, and which has to be abstracted and collated to get the best possible answers to the research questions.

Case study inquiry enables the researcher to collect ‘rich', detailed information across a wide range of dimensions about one particular case or a small number of cases. The ability to offer a rich portrait in this manner is a major advantage of case study research. Readers of this study should be made to feel as if they have been there with the researcher in the research, seen what the researcher have seen, and concluded what the researcher have concluded (Geertz 1988).
Merriam (1988) lists four essential characteristics of case study research:

1. Particularistic. This means that the case study focuses on a particular situation, event, program, or phenomenon, making it a good method for studying practical, real-life problems.

2. Descriptive. The final product of a case study is a detailed description of the topic under study.

3. Heuristic. A case study helps people to understand what's being studied. New interpretations, new perspectives, new meaning, and fresh insights are all goals of a case study.

4. Inductive. Most case studies depend on inductive reasoning. Principles and generalizations emerge from an examination of the data. Many case studies attempt to discover new relationships rather than verify existing hypotheses.

The case study method is most valuable when the researcher wants to obtain a wealth of information about the research topic. Case studies provide tremendous detail. Many times researchers want such detail when they do not know exactly what they are looking for. The case study is particularly advantageous to the researcher who is trying to find clues and ideas for further research (Simon, 1985 cited in Roger D. Wimmer & Joseph R. Dominick). This is not to suggest, however, that case studies are to be used only at the exploratory stage of research. The method can also be used to gather descriptive and explanatory data.

The case study technique can suggest why something has occurred. To learn why some failed while others succeeded, a multiple case study approach, examining several cities, could have been used. Other research techniques, such as the survey, might not be able to reveal all the possible reasons behind the phenomenon. Ideally, case studies should be used in combination with theory to achieve maximum understanding.

The case study method also affords the researcher the ability to deal with a wide spectrum of evidence. Documents, historical artifacts, systematic interviews,
direct observations, and even traditional surveys can all be incorporated into a
case study. In fact, the more data sources that can be brought to bear in a case, the
more likely it is that the study will be valid.

A case study is an intensive examination, using multiple sources of
evidence (which may be qualitative, quantitative or both), of a single entity which
is bounded by time and place. Usually it is associated with a location. The ‘case'
may be an organization, a set of people such as a social or work group, a
community, an event, a process, an issue or a campaign.

Researcher specified this research in this approach because as it explained
before that every individual action is a product of society, especially product of
social interaction. Relating to the approach, this research is discussing on how its
interactions, the media relations divisions and the media themselves; and how the
relations between them are built; and how it related to publics point of view
toward Astra. This study is also discussing about how media relations play its role
in increasing Astra's image in its publics' points of view.

In this research, the researcher tries to understand the role of media
relations for the company with Astra as the case studied. The researcher is trying
to picture on how the company tries to build and keep the close and good
relationship to the media in order to bring an increasing company's image and it
becomes a win-win approach for both the company and the media.

The researcher tries to describe the understanding of media relations
importance in every company, especially in this study is taking case of roles of
media relations in PT Astra International Tbk. - Head Office. This study is
describing the impacts as if the company maintains the good relationship toward
the media and if it does not.

So in this case, the company's image is increasing because of the close and
well relationships between the company and the media. It really plays its roles,
because the media is having the will to keep the company's good perception to the publics, and when the crisis is attacking the company, the media is willing to cover company's negative rumors and discussing to company's media relations division for positive solutions in facing public's perspective during the crisis.

In this research, the researcher is pretty sure that the roles of media relations in a company somehow are important. The media and the company as this research's participants have their own reasons and motivations in keeping the relationship well. All of them tried to maintain their win-win relationship and each roles in getting the company's image increased.

3.3. Research Instrument

In this research, the data were collected through in-depth interview. The data were divided into two types, which were:

1. Primary Data

Primary data were gained from direct data source in terms of documents and etc, and by in-depth interview with the media relations division's persons in charge (PIC) about their communication relations and efforts in creating mutual understanding to achieve effective communication with their media who have different personal characteristics.

In depth Interview steps according to Boyce & Neale (2006) are as follows:

Figure 3.1 In-depth Interview Steps According to Boyce & Neale (2006)
2. Secondary Data

Secondary data were gained from the result of literature study, including some relevant books, journals, internets, and other supportive data.

3.3.1. Data Collection Tools

In this research the data collection technique employed in-depth interview was the research instrument. The technique was used in order to know the relations barriers, and the process of creating effective communication in their interaction context through the efforts of mutual understanding.

According to Boyce and Neale (2006), in-depth interview is a qualitative research technique that involves conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, program, or situation. In-depth interviews are useful when the researcher wants detailed information about a person's thoughts and behaviors or wants to explore new issues in depth. Interviews are often used to provide context to other data (such as outcome data), offering a more complete picture of what happened in the program and why.

The primary advantage of in-depth interviews is that they provide much more detailed information than what is available through other data collection methods, such as surveys. They also may provide a more relaxed atmosphere in which to collect information—people may feel more comfortable having a conversation with you about their program as opposed to filling out a survey (Boyce and Neale, 2006).

It is noted by Patton (1987) that interviewing has 3 basic approaches, which are informal conversational interview, guided interview, and standardized open-ended interview. In this study, researcher is using guided interview approach. This type of interview is used to ensure all of the relevant topics covered. Interviewer is free and allowed to explore, to deepen and ask things that
are considered important from the researchers' points of view. This type of interview is useful for finding information about a specific topic. Therefore, researcher is using in-depth interview method in collecting the research data with a guided interview approach in order to keep the interview's focuses.

Interview Guide

A. Preparation

1. Formulate Interview Objectives (What informations achieved as the result of the interview).
   Prepare for the questions guidelines according to interview objectives formulated.

2. Note: list the questions started with introduction and opening question, then to general questions, until the specified questions.
   - Opening and introduction questions are usually related to informant’s identities such as full name, address, age, background, etc.

   - General questions are more related to the interview objectives, like point of view toward the topic, activities related to the topic, general questions related to the topic.

   - Specified questions are attempt to dig deeper based on informant’s answers of general questions. Specified questions can be prepared but also can be an instant question according to the answers. Specified questions also can be in form of confrontation based on informant’s answer, it could be related to deeper opinion and personal idea of the informant toward the topic.

3. Choose the most appropriate informant to be interviewed. They should be fulfilling criteria as the reliable and credible informants to the topic question.
4. Contact the informant, explain about the interview, the objectives of interviewer in conducting the interview, ask for their permissions and availability, arrange schedule for the interview.

Note: try to arrange place and time to the most conducive place (to avoid noises during the recording) and free time (to avoid unfocus informant to other activities).

B. Implementation

1. Greet and thank the informant for their willingness to be interviewed.

2. Describe to the informant:
   - On what occasion is the interview being conducted
   - Interview objectives. (what information needs to be achieved from the informant)
   - The informant’s honesty in answering the questions
   - Interviewer’s commitment to not to mention informant’s identity if it is requested.
   - Needs of interviewer is to record all the interview sections. So interviewer should ask the permission of taping the interview.
   - Starts the interview with opening questions then to general questions until last is specified questions.
   - Before ending the interview, do re-check on the information completeness. If there is anything is not clear yet, then asked to the informant before stops the taping.
   - End the interviews with saying thanks and asks for informant’s availability if there is any second interview necessary to be conducted to completing the informations.

Aside from data that researcher got from in-depth interview with the participants, this research is also supported by other data such as documents. Documents may take the form of letters, memos, minutes, agendas, historical
records, brochures, pamphlets, posters, and so on, which represent a rich data source of the research.

As the observation and participation is also take part of this research's data collection. Researcher is has joined several activities with media, and from those field experienced, researcher hopefully can understand more about the importance of media relations role for the company's image (in this case it is Astra International).

3.3.2. Unit of Data Analysis

In this study, the discussion was focused on the answer of the media relations team member who is identified as the participants in this research. The answer of explanations to the in-depth interview questions that the researcher tended to them. Thus, the units of data analysis in this research are including the participants' personal point of view towards their duty and experiences as media relations field worker.

3.3.3. Technique of Data Analysis

Analysis means to process data, organizing data, break it into smaller units, figuring out the same patterns and themes. The challenge for qualitative analysis is on how to interpret a lot of data.

Qualitative data can be analyzed with many different techniques. The constant comparative technique is one among those techniques. In this research, researcher is using constant comparative techniques to analyze the qualitative data.

The constant comparative technique was first articulated by Glaser and Strauss (1967) and has subsequently been refined (Lincoln & Guba, 1985). At a general level, the process consists of four steps:

1. *Comparative assignment of incidents to categories.* (as known as coding)
After the data have been prepared for analysis, the researcher places each unit of analysis into a set of provisional categories. As each new unit is examined, it is compared to the other units previously assigned to that category to see whether its inclusion is appropriate. If some units of analysis do not fit any preexisting category, new classifications may have to be created. Units that fit into more than one category should be copied and included where relevant. Throughout the process, the emphasis is on comparing units and finding similarities among the units that fit into the category.

2. **Elaboration and refinement of categories. (as known as labeling)**

   During the category refinement stage, the researcher writes rules or propositions that attempt to describe the underlying meaning that defines the category.

3. **Searching for relationships and themes among categories.**

   The researcher examines the propositional statements and looks for meaningful connections. Some propositions are probably strong enough to stand alone; others might be related in several important ways. Whatever the situation, the goal of this phase is to generate assertions that can explain and further clarify the phenomenon under study.

4. **Simplifying and integrating data into a coherent theoretical structure.**

   In the final phase of the process, the researcher writes a report that summarizes the research. All the results of the foregoing analyses are integrated into some coherent explanation of the phenomenon. The researcher attempts to write a brief explanation, but in sufficient detail to convey an idea of the scope of the project. The goal of this phase of the project is to arrive at an understanding of the people and events being studied. Note that in this method, an explanation for the phenomenon, in the form of a hypothesis, is generated at the beginning of the study. This process contrasts with the constant comparative technique, in which an explanation is derived as the result of the research.
Data analysis system according to Creswell is pictured as the following hierarchy:

![Diagram of Data Analysis System](image)

**Figure 3.2 Steps in Analyzing Research Data According to Cresswell (2002)**

Techniques to perform he data analysis according to Creswell are as follows:

- Figure out the whole meaning of the data, choose the most important and most brief.
- Ask on what is the information gets from the data and interpret the meaning contained.
- Make a note on each statement. Coding can also be made to sort out the topic in accordance to the setting and context; participants' perspective; participants' way of thinking; process; activity; social relations and structures.
- Encoding is next followed by listing the generated code, for furthermore used to get the main idea or main topic.
- Determine four to five themes or patterns. This theme is considered as a new discovery. After that, this theme is interpreted based on references from previous studies. This theme became the basis for researchers' reflection.
kindly the same with creswell coding procedures in coding the data, auerbach (2011) is describing in the following figure is steps on how the coding procedure works,

![Coding Procedures Diagram]

**Figure 3.3 Coding Procedures by Auerbach, 2011**

There are 6 steps for constructing a theoretical narrative (Auerbach, 2011).

1) Taking the Text Manageable
   a. Explicit state your research concerning and theoretical framework
   b. Select the relevant text for further analysis. Do this by reading through your raw text with step one in mind and highlighting relevant text.

2) Hearing What Was Said
   a. Record repeating ideas by grouping together related passages of relevant text
   b. Organize themes by grouping together related passages of relevant text.

3) Developing Theory
   a. Develop theoretical construct by grouping themes into more abstract concepts consistent with your theoretical framework.
   b. Create a theoretical narrative by retelling the participant's story in terms of theoretical construct.
In this study, the discussion was focused on the answers of the media relations practitioners as the research interview's participants. Thus, the unit of data analysis in this study included both sided point of views of the media relations practitioners, within their relational communication experiences that they had in between.
CHAPTER IV

Analysis of Data and Interpretation of Results

After conducting research through in-depth interviews, the next step was to set descriptions of each research finding using qualitative methods. This method is used to describe the roles in media relations and how it impacts to the company’s image. Furthermore, the case study approach is used to explain the roles of media relations division towards the company image after analyzing it from the case of PT Astra International Tbk. This researcher is trying to describe the observed case and how media relations takes roles in establishing relationships with the media and how the results of a well-established relationship with the media can positively impact Astra’s image.

Based on the findings of this study, this researcher could provide some initial descriptions as an illustration to explain the efforts done by participants, whom take their roles as media relations team members in PT Astra International Tbk. The roles of the public relations function are communication management, reputation management, and relationship management. There is more call for depth and diversity of knowledge in this field now that companies are functioning on a global level. There is more accountability for public relations actions and greater damage if risk management and crisis communications are mishandled. Practitioners need more command of a greater array of communication technologies, and media relations now demands greater sensitivity to multiculturalism. Media relations can be defined as management action to establish, develop, and maintain relationships with individuals in media of relevance to an organization with the aim of maximizing the probability of securing favorable representation and treatment. (Wilcox, 2009)

The findings about the experiences of each participant are described as the primary data that is going to be transcripted and tabled based on each theme.
classified. After constructing tables from the description of individual, the next step is to unite or combine the ideas to describe the major and minor ideas of those descriptions. The data on the participants’ explanations and descriptions on their roles in media relations are grouped into four main themes, which are: 1) Description of the relationship between Astra and the media. 2) Efforts done to maintain the relationships. 3) Obstructions that happen with the relationship between Astra and the media. 4) Roles of media relations to Astra.

This research is based on the result of in-depth interviews that has been conducted on the two subjects who constitute the media relations practitioners with their roles in PT Astra International Tbk – Head Office and have more than 3 years experience in establishing mutual relationships in their office. This researcher did the editing process in order to eliminate things that were irrelevant and unnecessary. In order to avoid repetition and overlap, the results were grouped into themes which can show and separate the major and minor ideas explained by participants. These steps are identified as the constant comparative technique which was first articulated by Glaser and Strauss (1967).

4.1. Participant Identity

The participants on this research are two people consisting of media relations team members in PT Astra International Tbk who are involved and have at least 3 years of experiences in the field of media relations. This field of media relations is done by several activities and those activities are classified into two activities: professional activities and relational activities.

Professional activities mean that all activities related to media relations that needs professionalism from both sides. Professional activities include informing and sharing valid data from credible sources, adjusted to the media’s working rhythm and needs. Professional media relations activities are done to keep the relationship mutual and build trust between Astra and the media. The activities are called professional media relations activities because the activities
need professionalism at working performance. Each media has their own deadline, due date, and working rhythm that differs, and very media relations team should adjust and follow the required working rhythm. Not only that, each media has its each own field of interest, so the necessary information and news should professionally updated to each media who needs it. The whole data should be absolute, which comes out from credible sources, so the information and news shared can be trusted and, thus, help the media to accomplished their deadline and working requirements.

Relational activities are activities which accomplished through events, gathering, or any kinds of activities that is done together between performer and target. Relational activities include communication to eachother, whether it is a face-to-face communication, group discussion, one-on-one meetings, or even a simple chit-chat through communication channels or mediums such as phone calls, texts, mails, social networks, and etc. Relational activities here are purposely done to manage the relationship between media relations team and media representatives towards more direct relations. It can be formal and informal, but usually formed to be as casual as possible. Various relational activities are done to engage deeper bonds within the company and the media.

Participant I is Mr. Yulian Warman. He is already involved in PT Astra International Tbk as a member of media relations team and has a lot of experience in the field of media relations works and activities. He is an expert in the field of media before he joined Astra as he was a journalist for more than 8 years. Now he takes his role in Astra as the Division Head of the Public Relations Division, which is involved in the activities of internal relations and, most importantly, external relations.

The second participant refers to Mrs. Maya Harsono. Her role in Astra is as the analyst for external relations department. She also has a lot of experience and is involved in activities related to media relations for more than 3 years. She
contributes to Astra in communicating with the media and conducting media relations events and activities.

### 4.2. Individual Textural and Structural Description

#### Theme 1: Description of Relationship between Astra and Media

<table>
<thead>
<tr>
<th>Question</th>
<th>Yulian Warman</th>
<th>Maya Harsono</th>
</tr>
</thead>
<tbody>
<tr>
<td>How long have you been involved in Astra?</td>
<td>Yulian has been in the employment of Astra for approximately 17 years. He joined the firm since 1994. First, he was involved in the internal public relations department. Currently, he is the General Manager of the Corporate Communication Division. He contributes in internal and external PR.</td>
<td>Maya Harsono has been involved in the PR division of PT Astra International Tbk, she joined Astra for more than 3 years as the analyst in external relation.</td>
</tr>
<tr>
<td>Can you describe your duty which is related to media relations?</td>
<td>In corporate communication, Yulian has networks. Media relations team’s power is in networking, networking as an intangible asset. If company stumbles into problems, and the team has information access or</td>
<td>In external relations, the duty is called relations management. Relations management is divided to government relations, media relations, community relations, and internally Astra has organizational relations. So the point of external</td>
</tr>
<tr>
<td>Astra maintains the relationship to what kinds of media and to whom of media representatives?</td>
<td>Astra as a public company, should have equal treatment, all media should be treated equally, given same information, because media have the same goals which is to publicize all information they get to their stakeholders. Team communicates with all</td>
<td>Well, Astra has maintain the relationship since long time, it was maintain and strengthen until now. Because Astra is public company and it is industrial firm. Team maintains relationship with all media organization, not only to media in Jakarta, but also in remote area, to variant</td>
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</tbody>
</table>

communication access to any place or problem sources, the networking is always being extended, expanded; it’s exactly what team really needs. As Yulian did, he directly communicated with several media, personal and professionally, called as communication path, PR lines. Personally Yulian also sometimes pick times to have informal discussion in simple chit chat on how is company’s contributions and company’s value.

relations is how to maintain relations, strengthen, the established relationship, expand the networking, which is built from communications either it is by phone, or meeting, or events. Media relations team did it all to capital market journalists and industrial journalists. Team did publication too, in form of press releases and press conferences, and also through advertorial, ceremonial, and elses.
| Please describe the relationship between Astra in Media | Team tries to maintain the relationship into a friendship, same as customer, media representatives and journalists all are company’s stakeholders. As long as the media is legal and confirmed, team is giving equal treatment. And as long as team works and performs full-heartedly, media can applaud and appreciate, because team is making relationship as a friend. | In media relations, team tries to maintain relationship not only as a duty, but also as a friend, and if it started from a good relationship, then it possibly has respect and trust to each other. So as team knows on media’s characteristics, by related professionally and personally, team huddles up as friends, to observe the personal characteristics of each representative. |
and mutual. As if team gets the human touch, work as a facilitator, and the same things done by company’s directors. All performs targeted to succeed, either for interview or else.

<table>
<thead>
<tr>
<th>How the atmosphere arises within the relationship?</th>
<th>Team tries to figure out, how to strengthen the relationship as a friend, keep in touch to media representatives in forms of activities. So with journalist, team is not only related formally but also informally. It is the way we keep the communication maintained. So the relationship remains comforting for both parties.</th>
<th>In journalists’ workshop, team conducts informal activities with media representatives where team and media can be related as friends and not only as working partner, so here we have fun together, discussing on other things except works. Team tries to maintain relationship with media as casual as possible, through informal activities, media and team communicates to each other, looking forward to casual atmosphere within the relationship.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Has a mutual relationship been established between Astra and Media?</td>
<td>Yes, so team treats media as a friend, whereas media also needs</td>
<td>Astra as a quite big company, supported by media, however is always</td>
</tr>
</tbody>
</table>
information from Astra, and Astra need updates from media, both parties need each other. Team can see it as mutual relationship, because team was invited too to media’s internal events, and team always comes and joins their events. After 12 years, the improvement within the bond and relationship is getting better, media believes that Astra is really open and welcomes, media feels that they are not doing any wasted efforts. Team, based on news, are being clear, and media who heard any issue about Astra which is unconfirmed, they will directly confirmed to Astra, it is all of media either its printed or electronic media.

being media’s concern to update. This situation obligates team to maintain a good and healthy relationship with media. In order to increase the value of the activities, which can interest media to joint the events, in workshop, team prepares for 8 credibel sources for media to interview, so media can gain a lot of news and informations. Team conducts workshop actually to educate media on new terminologies and updates. Team functions to connect media, public, and management, team prepares for the data required, arranges schedule with directors, updates news and information to media and makes it possible to help media in publication. Besides, team also facilitates photographers to have plant visit and
| **Is Astra remains open to media as its public?** | **Since Astra is a public company, the firm has to be transparent, moreover in terms of information which gives significance impact to Astra in stock exchange. In 1998, media relations team with the financial director campaign to conduct activities which always put transparent in the first rows. Since 1999 until now, team regularly conducts workshop for about 12 years, and it’s not being done only in holding company, but also in 11 subsidiaries. Team invites directors and president directors to tours for them to take pictures, to update their picture as material of publications too. So team creates activities adjusting with media concern, and media supports to media relations team’s activities.** | **Yes of course, because team works based on transparency, and tries to always be open in sharing any information, and to update all information required as soon as possible. While team also has procedures to follow from stock exchange. Besides, Astra is not giving any information which is not fixed yet. Team only updates corporate actions to media that is already done. The point is, Astra has guidance, in terms of what is allowed to be shared to media, team gives truthful information** |
| Is Astra tries to perform professionally? | Yes, team tries to be professional from the beginning, so in media's minds, team is not assumed unprofessional. Well, if media wanted to conduct an interview with simple and general topics, Yulian as the general manager of corporate communication may handle it directly, but if media are willing to make an interview with several specified topics, company has SOP which should be followed for the professional procedures media before comes for interview. So team can professionally help media to prepare for and whole explanations related, so journalists can analyze the data and information team gave them. | In keeping relations with media, team should be professional, between media and team, we should respect to each other, the main key is to know each media’s characteristics, so team is not committing any mistakes in maintaining the relationships. Team is not trying to differentiate or classified, but it should be grouped based on the media needs and concerns, so team can adjust the information to what is needed by media. Because Astra always apply good corporate governance as the principal, it makes the |
the data needed and arrange schedule with the most credible and appropriate source person. Until now, the basic principal for team in relating with media is by always be as professional as possible, in terms of news and information for journalists, team should supply news and information as complete as possible, and should understand media’s working rhythm, so team can possibly helps media with their job, and media are satisfied with team’s performance.

work of PR and media relations are easier to be done, which is to connect, to be a facilitator between media and management. As PR, team has to respond as well as possible, the cellphone should be turned on for 24 hours, and should follows the guidance from stock exchange in terms of publication and information.

Theme 2: Efforts Done to Maintain the Relationships

<table>
<thead>
<tr>
<th>Question</th>
<th>Yulian Warman</th>
<th>Maya Harsono</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is Astra try to fulfill the needs of media in terms of news and information?</td>
<td>Because this is a mutual relationship, team should understand on how media in searching for news, and team fulfilling as what is needed, even</td>
<td>Team has main role as media relations, which is to connect media and management, in other words, as PR, team should be a spokesperson</td>
</tr>
<tr>
<td>How/in what way is Astra keeping in touch with media representatives?</td>
<td>accidentally, Yulian’s cellphone is turn on for 24 hours. and else, team should offers as what media required to management. The point is to be facilitator between media and management. Team as PR in holding company, team should functions to facilitate media to have good connection to spokesperson in subsidiaries too. Team should monitor the bonds between media and subsidiaries, and keep it well maintained.</td>
<td>As human being, we communicate, greeting, saying hello, the same as what Yulian is doing with media, he programs to do regular communication with media. He is doing all communication to keep in touch with media, to update informations. Team communicates to media once or twice a month, because Astra is a</td>
</tr>
<tr>
<td>Team communicates with media through a lot of channels such as phonecalls, texting, emailing, or meeting, informal meeting, and other activities that conducted to gather team and media. Team sometimes has informal meeting outside the office just to do communication, simple chit chat, update, and</td>
<td></td>
<td></td>
</tr>
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</table>
public company and media as company’s public is concerned with Astra’s expansions. All activities to be in touch with media are programmed. Team tries to treat media as to treat customer. sharing. Media too, while they have internal activities, they invite Astra, invite team to joint, and team always support their activities, as long as it is positive. This shows that within Astra and media, it was maintained a professional and personal relationship, team cares to media and pay attention to their personal activities too.

| What kinds of activities are conducted to maintain the relationship? | Team got a lot of activities conducted related to media relations. Last year, team and media went to Sarongge, be partners with green group conducted event to plant a thousand of trees. If team is asked what our activities are, team starts from one called planning cycle, all activities are programmed, such as 24 hour activities, then events like RUPS, also press conferences and | In media relations, team has a lot of activities to keep updates to each others, moreover activities with capital market and industrial journalists. Then team has one named media visit, team invites directors to meet media representatives, to keep in touch to each others. There is also one on one meeting. Then team also has appreciation activities conducted for media, and to greet media, team |
else. Team shares automotive sales every month and shares any kind of informations and updates to media. Team has PDCA, internal meeting to view if the planning is succeeded as what is done, to see if the target audiences of the activities conducted is reached and etc.

always send flowers and greeting cards while media celebrates anniversary or else. It is kind of ways to show that team cares to media. Team regularly communicates with media representatives through variant ways and channels. The point is to create some activities that can strengthen the engagement within media and team.

Theme 3: Obstructions Happens Within the Relationship between Astra and Media

<table>
<thead>
<tr>
<th>Question</th>
<th>Yulian Warman</th>
<th>Maya Harsono</th>
</tr>
</thead>
<tbody>
<tr>
<td>What kind of obstruction ever happens within the media related activities?</td>
<td>Of course there is, because everything cannot be done 100% as its planned, moreover as human being, we are not perfect, obstructions is existing however. But every time, team conducts evaluation meetings, to see and evaluate the SWOT of the event, activities and</td>
<td>No, because team regularly update to media, but everything may happens in between, that is why team has PDCA to evaluate every action. Team also commit in planning cycle, sign as commitment to do one year activities forward, all activities are planned,</td>
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<td>Question</td>
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<tr>
<td>Is there any miscommunication or misunderstanding on each other while communicating with media?</td>
<td>No, because team adapts to Astra culture which to communicate everything nicely and ethically polite. The most important is to be aware of communication ethical code.</td>
<td></td>
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<tr>
<td>Is media representative’s personal characteristic being obstacles for Astra in maintaining the relationship?</td>
<td>That is why, to communicate with each person, we should first observes for 5 until 15 minutes, in order to see the personal characteristics, so we can choose the communication star to be used to communicate with that person. This rule of communication is used in practice by actually it is not considered as obstruction, but more to challenge, challenge in maintaining relations with media, so team should understand each person of media representatives personal characteristic to understand what is the concern and points of interests. The point of</td>
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<td>Question</td>
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<td>Additional Notes</td>
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<td>Yulian in facing everyone, moreover to media representatives.</td>
<td>being a PR person is able to be a chameleon, means can communicate with everyone, and should adjust to media too.</td>
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<tr>
<td>Is there any naughty media existing and relating to Astra?</td>
<td>Since 1998, Astra does open and transparent communication to its public. And some of media uses company’s transparency to write everything based on media’s point of view and not following the journalistic ethical codes, which requires media to cover both side. Besides, team also identified a kind of naughty media as bodrex journalists. This kind refers to journalist who is misused of name cards to asked for money or sponsorships to firms. Astra once visited by those kinds of journalists groups, and Yulian handled them professionally, politely and explicitly.</td>
<td>Yes, of course they are existing, buat team is not a side to judge media’s personality, team could just adjust to those variant kinds of media personalities. Team should know and understand, then team has guidance in how to handle media and their characteristics.</td>
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Is Astra ever disappoint media or vice versa?

Because team has a very dynamic working procedure, team prepares everything to be excellent. So every activities conducted, team prepares for it starts from the detailed planning, until done what to do. In media relations activity, team starts from collecting related data, then communicate to media, then networking, until several specified events conducted.

No, team even keeps trying to figure out what else to offer to media, what is needed to be done to improve in order to satisfy media. Team always discuss on everything to media and ask on their opinions, so team can prepare for the best to interest media, because team conducts events for media to gather with management, to engage media and management, to update about company, so team needs media to come to the events, so team should adjust it to media.

Theme 4: Roles of Media Relations to the Firm

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<tr>
<th>Question</th>
<th>Yulian Warman</th>
<th>Maya Harsono</th>
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<tbody>
<tr>
<td>Can you please describe roles and importance of media relations to Astra?</td>
<td>As it seems that in corporate communication, media relation is one of the backbones for Astra, since transparency and openness is really needed by a public company like Astra. The point of being</td>
<td>Overall, related to media, team has media monitoring, to monitor news and information, because as holding company, team should monitor relationship between media and</td>
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related with media is if they heard any issue or unconfirmed rumors about Astra or its subsidiaries, media can directly check and confirm to Astra, this is the main target expected by media relations team from this relationship with media. So this relationship is mutual and beneficial to both parties. Astra’s subsidiaries, the function is not just to monitor, but also to analyze news, in order to know public perception toward Astra. Media relations team will has no publications without relating to media. Then it is about how is the role as PR in interview, how team can handle interview request by media and prepares for everything, and how team can update without request but can fulfill what media required in terms of news and informations.

| Are media relation team functions in handling crisis? | Because team also should be responsible to all stakeholders such as government, environment, stock exchange, and else, that makes team has obligation to update information to all of them, so they understand and keep updated about Astra time by time, and Team always tries to facilitate media with news and information, team represents directors as the credible sources for media to do interview, because team consider if media get news from wrong or unresponsible sources, it can impact to crises to the company, that is the main reason why team regularly |
this is very important for Astra as public company. In order to anticipate unpredicted matters, and to make media confirm us on any related issue to team, team established a two-way communication with media. Well, last year of 2011, team starts media monitoring which could monitors more than 250 media, including printed media and electronic media. The functions is to monitor media in field, so once any small issue matters to Astra or its subsidiaries, team are fast informed and confirmed, so team can handles it as soon as possible, even though it happens in remote area, it also have to be handled as equally important issue. Well, this kind of networking, help team in handling crisis, besides team also can do handle the news publications. conduct press conference, it's to update media with news and information regularly. Usually negative issue is not in the form of misperception and mistakes in choosing headlines, but not the issue which is negative. To anticipate negative issue, team take roles in updating media with news and information, update media on what company is doing and give complete and clear explanations to describe the whole situation, in order to decrease and even terminates the possibility of misunderstanding in terms of news and informations.
This expanded networking is really functions and takes important roles for company, where media relations really have contributions for the company, moreover in terms of issues that related to company’s image.

4.2.1. First Participant – Yulian Warman

Yulian has joined with PT Astra International Tbk – Head Office in Corporate Communication Divisions for approximately 17 years. First involved in Astra, Yulian is working as an internal public relations staff, but because he has experienced in the field of media for more than 8 years, he is competent in the field of external relations too, and help external PR team as well to face media and its concerns, so now he roles as the General Manager of Public Relations Division.

Yulian, as the part of corporate communication team, tries to maintain good mutual relationships with the media because Astra is a public company that is listed in Indonesian Stock Exchange. The company should be transparent to the public and its stakeholders and update information of its performance to its public through media. Yulian, as the part of media relations team of the company, must upkeep for the best mutual partnership between Astra and the media, who is also its public.

The efforts to maintain the partnership are varied from team events to personal activity. Those activities are done in order to be closer to media and
nurture the mutual partnership into personal and professional relationship. Yulian has done this by joining formal and informal events with the media, such as workshop, RUPS, AJI and PWI anniversary, fasting break gathering, friendly match or sparring, and even personally keeping in touch with media representatives through informal meeting, chit chat, emailing, texting, and giving updates of news and personal information.

4.2.1.1. Description of Relationship between Astra and Media

Yulian has been in Astra’s employment for approximately 17 years; he joined the firm in 1994. First, he was involved in the internal public relations department. Currently, he is the General Manager of the Corporate Communication Division. He contributes in internal and external PR.

“I am Yulian Warman, has been working in Astra for about 17 years, I joined the firm since 1994. When I was in internal, I have never been in touch with any journalist or media, but now as The General Manager Corporate Communication Division, I do intern and extern.”

In corporate communication, Yulian’s strength is networking. Networking is an intangible, but vital, asset. It can’t be counted, but once the company has a case arise, if the media relations team has information access or communication access to share about the place or problem sources, and their network is being extended or expanded, then it’s exactly what the team really needs. Yulian has directly communicated with several media, personally and professionally, it’s called as the communication path, PR lines.

“Well, in Corporate Communication we are networking, um.. our power lies within networking, networking is an intangible asset, so in... it’s really precious, once we had a case, there’s trouble um.. if we had an information access or communication access to the source of problem or something, and it’s always been extended, more and more, it’s strongly needed, just like me who can go directly because i have been um... networking with several medias for a long time,
there're one or two for example in some regions, we use the communication, well it's personal, but including corporate business, we communicate with someone but this person has an access to anywhere, it's also a part of communication path, the PR lines.”

Yulian also picks times to have informal discussions and simple chit-chats on how the company is contributing and company’s value.

“um.. another side of me.. um.. i am also in a homesite, not really something, there’s the leader of neighborhood association, we discuss and chat about how to keep our image better, how we can be worthwhile, some values from our Corporate, well..”

The media has its rubrics which are related to capital market. Because Astra is company which is listed in stock exchange, the team gives priority to the media’s forum, forum for capital market journalists, and forum for industrial journalists. They vary from printed media, to electronic media such as television and radio, to online media.

“So, within their own from the friends of ours there’re some columns related to capital market, because Astra is considered as a company listed in stock exchange market, it’s registered, well we prioritized it, they have forums, there’s one for capital market journalists, one for well.. industrial journalists, it varies, here they will be present, from news paper and electronic media, there’s radio, tv, and online media.”

Astra, as a public company, should give equal treatment to all media. Every outlet should be given the same information, because the media have the same goals, which is to publicize all information they get to their circles. The media may have different targets, but Astra as the information source should give the media the same information.
“We as a public corporate, must do equal treatment, all the same. truly, every media is equal, we give the same information, because they also have the same goals to publicize all information they’ve got to their own stakeholders, the targets are different but, well.. the information should be the same.”

The team communicates with all levels of media representatives in order to maintain their relationships, starting from those who work in the field to the middle level media representatives in higher positions. The team conducted events and gathering for all of them, such as break fasting. The team had conducted those events with editors and photographers from industrial and capital market journals, and pension media representatives.

“We have some classification in our relation with the media, journalists who works in the field, in middle level, or higher-ups, here we have all levels of communication. Oh yeah, including there we broke fasting, we hold it together, even in some branches we spare some time, it’s up to 9 times, some with the editorial team, the editors, photographers, industrial journalists, capital market journalists, and um... senior journalists even the ones who not um... or not working, or pension ones, we do keep in touch.”

The team attempts to turn the relationship into a friendship. The media representatives and journalists all are company’s stakeholders, the same as the company’s customers. This means means that if the media encounters any problems, feels any pain, or has any gladness, the team could feel it too. Just like friends, both sides should share to each other. The team always tries to establish that kind of relationship. So besides being professionally connected, we happen to be connected personally as well.

“We afford to build the relationship as a friend, just like selling products, just like with our customers, our friends the journalists will be our customer then at last be our stakeholders, which we always.. if he’s hurt we feel the pain, if we’re hurt he feels too, just like a friend, here at least say ‘hello, i’ll pray for you bla bla
“bla’, then if he’s happy, if today’s his birthday, if his daughter get married, the pain and the happiness, if you’re considered as a friend we’ll feel each other’s feelings, the relationship like that is the one we want to build, besides the professionalism, it should be personal.”

The team does not ever want to be biased towards any media channel. As long as the media is legal and confirmed, the team must be giving equal treatment. If the team works and performs full-heartedly, then the media can respect and appreciate the team because it is making the relationship mutual out of professionalism and friendship. Adding a personal touch, such as working as a facilitator for the media to the company’s directors, can still be done fairly to each media relationship so as to better each side’s connection.

“Fortunately we don’t want to differentiate, as long as the media is legal we won’t make any difference. But believe it, if we do it from our heart, and friends sees us not differentiating, they would respect, we do make relations with humans, our friends. If we get the human touch, um.. we are, well, serving, as a facilitator, to facilitate, all of them is managed the same as this, how we can make it a success, hold some interviews or something, to be called as differentiating is certainly not, we do equal treatment, as what i said.”

The team tries to figure out how to strengthen the relationship as a friend and to keep in touch with media representatives in many forms of activities. For instance, they may informally communicating through simple meetings, conducting a lunch or dinner together, or plan small events like sporting events.

“We thought well, figuring out, so that we can strengthen our relationship as a friend, such as, next month i’m with him, we’re moving along by car, this.. how’s life, come on, it’s been a while since bla bla bla.. then we chat, just like a friend, while having some coffee, lunch, or dinner.”
So with journalists, the team is not only related formally but also informally. They may have go green activities such as going to forests and planting trees. While having simple dialogs and discussing work related materials while being social.

“yes, so with the journalists later on is not just for this.. um.. no.. making relations formally and informally, such as going to the forest together in the morning, then plant some trees, just like we did plant thousands of trees that time, well there we told some stories, and we also asked our friends, how’s the progress about this and so on.”

Besides this, the team conducts events like friendly sports matches or sparring. It is the way we keep the communication maintained, not only in the form of formal events, but also informally with field journalists. The team spares time-to-time and plays futsal, or bowling. After workshop, the team has outbound activities with media. Moreover has once team invited directors to play soccer together, so the relationship remains comforting and beneficial for both parties.

“oh yeah, besides those there’re some other events, there’re um, a friendly match, it’s some other methods so that we can maintain our communication, not only when it’s in tension like that, no, but there’s an event, when our friends are in the field, come, play bowling, let’s play futsal, let’s have a workshop, and after then there’ll be an outbound. Then there’s more, there was an event with media organisation, we invited the editors to play football, and so the relationship become molten, not overstrung.”

So team treats media as a friend. Where as the media needs information from Astra, Astra also need updates from the media. If the level of relationship is tightened and strengthened as friends and professionals, it is indeed a valuable and timeless bond.
“There is, well, so treat them as a friend, they need information, we do too, mutual needs, and if the level reached those step, just like a friend, profesional, well, itu could be forever.”

Astra’s media relations team is also reciprocated the good natured bonds that they foster with the media. The team has been invited to many media internal events, such as anniversaries or press national days. The media relations team always tries to make sure that their presence is at the events that they are invited to as to maintain their non-bias stance.

“we can see it within our good relationship and so on, and us in corporate communication are invited, what’s the organisation? PWI helds its birthday, or on National Press day, since a long time ago until now, i always participate, i bring along my team, and there’s more, AJI, Indonesian Journalist Alliance, there’s an event, then we participate, and this, we don’t differenciate, because they invited us, and they knew us, and so on, then we came.”

After 12 years of continual work by the media relations team to improve their stance and relationship with the media, the media believes that Astra is open and welcomes. Their relationship has reached the point where if news should break where details may not be truly confirmed, the media will directly confirmed to Astra. This is the same with either printed or electronic media.

“after 12 years, well we did it 12 times, the improvement is really great, well, steadily rising up and they really felt that Astra is open, did nothing useless, like that. Then we see, from their press release, that we are clear, and what they don’t know or having some unconfirmed issues, they can confirm it directly, whether it’s from printed or electronic media and so on.”

Because Astra is a public company, the firm should be transparent. Moreover, the information which it gives has significance impact to Astra in the stock exchange.
“because Astra as a public company, open corporation, so we always have to be transparent especially to the information which gives significant effect to Astra corporation in Stock exchange market.”

Mr. Yulian found his work most interesting in 1998, when his media relations team worked together with then financial director of Astra on a media campaign. Astra is a public company, and campaigns to conduct activities which put openness and transparency in the forefront.

“The most interesting one is when monetary crisis in 1998 actually, that um.. we and the director of finances, campaigned well, it’s because we are a public company, we did some activities which prioritizes transparency.”

The team holds a workshop which updates capital market and industrial journalists. Since 1999 until current, the Astra team held the workshop for about 12 years. It was not only being regularly done in holding company, but also in its 11 subsidiaries. The team invited directors and president directors to communicate with media in a workshop and have them make promises and commitments during that time to capital market and industrial journalists. Through these kind of activities, Astra tried to show that they are open and transparent, not only statement, but also commited in the field to their performance.

“last time there was a workshop which can update and meet those capital and industrial journalists, so if we says that from 1999 until now, we made those workshops to our friends, new journalists, or senior journalists, meaning it’s been 12 years, and we carry out not only for company AI as an open company, last time we do 11 companies for capital market, do it regularly, and inviting all president directors, or director of the company to tell the media in a workshop, commited to that. Even us, we do it at intervals, there’s capital and industrial
journalists, there’s the President Director of Astra came, present that time, and clarified our openness is real, not only in words, there’s a commitment in field.”

The Astra team tries to be professional from the beginning so in their minds, the team is not starting off unprincipled.

“right, we are professional ahead, so in their minds.. oh we don’t have any affair, professional in advance.”

If the media wished to conduct an interview with simple and general topics, Yulian as the general manager of Corporate Communication may handle it directly, but if the media are wished to have an interview with several specified topics, the company has a SOP which should be followed for the professional procedures. Before coming for the interview, the media should send the materials and questions that will be involved to be asked to media relations team. The team can then prepare the data needed and arrange the schedule with the most appropriate person inside Astra for the request.

“here, we don’t explain the procedure, if the interview is too general or something, which i can handle in directly, but they request a kind of, interview with the president director, the topic is about bla bla bla, well, for our SOP before this you should email the questions first, um... if the question is only concerning one kind of business, which doesn’t really need the CEO, we made them meet another director, not the CEO.”

Until now, the basic principal for the team in relating with the media is to try to be as professional as possible. In terms of news and information for journalists, the media relations team should supply news and information as complete as possible and should understand media’s working rhythm. Astra’s team can possibly help the media with their job, and the media can feel delighted with that performance.
“then as the time goes on, until now, it’s the same as our principle related to the media, even back then when I was in the media, trying to get in touch as professional as possible, where the journalist get the news, well, we can give news and information as complete as possible, and we understand that they have working rhythm, so it really helps, they are being helped, and they always satisfied, saying gratitude and so on.”

4.2.1.2. Efforts Done to Maintain the Relationships

Because this is a mutual relationship, the media relations team should be prepared to know what the media is searching for in securing news and how to fulfill what is needed. As an example, Yulian’s cellphone is on 24-hours, and has the occasion where at 2 or 3 am in the morning, someone has called asking for a taped interview for broadcasting that same morning. Yulian did it wholeheartedly.

“because it’s mutual, in case we can understand him in how to look for news and we fulfill his needs well, even accidentally wanna call me, my phone is on 24 hours, they had ever call me at 2 or 3 am, some calls requesting interview about um.. from radio for taping to be broadcasted that morning, i did ah, we, with open spirit.”

As human beings, we must communicate, say hello. Yulian plans regular talks and communications with chief editors to give them their proper updates, catches up with channels of media who have not been contacted for some time, and so forth. He does all this communication to keep in touch with the media to update correct information.

“Oh there is, as a human we say hello we this, but i planned, with editorial head twice a month, for updating this and that which.. haven’t met for a while, um.. information update.”

The team should be focused and targeted in their goal. At times, the team should be contacting media representatives just to update about the current
situation, perhaps once or twice a month, because the media as the company’s public is concerned to Astra’s actions. Astra, as a public company, should also actively engage the public to show its concern and willingness for sound corporate moral obligation. Such activities shouldn’t be considered mundane as each interaction is an opportunity to better the company’s image.

“we have to be selective, and have programs, sometimes we have to appear, once or twice a month, because what, people want to know the progress in Astra, right? Because this is a public corporate, isn’t it? Don’t say routine, it’s programmed.”

Normally, most media channels are contacted twice a month. However, there may be some instances where more frequent and abrupt meetings would need to take place, even during times where no breaking news takes place.

“the time is at least twice a month, uh, once in two months, but we see the case, this time, about moknas, that SMK, we had a meeting just now, and tomorrow or the next day someone has to make clearance, like that, it has to be quick.”

In order to avoid the image of being untruthful or opaque, must continually communicate with the media. It is important to honest and have accurate details so that Astra’s team’s comments will have their reputation maintained.

“then, to make their perception on us, like um, if there’s something is that the truth or not, afraid if we don’t see that coming, if we meet them they know who’s lying, so if we lied once, then they won’t believe in us anymore, so we won’t lie, convincing to always communicate, say hello as we refer to the which communication that’s not been maintained, well, just like with customers.”
Astra’s media relations team’s reputation achieves that level of authenticity. It is because of this trustworthiness that Yulian’s cellphone receives many status updates, greetings, and interview requests every single day.

“Well, that’s what we always keep, daily, not only oh later we’ll have RUP again or something, it’s not, but every day, that’s why every day in my phone there’re hundreds of this, it’s oh say hello, what’s up, and so on, there’s an interview request, complete. “

The media relations team will conduct Astra’s 55th anniversary. At this event, the team has a variety of activities, varying from media campaigns to advertising activities to internal planning. The team will bear a lot of responsibilities related to activities conducted for media relations.

“Well, this year of 2012, we arranged an event very um.. it’s Astra’s 55th birthday, so there’s so much to do, lots of media campaign, PR and advertising too, so.. we are more…”

On December 22nd and 23rd last year, the team and the media went to Sarongge in MountPangranggo. The team partnered with Green Group and conducted an event to plant thousands of trees. The media relations team, with environmental journalists, discussed the recent global situation, and sang songs and had personal chats on a more informal level after the tree planting.

“December 22nd and 23rd, on 22nd in the afternoon we went to sarongge, to a mountain um.. what’s the name.. mount pangrango, great mount pangrango, we partnered with green group, we planted thousands of trees, we discussed with environmental journalists, as we relaxing in the night, while chatting, singing, but we also discuss about the world nowadays.”

The media relations team must work on, what might seem to be, a 24-hour schedule. The team must be active and plan press conferences and activities so as
to alert important facts that may concern the public. Most important of the facts that the team shares are automotive sales data, as this directly affects share prices in the stock market.

“because of that, if we were asked about an activity starting from our initial planning, a planning cycle, as always, so i said it’s a 24-hours activity, as for media, there’re some we programmed, those activities we had on RUP, RUP has openness like press conference, some activities with some releases and so on, then like today we share automotive data, that Astra Group, how’s the sales last month, in November, it’s as the indication data, indicator for the decision maker in stock exchange, if the sales goes down it’s time to buy or to sell the shares. So we have to keep this information updated.”

The media relations team must judge what the correct and appropriate plans are for the actions they take. They do this at a meeting they call PDCA (Plan Do Check Action), which they undertake daily. At that meeting, they brainstorm suitable plans and events, discuss how formal the setting should be, and which activities and actions would be best for the situation.

“yes, but everyday we also have to do PDCA, it means what we PDCA, how’s this how’s that and so on, it’s daily check up, it’s should be done everyday, we have do it like this or like that, we don’t have to wait for a week if PDCA, everytime there’s an event, we make a meeting, there we see, the planning is suitable with the event, to be appropriate, like the event is made for what, to be more relaxing, not a workshop which more like a press conference.”

4.2.1.3. Obstructions Happens Within the Relationship between Astra and Media

Of course there is, because everything can’t be done 100% as it’s planned. Moreover, as human being, we are not perfect. Obstructions happen, though factors we cannot precieve or understand before they happen. Such a case can happen because of personal ideals.
“oh, there is, because everything can’t be 100%, human being is not perfect, once there’s a case in media, because we’re very close with them, we talked to them, but our friends the journalists had high ideals.”

While obstructions may occur, the Astra team understands that this is only because they have lacked understanding or action in some point. By using the PDCA evaluation, the team checks on themselves to see their effectiveness every year and every event to find what could be improved. Astra’s philosophy is that they should derive excellence evaluation.

“Well, some resistance is inevitable, but every year, every event we always evaluate, evaluation, action, evaluation, action, where’s the flaw, we always use Astra’s philosophy, the last point that we always trying to reach the best, with evaluation, here we work using PDCA, you know the Plan Do Check Action, how’s the planning, how we do it, the check if it’s disordered, how’s the corrective action, like that.“

Astra and its team are concerned to be aware of ethical communication and to have empathy towards the other side. A case such as where an interview couldn’t be given even if it is strongly insisted upon can be troublesome, but must be declined with grace and humility.

“no, no, it’s not good, from the cultural side Astra didn’t have, no, no, we won’t use it, then if there’re some conditions, which is not good, it’s okay, um.. he insisted to have an interview. what, who, how we aware him without feeling offended, like that, the time is short, from the side of informant, it should be done with a good method, politely, pay attention about communication ethics.”

It is important to know the characteristics of the person the media relations team is contacting. Through experience and observation, personal characteristics show through. Yulian can leverage his knowledge and experience in order to find
the best way to control the encounter and communicate in a way that would most satisfy the media contact.

“oh, if we.. so if we see, communicating with someone, we observe for about first 5 to 15 minutes, well, sometimes the thing spoken is a good one, if he is a little rowdy then it would be visible, but if he’s hiding something, then we observe him for another 15 minutes, if there’s something then we choose which communication star that we should do.”

Since 1998, Astra has open and transparent communication to its public. And some of media uses company’s transparency to write everything based on media’s point of view and not writing news and information following the journalistic ethical codes, which requires media to cover both side.

“that’s since about 1998, it’s been a long time actually, but hiporia, in the media’s openness maybe, sorry to say, we don’t say that the media is no good or anything, but there’s a part, i say a part, that made use of openness hiporia, so it smashes people as it please, and sometimes forgot, those named as journalistic concept, journalistic ethics is being forgotten, meaning that if there’s a news, the news must cover both side, from two sides, but it didn’t, the point is i know about this and that, then i wrote, this company is bla bla bla, wrote negatively.”

There may be cases where fraudulent journalists, who are known as Bodrex, have come to ask for collateral, such as name cards, from Astra. Called “bodrex” journalists, their kind refers to journalists who misuse name cards, they collect name cards of every journalists, then they make proposals and asked for money, or sponsorships to firms. Astra once visited by those kind of journalists groups, and because Yulian knew this kind of journalists, he can identified them then handled them professionally, polite and explicitly.

“we, in the beginning, it’s called bodrex journalist, well i also have some experience, when becoming a journalist, the name card is being misused, because
we are new in the field, we don’t know that when we’re reporting we give it to the wrong people, we thought that he is one of us, a journalist, but actually he is a bodrex journalist, our name card is misused, to collect money from other people. Well, Astra group had an experience about that once, we try to handle it, i said..um.. nicely, politely but clear, that one happened, then he didn’t come anymore, he knew that here in Astra Group, there’s this man Yulian with a moustache, which won’t give a single coin for me, like that.”

Because team has a very dynamic working procedure, team prepares everything to be excellent. So every activities conducted, team prepares for it starts from the detailed planning, until done what to do, then checked whole activity, if there is any mistakes or else, team tries to figure out the appropriate corrective action to fix the mistakes. In media relations activity, team starts from collecting related data, then communicate to media, then networking, until several specified events conducted.

“well that, our activities are very dynamic, if we say yeah, because.. you know, sometimes we want to prepare for something in Astra, it should be excellent, excellent, excellent. Every time there’s an activity, we have to make preparation for real, starting from detailed planning, and the Do is being done, then we check it again, if there’s any flaw, any mistakes, then what the active um.. corrective action should we do, and after all those, it’s also a part of media relations’ activity, so we start collecting datas, media, and others, then we communicate, networking, and um.. until some events that we arranged.”

4.2.1.4. Roles of Media Relations to the Firm

As it seems that in corporate communication, media relations is one of the backbone, backbone for Astra, because transparency and openness is really needed by a public company and Astra is a public company.
“Well we see that in Corporate Communication, media relations is one of its backbone, for Astra in Corporate Communication because you know, the openness to media is very very extremely needed in a company like Astra.”

The point of being related with media is if they heard any issue or unconfirmed rumors about Astra or its subsidiaries, media can directly check and confirm to Astra, this is the main target expected by media relations team from this relationship with media. So when media check and confirm any issue to Astra, it shows that the relationship between Astra and media is well-established already, it’s good and mutual, beneficial to both parties.

“um, what we want is to have a good relationship with the media, everytime they have a problem concerning Astra group, they cross-checked it with us, is the issues really happened like that, if we’ve reach that step, it’s our first priority, it’d be a good one if there’s a invalid news or whatever, it’s being checked, sir is it right or not, it’s kind of a confirmation, there’s a vary good relation in media relations.”

Because team also should be responsible to all stakeholders such as government, environment, stock exchange, and else, that makes team has obligation to update information to all of them, so they understand and keep updated about Astra time by time, and this is very important for Astra as public company, to update its stakeholders with news and information.

“because we also have to be responsible to the other stakeholders, government, environment, then um.. the SRO, the one called Safe Regulatory Authority in capital market, like Stock Exchange, BAPEPAM,um.. we have to update all information so they’d understand, and always updated about Astra from time to time, it’s really important for a public corporate. So that these people, the stakeholders, won’t think that this Astra, after go public, is taking profit from society, buying Astra’s shares, using people’s money like that, then we get money,
and it’s refunded in a form of capital, an increase of capital, then this business can go on, and the result is in a kind of profit.”

In order to anticipate unpredictable matters, to make media check to team on any issue, and to make media confirm us on any related issue to team, team established a two-way communication with media, contacts, data base, everything, team collects information, then communicate to media on the fact.

“to anticipate about it, some unexpected happenings, like an issues, then they try to learn more, they confirmate it to them, then we do a two way communication, contacts, data base, and so on, we collect all of them, then we talk about it later.”

Well, that is why last year of 2011, team starts media monitoring, which in media monitoring, it shows that team is concern on what is going on, through media monitoring, which monitors more than 250 media, including printed media such as magazines, newspapers, and electronic media such as television and radio, well in my cellphone, its appearing every day’s update from news that related to Astra. The functions is to monitor media in field, so once any small issue matters to Astra or its subsidiaries, team are fast informed and confirmed, so team can handles it as soon as possible, even though it happens in remote area, it also have to be handled as equally important issue.

“well here, that’s why last year we start with media monitoring, clarifying that we concern or not in that part, we subscribe about 251 media with that monitoring, including all printed news, magazines, newspapers, electronic media, television, radio, an then on my phone each day there’re about 200 e-mail mentioning updates from this or that news, what’s the point? We don’t want if, our friends in field, are not paying attention to this, well if it’s related to the image, um.. once there’s an issues that we should clarify as soon as possible, even if it’s in a remote area, there’s our field there, our site, so we have to settle it.”
Well, this kind of networking, help team in handling crisis, through this, while handling crisis, team also can do handle the news publications. This is kind of networking, expanded networking which is really functions and takes important roles for company, where media relations feels really have contributions for the company, moreover issues that related to its image.

“well, it’s the networking i mentoined before, handling about this, crisis. And all at once, we handle the case, and also the clarification. It’s the purpose of um.. a wide networking, so it feels that we can give contribution to the company, like that.”

4.2.2. Second Participant – Maya Harsono

Maya Harsono has involved in Astra as an analyst in external relations department of corporate communication division. In external relations, she has duty which she identified as relations management. Relations management here includes government relations, media relations, community relations and internally has organizational relations. Whole external relations according to her is direct and indirectly are all connected through media. So media relation is the main roles among all of her duty in external relations department of Astra – Head Office.

Maya, as the part of corporate communication team, tries to maintain good mutual relationship with the media because Astra is a public company. To create a good image of Astra, company should be transparent to the public as its stakeholders and always update information of its performance to its public through media. So Maya, as the part of media relations team of the company should keep up for the best mutual partnership between Astra and the media, who also company’s public and the one who can connect Astra to its other external public.
The efforts to maintain the partnership is variance from team events to personal activity. Those activities are conducted to be closer to media, to understand the personal characteristics of each media representatives, in order to maintain the mutual partnership into personal and professional relationship. Maya did it by joining formal and informal events with media, and even personally keep in touch with media representatives through informal meeting, chit chat, emailing, texting, and keep updates of news and personal information.

4.2.2.1. Description of Relationship between Astra and Media

Maya Harsono involved in PR division of PT Astra International Tbk, she joint Astra for more than 3 years as the analyst in external relation.

“Okay, um... I’m Maya Harsono, a Public Relations in Astra International Public Corporate, i’ve been working in Astra for about.. more than 3 years, and i’m an analyst in external relation.”

In external relations, the duty is called relations management. Relations management is divided to government relations, media relations, community relations, and internally Astra has organizational relations.

“Well, if in external relation itself, it’s divided into um..we call it relations management, it consists of media, and also um.. government relations, the one before this is media relations, and then there’s community relations, we also have organizational relations too.”

So the point of external relations is how to maintain relations, strengthen, the established relationship, expand the networking, so it built from communications either it is by phone, or meeting, or events. Media relations team did it all to capital market journalists and industrial journalists.

“Well, if for example, um.. it’s like what i said before, the one um.. media relations, governance relations, community relations, organizational relations,
which means um.. from the beginning i um.. from how we um.. the point is, what happened in external relations, it’s maintaining relations, strengthen um.. the relation that’s been made, and more widening the networking, so it’s built ,well.. from the communication via telephone, we meet them directly, and for example we make some events, like the one we made, when we’re fasting, and we also had journalist workshops, right? We arranged journalists workshops for industrial and capital journalists, like that.”

Team did publication too, in form of press releases and press conferences, and also through advertorial, ceremonial, and elses.

“we also did some publications, well.. what kind of publication um.. press release, then press conference, and then we also had for example, an advertorial or a ceremonial, photo news or something like that. and it means that instead all those activities mentioned before, there’re some events that we create are um.. like press release, whether it’s RUPS, progress like quartal progress, year-end’s progress, quartal is every three months, and in year-end’s we also release everything concerning CSR, the activity is not in our, it’s CSR’s, the ESR, but still, we’re the one produced the release, like that, so we always make press release.”

Well, Astra has maintain the relationship since long time, it was maintain and strengthen until now, and it becomes culture of media relations on how we consistently maintain relations with media whoever the representatives are.

“well, so here it is, i have just been working in Astra for 3 years, but i’m glad that Astra International has made a good relationship with the media since a long time ago, it’s been fertilized since long ago, well.. in a really good shape, being maintained, and strengthen until become like this now, so because it’s become a culture in how we relate um.. with the media, so whoever does this job, even though there ‘re circulation in manpower, it’s still being done as a routine.”
Team is being closest to industrial and capital market journalists because Astra is public company and it is industrial firm.

“well, everytime the ones who's always close to us are the capital journalists, because we are one of emitten corporate in Indonesia Stock Exchange, and also industrial and automotive journalists, because of our industry.”

Team maintains relationship with all media organization such as PWI, AJI, press council, and etc.

“in the organization there are lots of organisms, there’s PWI, and AJI, there’s also the press council, lots of them, and we are trying to relate with all organizations.”

Team maintains relations not only to media in Jakarta, but also in remote area. Team conducts dialog, forum, introducing one to another, and so on.

“and then, there’re also the one we um.. maintain not only the media in Jakarta, but also regional media. We made some discussions, dialog forums, um.. we get acquainted, Astra, with conviviality, so it’s something like that.”

Team related to variant kinds of media, printed media, electronic media, online media, television, radio, but team treated those media equally, asa long as the media is legal, team tries to be equal treatment, not differentiating it to levels.

“a lot. There’re printed media, electronic media, like online, tv, radio, and so on, but we do equal treatment, like that, as long as the media is legal. Equal treatment is, we don’t um.. differentiate them, all equal in the same level.”

Team maintains the relationship with journalists, reporters, editors, until chief editors. So team communicates with all levels of media representatives starts from field worker till the decision makers, and with photographers too.
Even not only the one in Jakarta, team maintains relationship to journalists in Bogor and Bandung also.

“we communicate with reporter, editor, and chief editor, so it’s really from the person in field until the decision maker, like that, there’re also the photographer, even the ones not in Jakarta, we still um.. like when we broke fasting together, we also invite journalists from Bogor and Bandung.”

Then team conducted activities also with pension journalists, it means Astra do care and do not forget the contribution given by media representatives.

“oh yeah, even we still arranged a break fasting together for journalists that have been retired, it means that, we really are very caring, um.. with the media, and we don’t forget even the ones that have been retired, it’s okay for us.”

Team also maintains relationship to freelancers, news contributors and etc, the one who is connected and related to media.

“oh, freelance. For freelancer, as long as they are related with um.. they should be related to some media, isn’t it.? So, we still keep in touch with them.”

In media relations, team tries to maintain relationship not only as a duty, but also to established a good relationship as a friend, and if it started from a good relationship, then it possibly has respect and trust to each other.

“If possible, in media relations, the relationship being built are not only about work, not only when in need, but we as PR.. how to relate, is making a good relationship, as a friend if we can, because starting from a good relationship, then respect each other, there’ll be trust, between one another, like that.”
So as team knows on media’s characteristics, by related professionally and personally, team huddles up as friends. It is being close to each other personally, to observe the personal characteristics of each representative individually.

“So if we know, oh, the character is like that, besides professional, there’s also personal, because you know, not only professional as a profession, the relation between PR and the journalists is not only like that, i am a PR, my job is PR, but we also hug them as a friend, because not only ‘oh, Mr A is from this media’, but we also have to know him personally, how is his character, what he likes to write, what he usually asks, like that, we have to know the details of it. Not only ‘oh, he is from this media, this media is usually like this’, no, but they are an individual, personal.”

In journalists workshop, team conducts informal activities with media representatives where team and media can be related as friends and not as working partner, so here we have fun together, discussing on other things except works.

“It’s a workshop, well, in journalists workshop, we um.. we also um.. i said in the beginning that, it’s not only about work, not only a serious matter, but also ‘let’s have fun together!’, like that, for example, after workshop, we do horse-riding together, we play um.. airsoft together, we do off road together, then like when we had the workshop in Ciater, together we relaxed in a hot spring while having a chat, not always about work, they would get bored, and then we went to Trans Studio, we do outing, we do team building, so there’re some creations, so after a day having workshop, we’ve been sharing a lot, so let’s just have some fun.”

Team tries to maintain relationship with media as casual as possible, through informal activities, media and team communicates to each other, lokking forward to casual atmosphere within the relationship.
“like what i mentioned before, not only um.. about work, how we relate with media in an atmosphere as casual as possible, so we made a friendly match, between the media and Astra group, there um.. the moments become more fluid, so we can have a discussion, not always a serious one, like that.”

Astra as a quite big company, supported by media, however is always being media’s concern to update on Astra, this situation obligates team to maintain a good and healthy relationship with media.

“because Astra, not that we boasting ourselves, but Astra as a pretty big Corporate, means that Astra is big also thanks to the media’s support, and um.. whether we want it or not, we become the media’s attention, so the media is really a partner that we should maintain well.”

In workshop, team tries to increase the value of the activities, which can interest media to joint the events. In workshop, team prepares for 8 credibel sources for media to interview, so in just one activity, media can gain a lot of news and informations.

“just like workshops, maybe like this, if we says it is being waited, but we should understand, the value of media’s existence, if we make and event it’s always have value, it’s a must. So for example, we had a workshop, then this journalist requested to have an interview with Mr A, i want to ask about this matter.. then we come to the workshop, bringing eight speakers along, which are the directors, so that means, one at a time an a place, he has many informant, he got many news, like that.”

Team conducts workshop actually to educate media on new terminologies, updates. The main function of workshop actually is to educate media, but media concern is still on the news.
“the purpose of the workshop we made is not only for educating new journalists, in a meaning of updating, so at least we give education because we also want to give some education, but they keep hunting for news, like that, so our main purpose is for education, not for the news.”

Team functions to connect media, public, and management, so if media request for interview, team tries to prepare for it, prepares for the data required, arranges schedule with directors, so interview will runs well, or other case, if media is not requesting for interview, team still updates news and information to media and makes it possible to help media in publication. Besides, team also facilitate media, especially the photographers to have plant visit and tours for them to take pictures, to update their picture as material of publications too. So team creates activities adjusting with media concern.

“oh yeah, so like this, as what i said before, we are linking interview requests, of course when our friends requests for an interview, then we’ll arrange an interview, we prepare all data they needed, we bring along our BOD, we have an interview, it can also be like um.. the interview is arranged because they requested it, or because we want to make them interested and brought this topik into news. Then there’s also like we facilitate our friends the photographer journalists to update their illustration, we invite them for an industrial tour, then they take some photos for their media needs.”

The impact is to news and publications, more information shared to media, resulting more news publicized in public. Team through sharing activities and interviews is pointing to observes the media’s concern, to observes on Astra’s image in media’s mind, to figure out media’s point of view as team’s feedback.

“then um.. one of the effect is absolutely the news, there’re more news about us, and then um.. sharing, we also want to know, actually from the journalists or from what they asked about when having workshops are, what they really think
about us, what they really want to know about us, so it become the feedback for us.”

Until now on, team has a good relationship with media, it is proven by media supports to media relations team’s activities.

“um.. up until now, we are pretty good with the media, the relation, because well, undoubtedly they support us very well, if we have an event or something, they always support us.”

Yes of course, because team works based on transparency, and tries to always be open in sharing any information, and to update all information required as soon as possible.

“Oh, absolutely, because they follow the principle of openness, so we always be open with any kinds of information, we’re always open to give them information they need, as soon as possible.”

Well, Astra always gives credible information, even regularly update those information, not only in the form of releases, but also data and elses as material for media to publication.

“Oh here, we Astra are always um.. open to give information, and we even update information regularly, not only in a form of release, for example the data of car or motorcycle, we routinely email them each month, for extra information, like that.”

Astra is open and transparent, but still team has procedures to follow, stock exchange gives several borders and rules in publication matters. Besides, Astra is not giving any information which is not fixed yet. Team only updates corporate actions to media that is done already.
“right, we follow the principle of openness, but because we are emitten, we also have some regulations, which one is allowed and not allowed, Indonesian Stock Exchange also have regulations, and so Astra follow a principle that Astra won’t give any information that not yet happened, no. For example, there are a lot of rumors outside, Astra will do this or that, no, if there’re corporate actions, Astra will inform them, but if it’s still not yet happened, we won’t tell a soul.”

The point is, Astra has guidance, in terms of what is allowed to be shared to media, team gives truthful information and whole explanations related, so journalists can analyze the data and information team gave them.

“The point is, Astra also has some guidance, what can be told to the journalists and not, because um.. we will give the information.. we’ll always do, not just a part that he’s asking, but the whole information, so they can analyse for themselves, like that.”

In keeping relations with media, team should be professional, between media and team, we should respect to each other, the main key is to know each media’s characteristics, so team is not committing error in maintaining the relationships.

“It must be professional, well, relating to the media must be professional, it means that, we are in need for each other, we have to respect and appreciate each other, the key is we know the media’s characteristics, like that, so that we don’t mistaken in relating.”

Team is not trying to differentiate or classified, but it should be seen by the media needs and concerns, so team can adjust the information to what is needed by media.

“Well the point is, we’re not differentiating or making a category, but once again, the needs, because for example next Thursday, we’re going to have a convivial
with journalists in northern Jakarta, we invite PIC PR and PIC ESR which is in northern Jakarta, we’re updating our activities in northern Jakarta, because they wrote about northern Jakarta, we won’t invite the other branches’, we adjust it to fulfill their needs.”

Maya is greatful as the PR of Astra, because Astra always apply good corporate governance as the principal, it makes the work of PR and media relations are easier to be done, which is to connect, to be a facilitator between media and management.

“Well, i am glad to be a PR, it’s an inscription that, being a PR in a Corporation that applies a good corporate governance and it’s working well, so it means um.. it would simplify our function and role, so for example the media relation itself um.. there’re several steps um.. what is the role of PR itself actually, it is to help between management and the external.’’

As PR, team has to respond as well as possible, the cellphone should be turned on for 24 hours, and should follows the guidance from stock exchange in terms of publication and information.

“Oh, there is, not that we can’t tell anything to a media or something, we have a guidance, it’s even like this, as a PR, phone must be on for 24 hours, some calls must respond to how long they want um.. for the interview or anything, we must respond it as soon as possible, we have a guidance, that is, we can’t tell a soul about anything that’s still a mere plan, it’s concerning the regulation of Indonesian Stock Exchange, instead the fact that we can’t talked about something that’s not yet happened.”

4.2.2.2. Efforts Done to Maintain the Relationships

Team has main role as media relations is to connect media and management, in other words, as PR, team should be a spokesperson and else, team
should offers as what media required to management. The point is to be facilitator between media and management.

“well, about our role in media, it’s how we um.. made a link between media and the management, it means that here as PR, we have to be the spokesperson and um.. everything that media needs, like that, our role is to make a link between media and the management.”

Directors are the most credible sources to answer media, and team should arrange for media to have interview with the directors of Astra, as directors are the most competent source persons to respond media’s questions.

“BOD, the point is um.. we have to present the competent informant to answer and um.. it’s appropriate and desirable by the media, like that, not like the media want to ask about this, but we present someone incompetent.”

Team also conduct activities that can manage all PIC PR of subsidiaries to gather with media, introducing each other and sharing, to observes each others characteristics, to know how media work and the working rhythm, so whole team can managed to fulfill media’s request.

“then there’s also when we invite PIC PR Astra group to meet the media, what’s the purpose, it’s for sharing, and to know more about the characteristic of how media works, so it will help us that we um.. if we fulfill the request from tv it’s like this, if from the radio it’s like that, if from printed media it’s like this, because he has the deadline at this time and so on, we know it.”

Because in subsidiaries actually has its own corporate communication, but as PR in holding company, team should function to facilitate media to have good connection to spokesperson in subsidiaries to, team should monitor the bonds between media and subsidiaries, and keep it well maintain.
“Yes, they are in each branches actually there’s its own corporate communications um.. our role is how we observe the press about group, and we also make a link for them, usually they only know this Astra, but instead he’s going to um.. Toyota, Daihatsu, then we make a link to which one the media wants.”

Team communicates with media through a lot of channels such as phonecalls, texting, emailing, or meeting, informal meeting, and other activities that conducted to gather team and media.

“oh, we have lots, all kinds of method. Telephone, message, BBM, email, have coffee together, jog together, any kinds of activity.”

Team sometimes has informal meeting outside the office just to do communication, simple chit chat, update, and sharing.

“yes, we made an arrangement before, we’re going to meet in the afternoon, have coffee somewhere, while updating and sharing.”

Media too, while they have internal activities, they invite Astra, invite team to joint, and team always support their activities, as long as it is positive. This shows that within Astra and media, it was maintained a professional and personal relationship, team cares to media and pay attention to their personal activities too.

“ow yeah, for example the media like to invite if there’s a birthday event, or they also have a friendly match, we have an extraculicular like this, let’s have a match with Astra, okay like that, any the activity they have, we’ll always support as long as it is positive. Then um.. i’d like to say that we make relationship not only um.. professionally as media, but also personally, if they have wedding, or have a child, or fell sick, or their parents passed out, or anything, surely we’re coming.
“only if there isn’t any hindrance then we’ll come, there’s a representative and we prioritize stuffs like that.”

In media relations, team has a lot of activities to keep updates to each others, moreover activities with capital market and industrial journalists.

“hm.. in media relations um..we have lots, lots of activities concerning the media relations, for example um.. like in this new year, we made use of this moment for paying a visit, to keep updating each other, we have two um.. journalists forum that’s intimate with Astra, for example the capital journalists forum, industrial and automotive journalists forum. We visited their press room in the ministry of industries and Indonesia Stock Exchange.”

Then team has one named media visit. In media visit, team invites directors to meet media representatives, to visit media to keep in touch and communicate to each others.

“then there’re also the one we called as media visit, it’s a part of BOD, we discussed with the media, we visited the media, then we discuss with um.. the editorial board of a media, like that, a media visit, so we bring along Astra’s BOD to come along and visit the media, we discussed, have a chat with editorial board, not only about Astra but also about Indonesia, update in politic issues, economics, or anything.”

There is also one on one meeting. It is more to update, to get to each other, team also has appreciation activities conducted for media, and to greet media, team always send flowers and greeting while media celebrates anniversary or else. It is kind of ways to show that team cares to media.

“there’s also one on one meeting, it’s to update and intimate with each other, and we also have some appreciation for the media, for example, we made a photo contest for those photographers, we also come if there’s someone in the media is
celebrating his birthday, we sent flowers, birthday cards, then um.. wedding, we
spare some time to present in the moments like these, not only about work.”

Team always tries to be update to media, so team regularly communicate
with media representatives through variant ways and channels, the point is to
create some activities that can strengthen the engagement within media and team.

“So usually, there’re some rollings between journalists, so we need to regularly
come to the press room, to update the database, or with the photographer
journalists that we rarely met, if these writing journalists have a workshop, we
make appreciation, a photo contest for photographer journalists, to appreciate
them, so we make some events to make an engagement with them.”

Team also has media gathering, it is kind of press conference but informal,
more to dialog to discuss about events and in-depth interview opportunity for
media to directors.

“‘Oh yeah, media gathering, it’s a kind of press conference but it’s
informal, for example we have just had legitimation ceremony of a school in
mount kidul, we don’t need to have backdrop ot gather in a room, so we’re all in
the classroom, sit together in a circle, then we have a chat, the in-depth interview
is happening there.’

4.2.2.3. Obstructions Happens Within the Relationship between Astra and Media

No, because team reguorally update to media, but everything may happens
in between, that is why team has PDCA to evaluate every action. Team also
commit in planning cycle, sign as commitment to do one year activities forward,
all activities are planned, maybe some of them missed, but usually is not
cancelled, but postponed.
“no, actually, we regularly have done it, but on the way there’re some hindrance happened, not the way we planned, that’s why we do PDCA every Friday, Plan Do Check Action, Plan Do Check Action, nothing is unplanned, we have a commitment in the planning cycle, signed, you have committed that this year you’re going to do this, then in the middle of the year there’s an evaluation, what’s missed the target, everything’s been planned, maybe there’re some adjustment, about the time of workshop, the keynote speaker has sudden importance, then it’s adjusted, like that.”

No, because team is giving any information with the background explanation, team is not answering only to the point, but also gives related information to describe whole situation, so media can fully understand about the situation. Except media get information from other sources outside, but if media got information from inside, they will get the right fact.

“No, because there’s a habit like um.. we always give background information first, for example someone asked about Astra is bla bla bla, then we didn’t answer it directly, but we give them some comprehension so that they won’t just know a part of it, but the whole information, except if he got it from another informant, well, if it’s concerning Astra, it should fit with Astra.”

Actually it is not considered as obstruction, but more to challenge, challenge in maintaining relations with media, so team should understand each person of media representatives personal characteristic to understand what is the concern and points of interests.

“um, maybe not a resistance, but more like a challenge, relating to the media um..not only with the media but also with anyone, we have to know the character, how they behave, who they are, like that.”
The point of being a PR person is to able to be a chameleon, means can communicate with everyone, moreover because maya works in external relations, facing media, and should adjust to media in terms of way in communicating.

“well that’s it, as a PR we must be able to be a chameleon, in a good meaning, it means, we can communicate with anyone, just like with the media, how’s the character of media, what are we in their point of view, what they expect from us, so as PR then we should adjust our way to communicate.”

Yes, of course they are existing, but team is not a side to judge media’s personality, team could just adjust to those variant kinds of media personalities. Team should know and understand, then team has guidance in how to handle media and their characteristics.

“oh, of course there are, um.. we’re not judging that this media is not good or something, but the media existed in the society, so we felt ‘oh well, it’s only for our own assessment.’ Maybe the media isn’t like that, maybe the journalist does, if he become angry or something, we have to be familiar with that, we have to know how to handle that kind of media.”

No, team even keeps trying to figure out what else to offer to media, what is need to do to improve in order to satisfy media.

“no, but we keep looking for it, what else, make improvement so the media can be satisfied with us.”

Team always discuss on everything to media and ask on their opinions, even in conducting events and activities, team always discuss it to media, so team can prepare for the best to interest media, because team conducts events for media to gather with management, to engage media and management, to update about company, so team needs media to come to the events, so team should adjust it to media.
“for example, if we want to decide on the place, we asked their opinion, we discussed about it, so we make it fit to them, and then if they want to update about a company, they would suggest some names of the companies, because we are inviting them with big expectation to make them come.”

4.2.2.4. Roles of Media Relations to Firm

Overall, related to media, team has media monitoring, to monitor news and information, because as holding company, team should monitor relationship between media and Astra’s subsidiaries, the function is not just to monitor, but also to analyze news, in order to know public perception toward Astra. Media relations team will has no publications without relating to media.

“as a whole, concerning the media, we have media monitoring, so just like what you know, media monitoring means that we monitored the press in media, because we are in a holding company, then we also monitored about our branches. So that we can analyze the news, we want to know how’s the perception of outsiders’ view about Astra, Astra’s image, be a feedback for us, then we evaluate and observe, how much we are reported and their perception on us, it is also related with media relations. There won’t be any news about us if the media relation don’t have a good relationship with the journalists.”

Then it is about how is the role as PR in interview, how team can handle interview request by media and prepares for everything, and how team can update without request but can fulfill what media required in terms of news and informations.

“then we also have roles, in PR there are two of them, whether we linked their request for an interview with us or we give them information, we responded as soon as possible, we present the informant for them, then also we shared with them about something that can help them writing their news.”
Team always tries to facilitate media with news and information, team represents directors as the credible sources for media to do interview, because team consider if media get news from wrong or unresponsible sources, it can impact to crises to the company, that is the main reason why team regularly conduct press conference, it’s to update media with news and information regularly.

“because maybe there’re some companies which after the RUPS finished, their BOD goes from backdoor, prevents meeting journalists, but we facilitate them, there’s no need for a doorstep, because we have a pleasant interview, we have a dialog. If we don’t do that, the journalists won’t have any information they need, then they try to find it elsewhere, from a wrong informant, then the news itself will be wrong. So what you want to know, what you want to ask, ask them here.”

Usually negative issue is not in the form of misperception and mistakes in choosing headlines, but not the issue which is negative.

“during my career here, it’s not negative issues, just some misunderstanding, not the issues that are negative, but the writing style that is negative. For the negative issues from internal, there are no such thing, like the one with Palyja, there’s some reparation but they wrote it negatively, like that.”

To anticipate negative issue, team take roles in updating media with news and information, update media on what company is doing and give complete and clear explanations to describe the whole situation, in order to decrease and even terminates the possibility of misunderstanding in terms of news and informations.

“Well, we gather the media, then we tell them what we are doing right now, let’s see it together, this is what we are building, what’s the purpose of it, we always give them explanation.”
4.3. Classifications and Combinations of Major and Minor Ideas

This classification is based on the major ideas and minor ideas of data analyzed from the transcription of participants explanations about their experiences in media relations. The next step combines ideas of both participants then puts major and minor ideas into classifications. Major ideas are repeating ideas that are explained by each participant and agreed to by the other participant. The same ideas and points of view are assumed as major ideas. Minor ideas are which only explain as additional descriptions from the participants to explain major ideas.

The measures used to describe the combinations of both participants’ ideas and show the major ideas of both participants as the main ideas of their roles and activities within media relations team. It also shows the minor explanations and also major obstructions according to both participants. All the description is divided into four topic ideas, identified as 1) Description of Relationship between Astra and Media, 2) Efforts Done to Maintain the Relationships, 3) Obstructions Happens Within the Relationship between Astra and Media, and 4) Roles of Media Relations to the Firm.

4.3.1. Description of Relationship between Astra and Media

Participant I was involved in Astra for approximately 17 years. He first joined the firm in 1994. First he was involved in internal public relations department. Currently, he is the General Manager of Corporate Communication Division. He contributes in internal and external PR. Participant II is involved in the PR division of PT Astra International Tbk. She has been working in Astra as the analyst in external relation for more than 3 years.

According to participant I, the media relations team’s power is in networking. Networking is an intangible asset. If the company stumbles into problems, and the team has information access or communication access to any place or problem sources, they have a media network or contact that can be
extended or expanded as needed; it’s exactly what the team really needs. As participant I has done, he directly communicated with several media, personal and professionally, this role is labeled “PR lines.” In external relations, media relations, community relations, and internally Astra has organizational relations. So the point of external relations is how to maintain relations, strengthen, the established relationship, expand the networking, which is built from communications either it si by phone, or meeting, or events.

Both participants argue that Astra, as a public company, shouldn’t have any favoritism. All media should be treated equally and be given the same information because the media have the same goals, which is to publicize all information they get to their stakeholders. The media relations team communicates with all levels of media representatives, starting from those who work in field until the ones in senior positions. The team has conducted events and gatherings with editors and photographers, from industrial journalists and capital market journalists, and pension media representatives, to freelancers, and news contributors and so forth.

The media relations team tries to build the relationship into a friendship. Based on participant I, the media is just the same as customer, media representatives and journalists all are company’s stakeholders. As long as the media is legitimately sound, the team will give equal treatment. In media relations, the team tries to maintain the relationship not only as a duty, but also as a friendship. According to participant II, if the relationship has fostered from respect and trust with each other, then it should grow into a good relationship. As the team knows the media’s characteristics, by relating professionally and personally, both sides can build up as friendships and come to know the personal characteristics of each representative individually.

The team tries to figure out how to strengthen the relationship as a friend and to keep in touch with media representatives in many forms of activities. With journalist, the team is not only related formally, but also informally. It is the way
they keep the communication maintained. The team tries to maintain relationships with the media as relaxed as possible, so the relationship remains comforting for both parties.

Participant I and participant II, both as a team, treats the media as a friend. Whereas the media needs information from Astra, Astra also needs updates from media. Both parties need each other, so the team sees it as mutual relationship. Astra as a quite big company, supported by media, however, the media's concern is to keep their constituents up-to-date. This situation requires the team to maintain a good and healthy relationship with the media. After 12 years of building and improving this bond through Public Relations, the media believes that Astra is very open and welcome. The media feels that they are not wasting their time reporting news about Astra, and feel as if the media relations team is being transparent. Should the media hear of any rumor about Astra, they will directly confirmed to Astra. It is the same for all media, either printed or electronic. The team creates activities adjusting with media concerns, and media supports to media relations team’s activities.

Since Astra is a public company, the firm has to be completely transparent in terms of information which gives significance impact to Astra in the stock exchange. In 1998, the media relations team, with the financial director, campaigned to conduct activities which always put this transparency in the first row. According to participant I, since 1999 until now the team regularly conducts workshops, and it's not being done only in holding company, but also in its 11 subsidiaries. The team invites directors and president directors to communicate with the media in a workshop and commit for that. Astra here tries to show that it is seriously open and transparent, while team also has governance to follow from the stock exchange. According to participant II, Astra will not issue any information which is not fixed yet. The team only updates corporate actions to media that are already done. The point is, Astra has guidance, in terms of what is allowed to be shared to media, and the team gives truthful information and whole
explanations related so journalists can analyze the data and information given to them.

The team tries to be professional from the beginning so that in media’s minds the team is not assumed unprofessional. Astra also has a SOP which should be followed for by media professionals before comes for an interview. The team can help said professionals by preparing for the data needed and arranging schedules with the most appropriate source persons. Participant I noted that until now, the basic principal for the team in relating with the media is by always being as professional as possible. In terms of the news and the information given to journalists, the team should supply these things complete as possible and should understand media’s working rhythm so the team can possibly helps the media with their job and have media be satisfied with team’s performance. Participant II explain that the main key is to know each media’s characteristics so team is not stepping on anyone's feet in maintaining the relationships. The team is not trying to differentiate or stereotype, but needs to targeted based on the media needs and concerns, so team can adjust the information to what is needed by media.

4.3.2. Efforts Done to Maintain the Relationships

Because this is a mutual relationship, the team should understand how the media searches for news and fulfill that need. The participants’ cellphones are turned on 24-hours. The team’s main role as a media relations team is to connect the media and their company’s management. In other words, a PR team should be the spokespeople and also convey what the media requires to the team's management. The point is to be facilitator between the media and the management. As PR in a holding company, the team should function to facilitate the media, have good connection to spokespeople in the subsidiaries, and help keep that bond well maintained.

As human beings, we communicate, saying hello. The is what participant I is doing with the media. He schedules to do regular communications with media. He is doing is to communicated to keep in touch with media. The team
communicates to the media once or twice a month, because Astra is a public company and media is concerned with Astra’s activities. Team communicates with the media through a lot of channels such as phone calls, SMS, emailing, scheduled meetings, informal meetings, and other activities that conducted to gather the team and the media together. This shows that within Astra and the media maintained a professional and personal relationship. The team cares about the media and pays attention to their personal activities too.

The media relations team must work on, what might seem to be, a 24-hour schedule. The team must be active and plan press conferences and activities so as to alert important facts that may concern the public. The point is to create some activities that can strengthen the engagement within media and team and to regularly communicate with media representatives through variant ways and channels.

4.3.3. Obstructions Happens Within the Relationship between Astra and Media

Because everything cannot be done 100% as planned, moreover as human beings, we are not perfect. Obstructions arise and exist. Thus, every time, the team conducts evaluation meetings to see and evaluate the effectiveness of the event, activities and performance. Participant I details that the team works based on Astra’s philosophy, which noted for their drive for excellence. The team regularly updates to the media, but unpredictable problems may arise. Participant II explains that is why the team has the PDCA, to evaluate every action.

The team adapts to Astra’s culture which to communicate everything politely and ethically. The most important is to be aware of the communication ethical code. According to participant II, the team is given an informational background to explain and describe to the media fully about the situation. The team should be trained so that if the media receives this information from Astra, they will get the correct facts.
Noted by participant I, to communicate with professionals, we should first observe for 5 to 15 minutes in order to see the personal characteristics. Based of what is noticed, certain communication stars can be used to communicate with that person. Different to participant I, participant II does not consider the media’s personal characteristics as obstruction, but more as a challenge. The challenge is in maintaining relations with the media, so the team should understand each media representatives personal's characteristics to know what they are concerned and interested with. The point of being a PR person is to able to be a chameleon, adjusting to the media to communicate with everyone.

Since 1998, Astra has had an open and transparent communication to its public. However, according to participant I, some media use the company’s transparency to write biased on the media’s point of view, not following the journalistic ethical codes. Besides this, participant I describes a kind of unethical media journalist as “bodrex” journalists. Borex journalists misuse name cards and other types of identifiers to asked for money or sponsorships to other firms. Astra was once visited by those kinds of journalists groups, and Yulian handled them professionally, politely and explicitly. Participant II has less exposure in media relations believes that the team is not to judge the media’s personality, only to adjust their own side to various kinds of media personalities.

Because the team has a very dynamic working procedure, the team must be excellently prepared for everything. For each activity conducted, the team prepares for it, starting from the detailed planning until everything that is needed to be done is complete. In media relations activity, the team starts from collecting related data, then communicating to the media, then networking until several specified events have been conducted. Because the activities are purposely to engage the media and management and to update about the company, so the team needs the media to come to the events and tailor the events to the media's needs.
4.3.4. Roles of Media Relations to the Firm

According to participant I, it seems that in corporate communication, media relation is one of the backbones for Astra since transparency and openness is really needed by a public company like Astra. The point of being related with the media is if they heard any issue or unconfirmed rumors about Astra or its subsidiaries, the media can directly check and confirm to Astra. This is the main target expected by the media relations team from this relationship with the media. So this relationship is mutual and beneficial to both parties. Participant II adds that, overall, relating to media, the media relations team has to monitor the media, to monitor news and information, because, as the holding company, the team should monitor the relationship between the media and Astra’s subsidiaries. The function is not just to monitor, but also to analyze news in order to know the public’s perception toward Astra. The media relations team has no releases without relating to the media. It is then about how is the role of the PR is in an interview, how the team can handle an interview request by media and prepares for everything, and how the team can decline requests but still fulfill what the media required in terms of news and information.

Based on participant I, the team also should be responsible to all stakeholders, such as the government, the environment, the financial markets, and others, for its obligation to update information so they understand and keep current about Astra time to time. This is very important for Astra as public company. In order to anticipate unpredicted matters, and to have the media confirm to the media relations team on related issues, the team established a two-way communication with media. Since 2011, the team started media monitoring which may monitor 250 or more types of media, including printed and electronic media. The functions is to monitor media in field so that once any small issue becomes pertinent to Astra or its subsidiaries, the team is fast informed and ready to step to action as soon as possible. Even if it may involve a remote area, it also has to be handled as an equally important issue. This kind of networking helps the team in handling crises. This expanded networking takes an important role for company, and is where media relations contribute to the company in terms of
issues that relate to company’s image. Participant II explains that the main reason why the team regularly conducts press conferences is to update the media with news and information regularly. To anticipate negative issues, the team takes roles in updating media with news and information, updating the media on what the company is doing, and giving complete and clear explanations to describe the whole situation in order to decrease, and hopefully eliminate, the possibility of misunderstanding in terms of news and information. The usual negative issues are not issues which are negative, but often misperception and mistakes in choosing headlines.

4.4. Synthesis of Major Ideas Definitions

After describing the texture and structure for the participants’ experiences in media relations activities and roles, the next step in the study case is to construct the synthesis of textural and structural definitions. This step aims intuitively bring together textural and structural description into essences of case studied. The essence of the case studied is the analysis of the participants as a whole viewed in general and universal. The presentation of textural and structural significance in this study still follows the previous steps that is divided into four types, namely: 1) Description of Relationship between Astra and Media, 2) Efforts Done to Maintain the Relationships, 3) Obstructions Happens Within the Relationship between Astra and Media, and 4) Roles of Media Relations to the Firm.

4.4.1. Description of Relationship Maintained Between Astra and Media as its Public.

David Wragg (Bland et al. 1996) argues that ‘The purpose of press relations is not to issue press releases, or handle inquiries from journalists, or even to generate a massive pile of press cuttings. The true purpose of press relations is to enhance the reputation of an organization and its products and to influence and inform the target audience.’
Ideally, the job of the media relations department is to help reporters and editors do their jobs. That objective is entirely consistent with the broader goal of public relations, which is to manage the relationship between the organization and its various constituent audiences.

Participants, as part of the media relations team, are always trying to have good relations to all kinds of media, so long as the media is legitimate. Even to the media in remote areas, the team is also concerned about maintaining the relationship on the whole. The media relations team has relationships with all levels of media representatives. The team communicates with editorial staff members, editors, chief editors, photographers, journalists, capital market (stock exchange) journalists, and industrial journalists. The team also maintains the partnership to blossom into friendship with pension journalists. The team builds relations and communicates not only when the team needs the media, but all the time, even until those media representatives are have retired or moved on to other fields, Astra still remembers and appreciates them as partners.

Social Exchange Theory (SET) is based on the notion that people think about their relationships in economic terms. Costs are the elements of relational life that have negative value to a person, such as the effort put into a relationship and the negatives of a partner. Rewards are the elements of a relationship that have positive value. Social Exchange theorists argue that people assess their relationships in terms of costs and rewards (Stafford, 2008).

Positive relationships are those whose worth is a positive number; that is, the rewards are greater than the costs. Social Exchange Theory goes even further, predicting that the worth of a relationship influences its outcome, or whether people will continue with a relationship or terminate it. Positive relationships are expected to endure, whereas negative relationships will probably terminate.

Participants are always trying to build the relationship with media as a friendship because the media is also company’s customer and stakeholder., so
team builds a professional relationship yet a personal one. So between Astra and media, they understand each others’ needs and fields of interest, participants try to give their best to help each others, so media also tries to always remains cover both side in writing and publicizing news and information about Astra.

Before a crisis, PR must anticipate what the news media need and want. Looking at the big picture, the media want to sell news and win rating wars. The media give the public what they want to know rather than what they need to know.

Team through several events, gathering, does communicate every time, hoping team could possibly know each media’s points of interest, each personal characteristic, because participant II thinks that the relationship is not just between Astra and Media as a firm, but more to personally and individually. Team is trying to build and strengthen the relations until both sides, Astra and media, can feel each other’s pain. So when media in trouble, team feels it too, when media are happy, team instantly feels their happiness too. This kind of relationship that is Astra always tries to build and keep.

Social Exchange Theory posits that the major force in interpersonal relationships is the satisfaction of both people’s self-interest. Self-interest is not considered necessarily bad and can be used to enhance relationships. Interpersonal exchanges are thought to be analogous to economic exchanges where people are satisfied when they receive a fair return for their expenditures.

Astra’s media relations team, through variance activities conducted, as could as possible tighten the relationship between Astra and media, make the relationship be a mutual friendship besides professional partnership. Both try to communicate with media as a friend, not only as a co-worker, but always tries to make the atmosphere within the relationship is as casual as possible, moment that spent together is being as warm and as casual as possible. And yes, by the time being, through those plenty activities conducted, so that between media relations
team and media representatives is established at a warm and casual atmosphere, the friendship is closer time by time. Laura Stafford (2008) qualifies that economic exchanges and social exchanges have some differences: Social exchanges involve a connection with another person; social exchanges involve trust, not legal obligations; social exchanges are more flexible; and social exchanges rarely involve explicit bargaining.

Because Astra is a public company, whole member of Astra especially media relations team, have to be transparent to its public. All of Astra keep the openness as their basis, media relations team tries to update media every time they any update information of Astra Performance. Participants should always gives information to media as complete as possible, so media will be updated with the most credible fact and news of Astra, and directly from the trusted resources. Team conducted several formal activities within a year with functions as to update media with news. Team conducted press conference after every event which media relations team is presenting Boards of Directors as the credible sources to answer any of media questions. So between Astra and media as its public, have trust and respects within each others. Both side Astra and media is attempting to work as professional as possible while communicating and establish atmosphere as casual as possible.

The media have a significant role in helping citizens to make informed choices within democratic, consumer societies. They report on matters that affect the wider population and that might otherwise go unrecorded. It is this important role that fuels the urge of the investigative journalist to uncover duplicity and wrongdoing by public figures or powerful organizations. It is also this role that enables journalists to believe that they are seekers after truth, in contrast to public relations practitioners whose duty, as they perceive it, is to protect and promote their organization’s interests.

Participants should keep performing as professional as possible, how they could give required news and information, then how they should try to understand
and adjust media’s working rhythm, so media will know that Astra is serious and really holds the commitment of being transparent to media and public, and media will feels helped and their job is assisted. Team is always tries to be professional so media will not be unserious in dealing with Astra. If media wants to request an interview with Astra’s Boards of Directors or else, media should follow procedures made by Astra. Media should fulfill requirements needed to conduct an interview, and team will professionally prepare the data needed, and the resources asked. Compare to participant I, participant II has similar point of view which wishing team and media both be professional. Both side should understand each other’s goals, and respect each other. Either media or Astra, both should know each representatives’ personal characteristics, and firm’s goals. With a mutual relationship, Astra and media would need each others’ assistance, then both should supporting each others’ needs, so both side goals are being reached.

Relationships are built over time on the basis of mutual respect. There does not have to be liking; a professional relationship is often better if a kept at a reasonably formal level. Even close friendship will not protect the journalist, nor the press officer, if a deadline is missed. A personal relationship built on mutual benefits must be developed. People certainly won’t respond to an order to supply news.

Discussing about priority, media have they own priority in terms of information and news. Media have they field of interest, working concern. They just try to be equal in giving any information to all media who needs it. Some of media is concerning in capital market, and some is concerning in industrial, performance, or else, or some media is interesting in news related to events, activities, CSR, or else. So from Astra, team is treating media equally, as team has equal treatment as their basis, but about the needs of information, media have their own concern. Participants do not making any priority, but more to classification. She classified media according to media’s interest, and their needs of information. Several media may be have different field of interest, that is why participant II here is trying to classified those media, so she as media relations
team will give exactly what they need for information. Shirley Biagi noted to never send a news release to all contacts. Sort and grade contacts by type of media their target audiences, editorial style, publications and deadline timings. Then produce news releases that meet both the media’s needs, and the company’s needs. The stories will be used if they are of interest to the media’s target audiences and offer value to the editor.

4.4.2. Efforts Done by the Media Relations Team to Maintain Relationship

Media relations team internally have planning cycle every year ends before they start activity in the following year, besides, both participant I and participant II are being available 24/7 for media relations importance. Astra’s media relations team conducted routine and non-routine formal activities and events like planning cycle, press conference, etc. Participants mention that besides activities and events conducted by Astra, team also joins activities and events conducted by media or any other media related firms like AJI anniversary, PWI anniversary. Team has conducted and joint in these activities in order to maintain the relationship between Astra and media. Through these activities, they have opportunities to chit chat, update new information, to more familiar to each others’ personal characteristic, to maintain the personal and professional relationship, and to strengthen bonds of mutual relationship within Astra and media.

In addition to studying how people calculate their relational outcomes, Thibaut and Kelley were interested in how people adjust their behaviors in interaction with their relational partners. Thibaut and Kelley suggest that when people interact, they are goal directed. This is congruent with their assumption that human beings are rational. People, according to Thibaut and Kelley, engage in behavioral sequences, or a series of actions designed to achieve their goal. These sequences are the heart of what Thibaut and Kelley conceptualize as social exchange. As Thibaut and Kelley note in Game Theory, when people engage in these behavioral sequences they are dependent to some extent on their relational partner.
To ensure that the mutual relationship between Astra and media is not distancing, participant I keeps maintaining the relationship between Astra and media. He keeps communicate with media regularly, so if there is any media representatives is not contacting and updating Astra for some period of time, then he will contact them to update information from them. At least make phone calls then chit chat for a while, just to keep in touch with media representatives, to hear updates from each others. Because Astra needs media as much as media needs Astra for press and publicity. Astra tries to build this relationship with media with heart, even team is still maintaining the relationship to media representatives who is already pension. It is how team appreciates the contribution from media for this whole time and still wants to be friends with them. And from the media themselves, they are supporting Astra and media relations team in every activity conducted.

Finally, exchanges may be productive, meaning that both actors have to contribute for either one of them to benefit. In a direct or generalized exchange, one person is the beneficiary of another’s provision of value. One receives a reward and the other incurs a cost. In a productive exchange, both people incur benefits and costs simultaneously. Media relations team is maintaining relationship with media so there will be a mutual relationship between Astra and Media, so media and Astra is needing each other and have each own roles in good publications. Both participants agreed on the idea of keeps maintaining the relationship with media, because both participants sure in that way, media will respect Astra and respect the journalistic ethic codes which makes media should writing and publicizing news that cover both side. The purpose of maintaining this relationship is they, team and media can be open to each other, so when there is any issue spreads outside, media can confirm to management and cover the bad issue.
4.4.3. **Obstruction While Maintaining the Mutual Partnership**

According to participants, some obstructions did happen sometimes, but every year team internally has activity called planning cycle to evaluate the whole year activities and how it performs. Team in the whole year have several events routine and non-routine are purposely conducted for the importance of media relations, and each events and activities are evaluated in order to show the SWOT of those events and activities, so hopefully team can minimizing obstructions and the activities can perform better every year. The point from observing each media representative’s personal characteristics is participants then can adjust the working rhythm and habits which would appropriate the most on each media as a firm and as a personal media representative.

The notion that humans seek rewards and avoid punishment is consistent with the conceptualization of drive reduction (Roloff, 1981). This approach assumes that the standards people use to evaluate costs and rewards vary over time and from person to person, suggests that the theory must take diversity into consideration. No one standard can be applied to everyone to determine what is a cost and what is a reward.

Talking about misunderstanding and miscommunication, participant I admit that case of miscommunication and misunderstanding between Astra and media ever happens, as a human, we cannot be 100% perfect. Although Astra has a good relationship with media, media still is an idealism person. So concerning on raw data and materials, participants should be more careful and aware to re-check the data, if it is the final and correct data to be sent to media. This problems are sensitive and can easily make any misunderstand and miscommunication existing within the relationship. Furthermore, because participants as media relations team does always shares whole information with media, team communicates and updates information to media and public. So if there is any question is asked by media, participants are telling not only the point of answers but also the background condition of those things happens as the answering information. They are telling media the whole stories completely, so media could
analyze themselves on what really happens in Astra and what is the reasons behind those case. By those situation observed from explanation and description from participants, it can be concluded that every information that shared to media and to public, all should be crystal clear and have no intension to established any misinterpretation or misperception in it.

Shirley noted that there is always a need to be sure that news releases are well researched. They must be as accurate as possible and, of course, truthful. Sometimes a journalist will make contact because he or she is working on a story. He or she is building the story and needs background data. Often he or she will know exactly what is needed – a working journalist is highly disciplined and plans ahead as a matter of routine. He or she will contact a press officer and ask for assistance. Even if there is no immediate benefit, this is not an opportunity to be missed. Remember the need for networks, and for building up list of favors given and owned. It is always possible to help – sometimes only by suggesting another source the journalist can try, sometimes by actually digging out the information he or she needs.

Participants are both prepare every material to be shared to media and public, being transparent and open to public and media. So they are not afraid of any threat comes from any side of media or public because they are not hiding anything. They even always try to figure out what else do the media needs, and how to fulfill, how to satisfy media requirements and request. How to improve Astra’s performance in fulfilling media’s needs in terms of information and news updates so that media will be satisfied by team’s performance in doing its duty and responsibility to media.

This situation is describing David Wargg’s arguments that said it is in this context that the media relations function becomes increasingly important. A journalist may have hours at most to research and write a story (particularly if working for the broadcast media, an online news site or a daily newspaper). Yet a press officer (or equivalent) should have had days to plan and research a news
announcement or news release. This means that: the facts of the story should be clear and credible; it should have a strong angle; and it should contain interesting quotations from authoritative sources, some of whom may not be normally available to the press to interview. It should, if targeting television or radio, have a strong visual or aural appeal. Where public relations sources are credible, there should be less suspicion in the relationship with journalists, although there will rarely be a common agenda on both sides. Where public relations sources are used by the media (either because they are credible or because they are entertaining), then the public relations function can be said to be subsidizing the newsgathering function of the media.

Some naughty person who is using authority from media firms name sometimes request for things outside the professional needs, or sometimes they are asking for interview of information impolitely, but she is being in the side which has no right to judge them. She just can notice that, and just that. But Astra has several guidance to handle some types of media characteristics, so both participant I and participant II has no worry in handling those people, and team can just follow the guidance in handling some type of media. This situation is a pictures condition in the real field that supporting Thibaut and Kelley’s arguments which said that Thibaut and Kelley argue that our satisfaction with a current relationship derives from comparing the rewards and costs it involves to our comparison level (CL). If our current relationship meets or exceeds our CL, the theory predicts we will be satisfied with the relationship. Yet people sometimes leave satisfactory relationships and stay in ones that are not so satisfying. Thibaut and Kelley explain this seeming inconsistency with their second standard of comparison, the comparison level for alternatives (CLalt). This refers to “the lowest level of relational rewards a person is willing to accept given available rewards from alternative relationships or being alone” (Roloff, 1981). In other words, the CLalt measures how people evaluate a relationship compared to the realistic alternatives to that relationship. If people see no alternative and fear being alone more than being in the relationship, Social Exchange Theory predicts they will stay.
As a media relations person, they do communicate a lot with public, moreover with media, there are some topics are not to be discussed in front of media. One of the reasons is because of media’s idealism. Participants both should regularly communicates with media, moreover to whom has the most idealism character. Idealism media is always try to find attracting points that they can spread to public, their concerns is news and information only, and do not really influenced or impacted by the relationship built and do not really pay attention to journalistic ethic code which actually should cover both side. That is the reason why team is being more careful in facing those idealism media persons, be transparent and giving complete background information. So media will not misinterpret in receiving and publicizing company’s information. Media relations team has guidance to face media. Team has guidance on what to say, what not to say, and what is prohibited to say. Both participants and media relations team has guidance and ethic code in giving information to media, guidance from stock exchange.

Most forms of mass communications are paid for and the messages controlled by the sender. One form of mass communications is uncontrolled and not paid for by the sender. It relies on an independent medium choosing to convey the news or message because of its perceived value or interest to the readers, viewers or listeners. This lack of control is the defining characteristic of media relations: it can make the practice infuriatingly imprecise and unscientific, but it means that those stories and messages that are published or broadcast gain value through editorial endorsement.

The concept of negotiated news is an important principle for media relations practice. It recognizes that the media do not exist to report your client or organization. Journalists are neither for you nor against you, but neutral intermediaries standing between you and the public. Give them something interesting to report and you have a good chance of making the news; push
corporate platitudes in their direction and you will be filtered out of their news agenda.

Bernard Cohen (1963) is generally credited with refining Lippmann’s ideas into the theory of agenda-setting. “The press is significantly more than a purveyor of information and opinion,” he wrote. “It may not be successful much of the time in telling people what to think, but it is stunningly successful in telling its readers what to think about. And it follows from this that the world looks different to different people, depending not only on their personal interests, but also on the map that is drawn for them by the writers, editors, and publishers of the papers they read.”

4.4.4. Roles of Media Relations Division for Astra’s Imagery

Participants argue that media relations for Corporate Communication is kind of backbone. Team is a backbone for Astra, because a good communication is really needed by a public company like Astra, which it should be open and transparent in communication to public which is carried out through media. Every time, team tries to improve activity so the mutual relationship between Astra and media can be tighten and strengthen, well established professionally and personally. So, all news and information that spreads to public is covering both side and give a good and better impact to Astra’s imagery. Media relations here takes role to keep the bond within media and Astra remain close, open, mutual, personal, professional, and long lasting.

Information about a crisis reaches publics through the media more than through any other means. An organization may have to work very hard to get the media’s attention during normal times. Its public relations personnel may struggle even to get a news release used. However, during times crisis, the media will find the public relations personnel.

Public relations is about reputation, the result of what you do, what you say and what others say about you. Public relations practice is the planned and
sustained effort to establish and maintain goodwill and mutual understanding between and organization and its publics.’ (Chartered Institute of Public Relations, 2005). Then media relations involves managing relationships with the media, all the writers, editors and producers who contribute to and control what appears in the print, broadcast and online media. As with all relationships, a degree of mutuality is required: the relationship should serve the interests of the media while also serving the interests of those who fund the public relations activity.

Where public relations sources are credible, there should be less suspicion in the relationship with journalists, although there will rarely be a common agenda on both sides. Where public relations sources are used by the media (either because they are credible or because they are entertaining), then the public relations function can be said to be subsidizing the newsgathering function of the media.

As a public company that is listed in stock exchange, media roles in news and information updates becomes very importance and role of media relations is become important to Astra as facilitator medium to update media with news and informations about Astra. Media relations takes role in keeping mutual partnership with media as facilitator between media, external public to management is being an important function for Astra’s management. Media relations roles, which are first is to monitoring news and information that spread in the media to public, the concern is in analyzing how the perception of public toward Astra is. Besides to monitor and analyze news, media relations here takes role also as a spokes person, team has role to tell media and public about Astra and how it performs.

Wilcox (2009) noted that, media representatives usually seek authoritative information about a crisis. When crisis occurs, though, people in positions of authority are generally absorbed in helping solve the crisis. Credibility is always at stake. Public perception of an organization’s honesty and openness in the beginning is essential. Maintain close contact with members of media. More often
than not they will be able to tell you things you do not already know. This is a great way to stem the flow of false information.

Media relations can be defined as management action to establish, develop, and maintain relationships with individuals in media of relevance to an organization with the aim of maximizing the probability of securing favorable representation and treatment.

Although the media will always have the final say on coverage, it is for the PR to do all he or she ethically can to influence a favorable decision. To do this, the PR needs to adopt the marketing principles of matching customer and consumer need. It is vital to find out the editorial policies of each media and also to know what motivates the individuals who decide or who influence decisions. Only when this knowledge has been obtained, it is possible to produce news releases and features that have a maximum chance of being used. The best PRs work with the media. Find out what the media need, what they respond to, how they like to receive materials. This does not mean being submissive to editors and reporters. They are professionals, busy people. They want to deal with a professional, the one who provides an efficient supply of material they can publish with the minimum effort.

Media relations roles is to facilitate external like media, public, government, and all external public to management, so the function of media relations team is as the communicator who keeps communicating with media as the company’s important public and stakeholders. Media relations team tries to always be a facilitator that can fulfill the needs of news and information requested by media, and team here is trying to adjust team’s working rhythm with media’s and satisfy media with team’s professional performance. Then all these functions make media relations take the important roles for the company.

As a public company, Astra should keeps update news and information to media as it is to public, so media and public will informed all the time on Astra’s
performance, and should equally treat media and give the same information equally to all media who needs it. By this regular and routine update, media and public will know every information about Astra, so if there is any issue or rumor spreads outside, media and public will not easily influenced, and will re-check it to management. Team is communicating in routine with media to build networking, so that, if there is anything matters outside, team can as soon as possible notice then handle it and these actions really contribute to help management to decrease any negative impact while crisis, and team expand the relationships until to media in remote area, and this networking and good relationship gives a very important roles and contribution to Astra in handling crisis.

McCombs and Shaw believe that the “mass media have the ability to transfer the salience of items on their news agendas to the public agenda.” The mass media have the ability to transfer the salience of issues on their news agenda to the public agenda. McCombs and Shaw say that we look to news professionals for cues on where to focus our attention. “We judge as important what the media judge as important.” McCombs and Shaw also quote, “The press may not be successful much of the time in telling people what to think, but it is stunningly successful in telling its readers what to think about.”

To frame is to select some aspects of a perceived reality and make them more salient in a communication text, in such a way as to promote a particular problem definition, causal interpretation, moral evaluation and/or treatment recommendation for the item described. Framing is not an option. Reporters inevitably frame a story with the personal attributes of public figures they select to describe.

McCombs and Shaw no longer subscribe to Bernard Cohen’s classic remark about the media’s limited agenda-setting role. They now headline their work with a revised and expanded version that describes agenda setting as a much more powerful media function, the media may not only tell us what to think
about, they also may tell us how and what to think about it, and perhaps even what to do about it.

Team tries to anticipate mislead information or any kinds of crises situation by regularly updates media with information, so media would have pictures and explanations on everything Astra is doing, so they have enough information to write then they have credible news and publicize the right fact about Astra. Team always tries to maintain a good connection between media and management, so media is updated with news and information directly from the credible sources, team conducts press conference after every events where media can ask whole information in it. So team here is facilitator for media to get right information. This roles that makes Astra has smaller chances to be in crisis, because Astra through media relations team always tries to be open and transparent, updates news to media, so media always get informed with the most credible facts.

Media relations works are mostly like negotiation things, which are to get mutual relationship between media and the company. Both sides work to help the other achieve what it needs as a win-win solution. Both understand that cooperation is essential. Compromise may not be possible, but the other side will understand this and not be offended. The name of the game is mutual support and mutual survival – an exchange relationship. Both sides must recognize the long-term benefits of win-win negotiations. Then they will focus on trying to satisfy the needs and objectives of both parties.

Remember that the media and the public are entitled to have the facts about a crisis. The idea is to help the media cover the story accurately and with a minimum criticism of the organization or company. The overall goal is to keep or get the public’s trust through media. The media needs PR for information for interesting stories. The organization needs the media to communicate with the public and masse. By keeping this symbiotic relationship in mind, the public
relations professional will be in a more proactive position during a crisis and feel more in control of the organization’s bad news (Banks, 2007).
CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

5.1. Conclusions

Media relations activities involve the media relations team and media. This problem study is fascinating to observe in this research because to make media relations with the media who have different personal characteristics, different informational interests, and even different ways in writing and publicizing news and information is not an easy responsibility and needs skills and processes required to achieve mutual understanding in establishing a mutual relationship.

Media relations members, who are the participants of this research, stated that when they had to do the media-related activities, they find it interesting; although they sometimes find several obstructions within the activities. They find it interesting because a casual atmosphere has already established within their relationships, then the mutualism and professionalism in reaching both sides’ goals are very inspiring. They felt very enthusiastic to conduct activities to maintain the relationship between them and the media. No significance obstructions that happen to deter the relationships seem to continue indefinitely.

From this research, this researcher found that the main constraints are usually caused by the misunderstanding or misinterpreting of the information presented. Sometimes it happens while maybe several media have new representatives which are not adapting enough well within the well-established environment that happens between Astra and media. These obstructions occur also when some media do not pick the positive headlines and are determined to have a negative outlook on Astra, which may not be damaging to the company at all. Such news can be misleading in that in the perceptions of the public, the
media program issued by the company is not informative enough. This, in turn, will appear that the company is demonstrating a bias because it appears it is not flowing open information to public. Misunderstanding like that this can create obstructions within the mutual relationship.

By that obstruction, the team evaluates the weaknesses that make the obstructions occur then media relations team always try to perform best and try to eliminate intentional obstructions. Media relations team in Astra always tries to strive for excellence, even in accomplishing simple duties. They always try to be open and try to prepare and provide information as complete as possible and decrease or even remove the potential for bias information that can lead to misunderstandings. In order to keep in touch to media, the media relations team conducted routine events and activities to maintain their mutual relationship. As a professional working partner, the media relations team treated all media outlets equally as all of them are the media relations team member of Astra, and should be paid attention and treat well and equally. The media relations team routinely provides the media with press releases and selling data, so they have materials to publicize about Astra regularly.

The efforts done by the media relations team by establishing and maintaining mutual, casual, personal, and professional relationship to media is giving a positive contribution to Astra's imagery as public company. This research found it very inspiring to see the efforts and the results of the teamwork of media relations team, which they manage professionally to accomplish their goals. The researcher can clearly see their working systems are fully well organized as a system that already functions appropriately as how it should be.

In addition, the media relations team also employed techniques in facing various kinds of media representatives’ characteristics. They have guidance and, as a professional media relations team members, they properly follow all the rules whether it is internal corporations rules or the rules from journalistic codes of ethics and informative codes of ethics as prescribed by the Indonesian Stock
Exchange as the requisite, as Astra is an open and public company that listed in the stock exchange.

As the result, this research concludes some indicators when the mutual understanding had successfully been achieved. There were media who were very happy and enthusiastic to be updated with every single release about Astra. Their interests are very high to write and publicize about Astra’s working performance. Those media already have trust in Astra as an open company with its professional and welcoming media relations team as a whole family in that big organization.

5.2. Recommendations

This researcher feels that the recommendations for the research’s readers, especially for the media relations team in PT Astra International Tbk, are fourfold. First is to continually improve PR performance to keep the excellent results in their current media relations activities. Second is to decrease the misunderstanding within the communication by avoiding bias information that is shared to media in normal duty. Third is to improve and enhance the informative topics given and discussed to the media as their materials to publicize. Fourth is to add more socially and environmentally responsible activities that can enhance the image of the company, which is especially important to a public company. This researcher is classifying recommendations into two which are as follows:

5.2.1. To media relations team members of Astra

Based on the result of this research and according to data analysis, it is recommended to Astra to be more sensitive and aware on personal behavior in order to know the characteristics of the media representatives. Hopefully, by being more concerned and aware of their behavior, any potential possibilities of obstructions that come from misunderstandings or miscommunications can be more easily avoided or eliminated. In addition, in order to achieve deeper mutual understanding, the public relations team should communicate more often and
conduct more informal events that can build and establish a better communication baseline. This researcher recommends the media relations team of Astra to be more concerned of journalists outside the capital market and industrial fields, such as metropolitan or environmental journalists.

5.2.2. To other researchers

The research about media relations activities and roles of media relations to the company are very intriguing and inspiring. Moreover, the relationship that should be established both professionally and personally is introducing this researcher to plenty of tactics and strategies that can be conducted to achieve the mutually inspiring relationship within company and the media. For that reason, this researcher recommends the results of this study as one of the references if any other researchers have the same interest in the topic discussed here.
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ADDITIONAL READINGS


APPENDICES

Interview Guide

A. Persiapan

1. Rumuskan tujuan wawancara (informasi apa saja yang ingin diperoleh melalui wawancara).
   Siapkan pertanyaan-pertanyaan panduan wawancara (berdasarkan rumusan tujuan wawancara (nomor 1)).

   • Pertanyaan pendahuluan biasanya berkaitan dengan identitas informan, misalnya: nama lengkap, nama panggilan yang disukai informan, tempat/tanggal lahir, alamat tempat tinggal, kegiatan utama sehari-hari (bersekolah, kuliah, bekerja, dsb.), tempat pendidikan/pekerjaan, latar belakang keluarga, dsb.
   • Pertanyaan umum biasanya sudah berkaitan dengan tujuan wawancara, tapi masih seputar hal-hal umum. Dalam konteks penggalian informasi untuk mengetahui aktifitas, penggunaan media dan pandangan serta perasaan mahasiswa terkait dengan VOC (virtual online community), pertanyaan umum misalnya seputar kegiatan sehari-hari informan yang terkait penggunaan social media dan social networking seperti facebook, twitter, game online, online dating dan sejenisnya, kesan atas artisipasi mereka dalam komunitas virtual online tersebut, persepsi informan tentang komunitas tersebut, dsb.

3. Pilihlah informan untuk diwawancarai (kriteria informan harus sesuai dengan tujuan wawancara, informan dipilih di antara individu-individu yang diasumsikan atau sudah bisa dipastikan memiliki informasi yang ingin diperoleh).

4. Hubungilah calon informan, jelaskan tujuan wawancara, mintalah kesediaannya untuk diwawancarai, dan buatlah kesepakatan tentang waktu dan tempat wawancara.

Catatan: Usahakan menyepakati tempat dan waktu wawancara yang kondusif, misalnya jauh dari keramaian (untuk memperjelas perekaman) dan di saat yang leluasa (tidak terganggu kegiatan lain yang harus segera dikerjakan).
C. Pelaksanaan

1. Ucapkan salam dan terima kasih kepada informan atas kesediaannya diwawancarai.

2. Jelaskan kepada informan:
   - Dalam rangka apa wawancara tersebut dilakukan.
   - Tujuan wawancara (informasi apa saja yang ingin diperoleh dari informan)
   - Kejujuran informan dalam menjawab pertanyaan-pertanyaan pewawancara
   - Komitmen pewawancara untuk merahasiakan identitas informan atas informasi tertentu, jika informan menghendakinya.
   - Kebutuhan pewawancara untuk merekam/mencatat seluruh proses tanya-jawab wawancara (maka mohonlah informan bersedia direkam saat wawancara).
   - Mulailah wawancara dari pertanyaan-pertanyaan pendahuluan, lalu beralih ke pertanyaan-pertanyaan umum, hingga pertanyaan-pertanyaan khusus.
   - Sebelum mengakhiri wawancara, periksalah sekali lagi kelengkapan informasi yang sudah diperoleh dari informan. Jika masih ada informasi yang kurang lengkap, tanyakan kepada informan.
   - Akhiri wawancara dengan mengucapkan terima kasih dan meminta kesediaan informan untuk dihubungi dan diwawancarai lagi di lain kesempatan, jika ternyata masih ada informasi yang dibutuhkan dan belum diperoleh dalam wawancara tersebut.
Structure Organization
One Year Journal of Media Relations Team Activities
PT Astra International Tbk – Head Office

January
✓ Press Room Visit
✓ Training Media Banc
✓ Press Release
✓ Media Monitoring Evaluation

February
✓ Sent Invitation to media for HUT Astra
✓ List data of journalists
✓ Press Release
✓ Blast Release

March
✓ Press Release
✓ List Data of Media Person in Jogja
✓ Meeting Media Banc
✓ Sent Letter to PWI

April
✓ Workshop
✓ Sent Invitation to Naitonal Media for the Coming Event in Jogja
✓ Press Release
✓ Media Banc Visit
✓ Come to Wedding of Sindo Journalist
✓ CSR Event in Jogja
✓ Release related to CSR Event in Jogja
✓ Press Release Quartal 1

May
✓ Sent Invitation to media for Hardiknas Event
✓ Press Release
✓ List Data of “Surat Pembaca”
✓ Joint Event in Warta Kota

June
✓ Event of ESR “Jambore”
✓ Event of ARC “Astra Days”
✓ Astra Award Events
✓ Press Release

July
✓ Event of CSR “Puskesmas Tj.Priok”
✓ Survey for Break Fasting Gathering
✓ Press Conference
✓ Join AJI Anniversary Event
✓ Press Release Quartal 2
✓ Report Budget for Break Fasting Gathering
August
✔ Break Fasting with All Grouped Media
✔ Press Release of National Day Event
✔ Event of CSR “Mokesa”

September
✔ Plan Bidget for Workshop
✔ Press Release
✔ Workshop Preparation
✔ Play Badminton with Media

October
✔ Press Release Quartal 3
✔ Press Release of AAUAB
✔ Play Futsal with Catalist

November
✔ Press Release for “Qurban” event
✔ Workshop with Industrial Journalists
✔ Workshop with Stock Exchange Journalists
✔ Meeting with Media Banc

December
✔ PIC PR Event with TV One
✔ Play Futsal with North-Jakarta Journalists
✔ Play Futsal with Public in Papanggo
✔ Press Release
✔ Visit Kemenperin
✔ Training PR Writing
✔ ESR activities with media in Sarongge
Researcher Participation in Media Relations Activities

Media Monitoring
Press Gathering HUT Astra
Packaging Souvenirs for Media
Welcoming Media to Press Gathering
Prepare for Souvenirs after Event
CSR “MOKESA” Event
Surat Keterangan Pengambilan Data Astra
Transkrip In-depth Interview Bapak Yulian Warman

Putri sebagai interviewer, disimbolkan dengan Putri  
Bapak Yulian Warman, disimbolkan dengan Yulian

Putri: Yap, aku mulai dari aku memperkenalkan diri aku, kan aku putri, kan aku pernah magang disini, sebagai external PR, trus aku kan mau, ehm…Interview untuk skirpsi aku, ehm judulnya topiknya tentang ehm.. peran media relations dalam pencitraan perusahaan, case study-nya Astra,

Yulian: Oke

Putri: Ya kan, nah jadi Bapak sekarang memperkenalkan diri Bapak, Bapak bisa sebutkan nama lengkap, trus kira2 tentang perusahaan ini trus bekerja diperusahaan ini sudah berapa lama, gitu Pak

Yulian: Oke.. Oke.. Terimakasih putri, selamat sore, dan saya senang sekali……

diminta pendapat ataupun konfirmasi dalam bentuk interview terhadap ehm.. salah satu ataupun ini skripsinya putri ya.

Saya Yulian Warman, di Astra baru sekitar 17th, dan sebelumnya background sebenernya ehm..di macam2 tempat, background kerjaan, tapi background sekolah itu di Institut Pertanian Bogor IPB, setelah itu jadi wartawan, sekitar 8 tahun ehm.. total sih 8,5 tahun, tapi sebelumnya 4 tahun pernah keluar ke securities house, perusahaan saham, nah, balik lagi, diajak lagi gabung, jadi total +4,5tahun… 8,5tahun. 

Waktu itu bersejarah sekali bagi diri saya pribadi, karena saya ngungkap bongkar satu kasus masalah pasar modal, terutama salah satu emiten yang go public, akhirnya udah sekian lama, 3x dibikin headline, saya juga nyiar di radio, di televisi, ehm.. diwawancarai segala macem, karna ini barang langka dalam isu pasar modal, akhirnya Mentri Harmoko, sebagai Mentri Penerangan waktu itu ,kirim surat ke kantor, Bisnis Indonesia, minta stop
itu ehm tulisan, yah tim redaksi kasi ke saya, sorry surat cintanya dateng katanya, “tentang apa?” Untuk men-stop itu you punya case.

Putri: Oh..

Yulian: You punya story tidak boleh dilanjutkan. Ya oke, itu istilahnya, kondisi Indonesia waktu itu masih didikte oleh pemerintah beberapa medianya, yah waktu itu saya bilang “oke pak kalau begitu, daripada saya ga nulis lagi saya aja yg resign”, “oia? mau kemana”, “lah ga tau” saya bilang,

Putri: Ooh..

Yulian: Yaudah habis itu resign. Nah dulu 6 tahun eh 6 bulan sebelumnya pernah Astra, ada Salim Group, sama Sinarmas serta PDFCI, pernah ngajak saya sebagai wartawan, background wartawan gabung di company mereka. Tapi setelah saya sortir, sama baru merit waktu itu, ya Saya milih Astra, padahal Astra saya 2x tes wastu habis lulus ga lulus2, tapi ini masuk. Masuk pas pertama itu saya langsung dikasih Manager Internal, saya bilang ga usah manager, saya ga.. belum ngerti apa-apa. Yaudah saya masuk tahun 94. Di internal belum sama sekali berhubungan sama wartawan atau media, tapi karena background saya media 8,5 tahun, itu sangat berguna sekali untuk temen-temen external, jadi kita saling support internal sama external, Nah dalam perjalananannya, sampai sekarang, itu sama dengan prinsip kita berhubungan sama media, saya pun waktu di media dulu mencoba berhubungan se-profesional mungkin, maksudnya dari sisi berita si wartawan dapat, nah kita bisa memberikan atau pasokan berita atau informasi selengkap mungkin, dan kita mengerti mereka punya ritme pekerjaan, jadi itulah sangat membantu, mereka juga terbantu, dan mereka selalu satisfy dengan menyatakan trimakasih segala macem. Karena itu mutual, dalam hal kita bisa mengerti dia dalam hal bagaimana mencari berita dan kita memenuhi dengan baik, bahkan secara accidental maw telefon saya tu punya handphone 24 jam, pernah jam 2 atau jam 3
dini hari, ada yang telepon wawancara tentang ehm..dari radio untuk rekaman untuk disiarkan pagi hari, saya lakukan nah kita dengan semangat terbuka. Karena Astra sebagai perusahaan Tbk, perusahaan terbuka, itu mau tak mau harus kita bersikap transparan terutama kayak informasi-informasi yang sangat signifikan dampaknya ke perusahaan Astra ini di pasar modal.

Putri: Trus kira2 berarti ehm..prioritas pekerjaan anda secara seluruhnya itu kearah external jadinya yah?

Yulian: Oh waktu awal internal, sebelum external, tp skrg setelah sebagai GM Corporate Communication. Disini internal dan eksternal, itu baik dari sisi internal atau pun eksternal, externalnya tu kan beda ini yah, kita dulu focus ke beberapa stakeholdres, ada media, ada government, ada lingkungan, itu lebih banyak focus ke media, dan tapi sekarang karena kita harus juga bertanggung jawab ke stake holders yang lain, government, sama lingkungan, sama ehm apa SRO kita sebut itu safe regulataury otority pasar modal, seperti bursa efek, seperti bapepam, nah itu kita harus meng-update informasi sehingga mereka mengerti, dan selalu ter-update tentang Astra dari waktu ke waktu Itu paling penting sekali sebagai perusahaan public. Sehingga si orang2, stakeholders ini tidak menyangka Astra ini setelah go public, ngambil duit orang dari masyarakat, membeli saham Astra, duit masyarakat gitu, nah dapat duit, Itu bener2 dikembalikan dalam bentuk modal, penambahan modal, setelah itu Bisnis yang berjalan terus, nah Resultnya itu berbentuk laba, laba itu sebagian bentuk dividen, dividen kita apa, kembali ke pemegang saham.

Putri: Trus ehm, kan ini kan berarti aku kan ehm..mau tentang media relations, gitu kan?

Yulian: Oke.
Putri: maksdunya media relations kan berarti ini salah satu yang terpenting lah maksudnya..

Yulian: iya

Putri: dari .. dari seluruh pekerjaan bapak, gitu kan, ehm maksudnya, kesibukan2 macam apa sih maksudnya dalam kegiatan media relations ini?

Yulian: Oke, gini, di Astra kita sebelum activity, kita sebut ini ada namanya ya planning cycle dulu, Misalnya putri untuk tahun depan, apa aja kegiatan-kegiatan yang termasuk media relations, kita akan coba planning, itu muncul kita evaluasi tahun ini dimana SWOT kita, strength kita dimana, weaknessnya dimana, ancamannya dimana, trus opportunitynya dimana, itu kita bikin, Uda kita bikin itu, baru kita susun ke activitiy kita, kita bikin strategic ehm..KPI kita, keep performance indicataurs, Trus kita bikin turunan dari activities itu siapa melakukan apa, nah trus dimana dan kapan itu kan. Nah kita lihat itu bahwasannya di Corporate Communication, media relations itu adalah salah satu backbone, tulang punggung, tulang punggung bagi Astra untuk Corporate Communication karena apa, keterbukaan kepada media itu sangat sangat sangat dibuuthkan oleh company seperti Astra.

Oleh sebab itu, kalau ditanya apa sih kegiatan mulai dari awal planning kita itu planning cycle, udah tentukan kita selalu, makanya saya bilang tadi 24 jam itu activity-nya, yang namanya media, ada yang kita program ya ,ya kegiatan-kegiatan trus ada pas RUP, RUP itu ada keterbukaan nya ada press conference, ada lagi kegiatan-kegiatan lain dengan release segala macam, trus seperti hari ini kita keluarkan data otomotif, itu grup Astra itu bagaimana penjualannya bulan lalu, bulan November, itu sebagai indikasi data, data indicatur untuk para pengambil keputusan tindak bidang saham, kalau turun penjualannya ini Time to buy atau time to sell saham yang dimiliki,jadi kita harus update trus informasi ini.
Putri: Ya..

Yulian:Nah itu, kita activitinya dynamic sekali, kalau kita bilang ya, karena apa, kadangkala kita mau mem-prepare sesuatu itu pasti kalau di Astra harus excellent excellent excellent. Setiap ada activities, kita bener-bener mempersiapkannya mulai dari planning di-detail-kan sampai do nya dilakukan, trus kita cek lagi, ada ga kekurangan, ada penyimpangan, abis tu active ehm… korektifnya apa, setelah di cek tuh korektif actionnya gimana, nah itu juga termasuk dalam kegiatan media relations, jadi kita mulai dari pengumpulan data, media apa segala macem, trus berkomunikasi, networking, trus ehm..sampai ke event-event tertentu yang kita adakan, nah kalau kita lihat, Indonesia sebagai Negara baru bertumbuh dalam sisi ekonomi, dan juga Negara baru demokrasi diberlakukan,

Itulah sejak tahun ‘98 sih cukup lama sebenernya, tapi hiporia, dalam hal keterbukaannya media itu kayaknya, maaf ngomong, kita tidak membilangkkan media itu jelek atau apa, tapi ada sebagian, sebagian yah saya bilang, itu memanfaatkan hiporia keterbukaan, jadi menghajar orang seenaknya aja, sehingga lupa kadangkala, yang ananya konsep journalistic, etika jurnalistik tu lupa, maksudnya ya kalau ada berita, itu beritanya tu harusnya cover both side, dari dua sisi, ini enggak, yang penting gw tau ini ni ni, hajar, pt itu bla bla bla bla bla..hajar negative ..Padahal itu kan enggak kalau kita lihat di media di luar negri, Apalagi Negara yang udah matang demokrasinya, bener2, nanti si medianya bisa di sue, kalau saya tulis….Nah, itu,tapi untuk mengantisipasi situ, kegiatan kegiatan yang tidak terduga, semacam ada Kejadian apa, sehingga mereka korek, meng konfirmasi ke kita, Itu kita lakukan komunikasi yang dua arah,yah, kontak, data base, segala macem kita kumpulkan, Nanti kita komunikasi,
Dan sampai bahkan kita bikin satu program2, yang membiklin orang bisa mengupdate Astra.Temen2 lapangan, Tapi ada juga ehm..deliver redaksi yang menengah, kita juga memberikan semacam apa..ehm...

Putri: Batasan?

Yulian: Update, update ke mreka stiap, ya mungkin channelnya beda, kalau ini melewati ada workshop Yah kita lakukan, udah itu itu tuukan sejak tahun ‘99 itu, nah yang kita lihat, kalau kita lihat konteksnya workshop itu, itu tahun ‘94 saya masuk, ada direktur keuangan kita Ibu Rini Suwandi, Dia tanya “Yulian, you sebagai orang media, mantan media, apa you bisa liat terhadap Astra? you kan orang lapangan”.

Saya tanya Ibu, “saya maw ngom ABS, atau yang fakta, ibu?”, “Oh yang fakta dunk”, “Oh ya kalau gitu Ibu jangan marah”, “Lho, Astra belum equal treatment dalam hal komunikasi.” “Equal treatment? Maksudnya gimana? You kan kontek saya, kontek Pak PresDir”, “Oia, saya lakukan itu, tapi kalau ada media lain susah sekali kontak, begitu juga dengan analyst-analyst, yang pasar modal, itu susah sekali komunikasi sama orang Astra, yang percaya, yang dipercaya Astra adalah orang2 yang punya itu, punya sense, misalnya dia dari luar, fund manager dari luar, media asing, itu ga..Ga bagus, harusnya kita sebagai perusahaan public, harus equal treatment, sama2.”

Putri: Semua sama..

Yulian: Hm-em, semua sama, informasi kasih sama, Karena mereka juga mempunyai tujuan yang sama untuk mempublikasikan semua informasi yang mereka peroleah ke stakeholdersnya masing2, Target mereka kan beda-beda yah, tapi informasinya harus sama. Nah berdasarkan itu, oh, kalau itu, Beliau ga percaya, kita coba survey, ke analyst kita survey, ternyata emank sebagian besar, analyst..Bener apa yang kita omongin itu,
akhirnya kita ubah, pelan-pelan bagaimana berubah, nah kalau ke wartawan, apa you punya solusi untuk ini? Trakhir memang ada workshop yang bisa meng-update dan bisa ketemu itu wartawan pasar modal dan wartawan industry, jadi kalau kita bilang dari tahun ‘99 sampe skrg, kita melakukan workshop itu ke temen-temen, wartawan baru, atau yang udah lama Itu udah berarti 12 tahun, dan kita laksanakan tidak hanya per company AI aja sebagai perusahaan terbuka. Tapi seperti tau untuk wartawan, atau rekan-rekan wartawan pasar modal, itu kita lakukan 6 yang go public dalam grup Astra, yaitu ada pt AI, Astra ada AOP, ada PB, ada aal, ada ut, ada ag, Nah itu yang go public.

Yang issued bone, yang harus juga memberikan informasi ke khalayaknya atau stakeholdersnya, ada namanya ehm..FIF, ACC, TRAC, dulu ada pernah Palyja, trus ada TA Finance, ada SAN Finance, ehm…mereka punya kewajiban keterbukaan, jadi kita ajak lah, yang terakhir kita lakukan kan 11 perusahaan untuk pasar modal, itu mana ada, ya kita coba, coba cari berapa perusahaan ke perusahaan lain, melakukan itu secara teratur, dan mengundang seluruh dari presdir, atau dari direksi dari perusahaan itu untuk bicara ke media dalam satu workshop, commit untuk itu. Bahkan Kita, kita selang selingkan ke…., kita selang seling, ada wartawan pasar modal, ada wartawan industry, diantaranya itu ada Presiden Direktur Astra datang, hadir waktu itu, disini menyatakan keterbukaan kita itu bener2, tidak hanya dimulut, commitment-nya ada ke lapangan, karena itu diluar kota, kita adakan di Bandung, atau di Ciater atau apa, supaya temen-temen itu bener-bener fokus, untuk..dalam diskusi itu, dan itu kita tidak menyatakan harus dibikin beritanya segala macem, terserah, off record ada, apa..ehm, yang penting terjadi komunikasi, antara media, sama direksi grup Astra, dan kita, gitu..

Putri: Trus kalau media media yang berelasi dengan Astra itu kan maksudnya ada media cetak, radio apa segala macem, apa semua itu atau ada yang mungkin diutama kan atau bagaimana itu, pak
Yulian: Gini, dari mereka sendiri dari temen-temen itu sendiri kan ada rubric-rubrik yang berhubungan pasar modal, karena Astra itu dianggap sebagai perusahaan yang listed di pasar modal, yang tercatat, dan bahkan sekarang ini Astra itu merupakan perusahaan dengan kapitalisasi pasar terbesar, di pas.. di bursa.

Putri: Di bursa..

Yulian: Jadi harga saham dikalikan dengan ehm.. jumlah saham yang tercatat di bursa itu, itulah adalah kapitalisasi pasar. Nah Astra tuh paling tinggi, sekarang dengan harga saham 73ribu, ya taro 70ribu aja, kita ada 4 miliar, itu ada 280 triliun, nilai saham Astra kalau dibeli semua itu, nah itu Astra yang paling yang paling tinggi. Nilai itu, karena ketinggian harga sahamnya, nah kita lihat kepentingannya, tapi ada juga yang maksudnya kan mau update teknologi yang ada di Astra, teknik otomotif, teknologi dari ehm...alat berat, segala amcem, yah kita sebagai holding kita layanin dan kita arahkan ke juru bicara, direksi2 yang pas sebagai juru bicara, gitu.

Putri: Trus jadi maksudnya ehm..media.. media kayak media cetak, media radio, media online, itu semuanya akan hadir di dalam workshop apa.. apa apapun yg dari media relations?

Yulian: Yah kita utamakan, mereka kan ada forum, Ada untuk forum wartawan pasar modal, ada forum wartawan ehm..industry itu , beda beda, nah mereka akan hadir, ada dari media cetak, elektronik, ada radio, ada tv, ada online,dan Alhamdulilah ,setelah 12 tahun, yah 12 kali kita lakukan, improvement-nya bagus sekali yah, naik terus dan mereka merasa bener-bener Astra ini terbuka, melakukan sesuatu yang tidak sia-sia, itu kan. Nah kita lihat, dari pemberitaan-pemberitaan mereka, kita clear, dan mereka yang tidak tau atau punya issue-issue diluar yang belum
konfirmasi, mereka bisa konfirmasi langsung, nah semua itu baik dari media cetak, elektronik segala macem, yah bergabung, jadi biasanya habis presentasi, 1 sesi kita bikin biasanya 2 atau 3 sesi, 1 sesi, habis itu kan wawancara, kita lagi temen-temen ini. Nah dashyatnya bahkan hari-hari terakhir ini kalau kita mau ngomong dari sisi PR nya ada PR value, itu yang kita peroleh dalam waktu terakhir tinggi sekali, karena begitu tingginya animo mereka untuk bikin berita tentang Astra dan groupnya itu.

Putri: Trus maksduunya kalau kayak ada press conference itu kan kita kan berarti akan mengundang media, itu kan?

Yulian: Iya.

Putri: Nah kebanyakan dari mereka itu yang dateng itu maksudnya media cetak atauakah media online?

Yulian: Oh, seperti tadi yang saya bilang, mereka yang punya kepentingan dengan pasar modal, otomotif atau industry yang ada dalam group Astra, itu akan dateng.

Putri: Oh jadi kepentingannya..

Yulian: Nah, mereka bahkan, saking banyaknya bisnis yang ada di Astra, waktu RUP Astra itu, mereka tau Astra maw RUP, kita undang media-medianya, itu datang dari berbagai wartawan ininya dia, yang wartawan pasar modal ada, yang wartawan industri ada, kalau maw nanyak tentang CPO, tentang alat berat, tentang mobil, tentang motor, tentang jasa keuangan, tentang perbankan, tentang jalan tol, tentang Astra Graphia, dengan Xerox nya, Jadi mereka sekali datang, narasumbernya banyak, dapat “makanan”, tanda kutip yah, dapat berita yang cukup banyak.
Putri: Oh iya ya ya ya, trus maksudnya kayak misalnya aku ambil contoh media cetak, gitu ya, maksudnya kalau Kompas itu kan kayanya wah paling ini sekali, kalau dibandingkan sama Sinar Harapan, Pos Kota, gitu kan, maksudnya apakah ada maksudnya prioritas, oh dari Kompas mungkin lebih diistimewakan, supaya karena kan dia lebih ini..

Yulian: Itu bisa iya bisa enggak, maksud saya, kalau pas waktu kita mepet, nah ini ada beberapa media, tp sama-sama meminta, yah terpaksa kita priority yah, misal waktu hanya 10menit, nih ada minta wawancara di sana, ditempat yang sama, dengan waktu yg mepet seperti itu, kalau ga ya sama-samain, nah, kalau maw sendiri-sendiri ya terpaksa, Mas, kebetulan kita sebenernya tidak maw membeda-bedakan, yah membeda-bedakan media. Asal medianya resmi kita tidak beda-bedakan, nah yang kita lakukan adalah sesuai dengan teori antrian,

Tapi percaya, kalau kita kerja dengan hati, dan temen-temen liat selama kita itu ga beda-bedakan, itu mereka pasti salut, sama lah dengan manusia, kita kan berhubungan sama manusia, temen-temen. Kalau human touchnya dapet, yah, ini kita ya, ya melayani, sebagai ini facilitate, facilitator, memfasilitasi, semuanya itu direksi sama ini…gimana supaya ini sukses, maw wawancara, maw apa, kalau dibilang membeda-bedakan sih enggak, kita equal treatment, makanya saya bilang begitu.

Putri: Trus kalau misalnya kayak, ehm…apa ya tadi..media yang berhubungan dengan si Astra, maksudnya kan Astra kan maksudnya se Indonesia lah, maksudnya kan bahkan sampe international gitu kan, kalau aku bicara di Indonesia aja, gitu kan ada Jakarta, ada semarang, ada segala macem, gitu kan, apakah Astra juga sampe concern sampe ke daerah2 kecil untuk publikasinya, gitu?

Yulian: Nah gini, kita makanya tahun lalu kita start dengan media monitoring, itu menyatakan kita concern apa enggak ya disana, kita berlanggangnan
sekitar 251 media dengan monitoring itu, itu termasuk semua media cetak, ada majalah ada koran, ada elektronik, ada televise, ada radio, nah, di telpon saya setiap hari itu akan datang minimal 200 an email yang menyatakan update dari berita ini berita itu, nah apa gunanya? kita tidak mau, teman2 dilapangan, 1, kalau ada sesuatu mendiamkan ini, yah kalau itu hubungan sama image, saya kesini, once itu ada kejadian, kita harus selesai secepat mungkin, even itu di daerah terpencil, ada kebun kita, ada site kita, itu harus diberesin, putri, jadi kita tidak mau, api kecil itu kalau ada kasus, apa, kita harus,

Putri: Langsung cepet2 diurusin

Yulian: ehm, iyah, cepet2, ehm, diberesin, jangan..

Putri: Jangan sampe udah jadi besar, gitu..

Yulian: Woh, jangan-jangan

Putri: Udah bahaya, gitu kan?

Yulian: Nah, yang kita inginkan berhubungan baik dengan media, mereka setiap ada permasalahan tentang Astra grup, mereka kroscek ke kita, bener ga kasusnya kayak gini, kalau itu sudah sampe seperti itu, itu udah nomor 1, maksudnya mereka ketik berita, dapet isu, diketik, tanpa konfirmasi, itu berita keluar, itu tu ga bagus hubungannya, yang bagus ini ada berita ga bener, apa segala macem di cek, pak ini bener ga pak, nah itu konfirmasi, itu udah satu hubungan yang sangat baik sekali dalam media relations, nah itu yang kita selalu harus jaga, dalam keseharian, tidak hanya oh nanti maw RUP lagi, maw apa, enggak, tiap hari, makanya tiap hari di hape saya tuh ratusan ini, ini ada oh say hello ada apa segala macem, ada permintaan wawancara, segala macem, lengkap,
Putri: Oh jadi ga usa tunggu ada event workshop, apapun?

Yulian: Oh enggak..enggak..

Putri: Jadi? Trus kalau misallnya kayak kegiatan2 event2 itu, itu tuh diadainnya pertahun atau gimana Pak, maksudnya kayak workshop setahun sekali,

Yulian: Oh iya, tp kan disamping itu ada lagi event-event lain, yang ada ini, ada pertandingan persahabatan, itu cara-cara lain bgmn kita supaya komunikasinya terjaga, tidak hanya dalam pas, oh pas tegang-tegang itu kan, enggak, tapi ya ada event nya, kalau temen-temen di lapangan itu, ayuk, maen bohling, ayo maen futsal, ayo kita workshop, setelah workshop itu ada outbondnya. Trus adalagi, dulu bahkan sama organizasi media, kita ajak sama direksi maen bola kaki pernah, nah jadi supaya cair hubungan itu, tidak hal-hal yang tegang-tegang sekali.

Putri: Tegang-tegang, iya ya ya..

Yulian: Nah Supaya persepsi mereka terhadap kita juga, gini oh, ini kalau ada apa-apa bener ga, dikhawatirkan kalau kita enggak ketemu itu, kalau ketemu tau orang yg berbohong dan ga, jadi kalau kita once ngomong berbohong, walah, mereka ga percaya lagi, nah makanya kita ga, untuk meyakinkan selalu berkomunikasi, say hellonya sesuai dengan kita lihat komunikasi mana yang lama udah enggak, yah, sama dengan customer,

Putri: Jadi kegiatan2nya semua yang media relations itu jadi secara formal maupun informal semua dilakukan itu?

Yulian: Oh iya, termasuk kan kita buka puasa, buka puasa itu d holding ngadain, di anak perusahaan juga ada kita bagi waktunya, kita udah ada ini coba di lain waktu, itu sampai 9x kan, ada dengan tim redaksinya, ada dengan redakturnya, ada dengan fotografernya, ada dengan wartawan industri nya,
ada dengan wartawan pasar modalnya, ada dengan ehm...wartawan senior, bahkan wartawan yang tidak atau tidak bekerja, atau pension pun kita lakukan itu, menjaga hubungan, itu mungkin kalau putri bisa lihat di company-company lain, mgkn yg ga ada itu yang terakhir itu, melakukan buka puasa juga ketemu sama wartawan2 yang sudah pension

Putri: Oh iya ya ya ya..

Yulian: Iya, itu bener-bener kita dengan hati, jadi maksudnya tidak pernah, oh, wartawan itu kan ga bertugas lagi, kayak gitu, enggak.

Putri: Udah ga ini..udah ga penting gitu kan ibaratnya..

Yulian: Kalau kita enggak, kalau kita selalu berkomunikasi,

Putri: Selalu ini yah..he-eh..

Yulian: Jadi itu udah dari awal sampe akhir, kita akan coba manage hubungan sebaik mungkin,

Putri: Jadi maksudnya ehm..dari pihak Astra nya itu sendiri dengan medianya itu sendiri juga maksudnya hubungannya personal dan professional jadinya, ya?

Yulian: Bener, kita kedepannya professional, supaya dia di otak mereka itu.. Oh kita itu ga ada macem-macem, professional di depan, kalau mencapai professional itu, kita kan bisa liatin dalam hubungan baik kita apa segala macem, dan saya pun kami di Corporate Communication diundang, organisasinya apa? PWI ulang tahun, atau hari pers nasional, sejak dulu sampe sekarang, saya ikut terus, saya ajak tim itu kan, trus ada lagi AJI, aliansi jurnalis Indonesia, ada acara, nah ini kita ikut juga, dan ini adalah
kita tidak beda-bedakan karena mereka mengundang dan mereka tau kita, apa segala macem, kita dateng.

Putri: Trus maksudnya dari Astranya sendiri semuanya yah secara keseluruhan itu welcome dengan media, maksudnya berelasi dengan media, atau cuma bagian corporate communication aja atau gimana?

Yulian: Oh, kalau untuk kita disini, kan karena specialist, Corporate Communication ya, kita. Bukan dengan karyawan lain, kalau karyawan lain, kita kasi guidance komunikasi kalau pas ditanya wartawan begini-begini, apa yang boleh, apa yang ga boleh,

Putri: Oh iya ya ya.. Trus maksudnya ada hambatan ga sih, pernah ga sih ada ada salah komunikasi atau misalnya missed communication yg kayak gitu2, ada pernah terjadi ga sih?

Yulian: Oh, ada, kan semua itu kan ga bisa ya dengan 100% in ada ya, karena kan manusia ga sempurna, pernah kejadian di 1 media, nah karena saking udah deket kita bilang, tapi kan temen-temen itu wartawan itu idealisnya tinggi, udah melaporkan seluruh laporan keuangan Astra, nah laporan keuangannya itu, “udah do, gw ga gini nih, ga enak, mencatat2 di telfon, luw email aja”, nah, kita minta dari keuangan, dia kasih emailnya, ternyata di file nya itu ada sheet 1, sheet 2, sheet 3.

Putri: Ooh..

Yulian: Nah, sheet 2 dan sheet 3 itu adalah file lama, yang masih data mentah,

Putri: Oh iya iya..
Yulian: Yang finalnya sheet 1, saya ga periksa, saya email, nah dia, yang dilihat, sheet 2, sheet 3, nah kita karena ga tau, besoknya keluar beritanya negative sekali,

Putri: Ohh..gitu yah..

Yulian: Jadi berdasarkan data itu, ga sesuai dengna data yang sebenarnya, weh lu kan kirim itu, lhoh mana? Itu ka nada sheet 1, sheet 2, sheet 3, saya ambil dari sana,

Putri: Kacau deh..

Yulian: Oh my God saya bilang, kalau itu, luw uda…mohon gw bikin surat ralat, luw jangan edit yah, saya minta, sampe karena kita udah hubungan ini, saya bikin, atas nama saya, atas nama GM Corporate Communication meralat ini ni ni ni, ya diralat, dan dikasi utuh.

Putri: Oh..

Yulian: Supaya penjelasannya tidak kemana-mana, gitu..

Putri: Oh itu..Oh, maksudnya tapi kan maksudnya hubungannya kan udah baik tapi kok maksudnya dia…oh mungkin karena dia merasa itu kan dari Bapak sendiri, gitu kan?

Yulian: Iya, disitu kan ada sheet 1,2,3,

Putri: Oh iya ya ya ya,

Yulian: Nah dia pun sebenarnya, wah sheet 1 kan itu yang bagus2, you kayknya kesini, dan dia tetep idealis,
Putri: Oh

Yulian: Diambil yang ga bagusnya,

Putri: Oh gitu

Yulian: Tapi saya bilang itu data belum final, ada beberapa data kosong kan sehingga dapetnya negative, saya bilang, turunnya ga tau, apa.kenaikannya ga terlalu banyak,

Putri: Oh iya ya ya ya

Yulian: Nah akhirnya dia mengakui, kita sama2 mengakui, ga re-check, apa yang kita maw kirim, nah dia ambil yang itu dan dia punya idealismnya keluar kan.

Putri: Oh ho ho ya ya, emank wartawan udah begitu lah, gitu kan yah,

Yulian: Iya betul

Putri: Maw gimana juga kayak gitu sih emank, maksudnya jadi keterbukaannya kan dari Astra dan media sama2 saling terbuka gitu kan?

Yulian: Oh iya2,

Putri: Jadi maksudnya ketika media ada yang kurang sreg gitu sama Astra, dia akan ngomong gitu kan?

Yulian: Betul

Putri: Trus maksudnya ada media2 yang nakal ga sih, maksudnya, minta2, minta inilah, minta itu, byk maunya gitu?
Yulian: Kita namanya di awal2, itu disebut wartawan bodrex yah, yang saya pun punya pengalaman, sewaktu jadi wartawan pun itu disalah gunakan kartu nama, karena kita baru jadi wartawan jadi ga tau pas reporting tu kita salah kasih, kita kira itu temen2 wartawan semua, rupanay itu wartawan bodrex, kartu nama itulah digunakan, minta2 duit ke orang2,

Putri: Oh..

Yulian: Nah pernah kejadian saya itu makanya saya concern sekali wah gila juga, ternyata di media itu, itu banyak sekali jumlahnya, dan itu belum dtpt dibereskan itu, membereskannya itu juga harus di..ada upaya extra yah, karena apa? Itu pernah kejadian di salah satu perusahaan go public, mereka datang 200an orang, untuk minta duit tok,

Putri: Oh gitu?

Yulian: Nah, grup Astra pernah sekali habis itu kita coba handle, saya bilang.. ini..dengan baik yah dengan sopan dengan tegas, sekali itu habis itu dia ga dateng lagi, udah dari grup Astra dia udah tau, grup Astra nih ada nih Yulian yang berkumis, yang ga bakal dapet katanya, gitu..

Putri: Oh, trus maksudnya tapi dari yang2 maksudnya yang2 legal2 begitu tapi mereka ga pernah macem2?

Yulian: Oh enggak, kalau yang legal makanya setiap ada kunjungan atau wartawan datang, kita ada SOP nya,

Putri: Oh, oke, ada SOP untuk…
Yulian: Jadi ada guidance nya, jadi tanyakan identitas apa segala macam, udah ada baru kita terima, tapi kalau ga jelas ya dengan sopan ya sorry, ga bisa terima, gt.

Putri: Oh, oke..maksudnya ada hal-hal yang maksudnya agak-agak sensitif ga buat media ya, maksudnya kayak mgkn perlakuan yg seperti apa yg harus dilakukan..trus itu kan ya personal kan maksudnya..

Yulian: Yah, gini..kalau itu ya kita ada beberapa hal yang harus kita hindari sama dia, kita tuh tidak biasa melakukan…ehm..kalau ada sesuatu kita membandingkan, banding-bandingkan competitor, kita ga mau, jelek-jelekan competitor, jangan di depan wartawan, kita diadu-ada nanti,

Putri: Oh ho, di adu domba,

Yulian: Enggak, enggak, ga bagus kita dari sisi culturenya Astra ga ada, ga, ga, ga akan kita gunakan, trus kalau ada kondisi-kondisi, yang tidak enak, tidak apa, ehm..dia ngotot minta wawancara apa, siapa, gimana kita menyadarkan tapi dia ga tersinggung gitu kan, waktu mepet, sisi narasumber, ini sekali ya, harus ini, harus dengan cara enak, sopan santun, yang penting etika berkomunikasi kita perhatikan,

Putri: Oh, jadi kalau tiba-tiba wartawan mau minta wawancara pun tetep harus melalui prosedur2 semuanya ya,

Yulian: Gini, kita tidak menyatakan untuk prosedunya apa, kalau itu wawancaranya terlalu umum atau apa, saya bisa handle langsung, tapi minta kayak, wawancara dengan presdir, topiknya ini ini ini, ya, itu untuk sop kita sebelum you ini, you email dulu pertanyaannya tentang apa, ehm..kalau seandainya pertanyaannya terhadap satu bisnis aja, tidak perlu ceo yah, kita kasih direksi yang lain, yang tidak ceo,
Putri: Oh iya ya ya, bener-bener..

Yulian: Jadi, tapi itu bukan berarti untuk menghalang-halangi untuk hal wawancara, bukan..

Putri: Jadi, enggak, maksudnya dari untuk menanggapi si karakter personal, maksudnya karakter pribadi media, misalnya dari kompas kan orangnya ini ini misalnya gitu kan, orangnya ini ini ini, oh orang ini orangnya kalau ngomong ceplas ceplos gapapa, kalau misalnya sama orang sinar harapan ngomongnya harus yang baik-baik, karena orangnya suka disanjung atau kayak gimana, itu kan jadi untuk berelasi dengan mereka kan

Yulian: Betul..

Putri: Karakter pribadi mereka kan lain-lain yah cara menghadapinya atau sama semua di equal?

Yulian: Oh, beda, kalau kita kan..makanya kalau kita ngelihat, berkomunikasi sama orang itu, kita perhatikan 5 menit sampe 15 menit pertama, nah, itu kadangkala itu yang diomongin mungkin yang baik2, kalau dia orangnya agak urakan pasti udah ngo..udah keluar duluan, tapi kalau orang nyimpen, nah kita perhatikan lagi 15 menit kedua, ada ga gini, nah dari itu kita baru mainkan star komunikasi apa yang kita lakukan,

Putri: Oh iya ya ya ya..

Yulian: Jadi ga nyama ratain, jadi kalau pas, wah ini misalnya dulu ada wartawan yang pake ngancam2,

Putri: Ooh…
Yulian: Ada, yang ngancam-ngancam, pas ini..rupanya ga bener sebenernya ini, masih kita ladenin dengan baik, dengan pas ancaman sekali dua kali tiga kali, mas, sorry, sampeyan punya omongan tadi tuh ga bener, saya terpaksa tegas, kalau sampeyan ini, ini kan kita udah rekam semua kan, nah mana yang bener mana yang enggak, yah nanti kita bisa...oh, sorry sorry sorry minta maaf, jadi sekali-sekali kalau dia pengen ngetes itu ga perlu di tes, ga perlu ini kita udah tau semua, karna kalau dia macem-macem, kita bisa ada langkah, kan kita ada hubungan media yg kita klasifikasi, wartawan-wartawan di lapangan, yang di tengah, atau diatasnya, nah kita punya komunikasi semua, jadi kalau dia macem-macem, kalau macem-macem yah, kayak kalau kita report ke boss nya, ya pasti malu dia, jadi selalu kita jaga tapi selalu mengutamakan ehm. etika, dengan sopan, yang apa segala macam, sebagai manusia kita harus melakukan seperti itu,

Putri: Trus kalau misalnya kan isu negative..ooh, tapi maksudnya tadi udah dijelasin sih ya, maksudnya kalau ada isu negative akan ada konfirmasi dari media.

Yulian: Betul

Putri: Kan karena relasinya udah baik itu

Yulian: Iya..hmm..

Putri: Tapi ga pernah ada masalah dengan itu yah? Maksudnya isu negative tau2 keluar, karena hubungannya kurang baik apa gimana?

Yulian: Ehm, akhirnya, yang bener itu waktu akan buktikan..

Putri: Oh iya ya ya..
Yulian: Maaf ngomong, saya kasih satu kasus, itu, disini, boleh disebutkan medianya atau ga?

Putri: Terserah..terserah..itu keterbukaan..

Yulian: Oh ya, terserah, gini..gini..akhirnya kita terbuka juga..anak perusahaan Astra..Astra honda motor, itu lagi di pengadilan, berkasus dengan ahli waris yang menyatakan, ahli waris itu punya tanah yang dipake oleh Astra Honda motor sekarang, nah mereka, ahli waris ini menggunakan penguat pendukung itu adalah..bukan seritifikat..girik tanah, yang udah dinyatakan palsu tahun 83 oleh mahkamah agung, tapi yang namanya orang maw usaha coba juga, nah, kita beli tanah tahun 93 yang untuk pabrik itu, itu sertifikat, nah putri coba bandingkan sertifikat sama girik, mana yang tinggi?

Putri: Sertifikat

Yulian: Nah, sertifikat kan? Yah, kita kekeh dengan kita punya ehm..punya kekuatan, eh taw2 maaf ngomong, ternyata Indonesia ini masih ada juga satu dua itu gerombolan masyarakat mana yang mensupport itu kan sampai ke pengadilan, pengadilan pun hakimnya diancam supaya mutuskan dia yang menang..

Putri: Ooh..

Yulian: Nah, kita..kita kan good corporate government yah, tidak mau neko2, dinyatakan perang, eh, dia mau eksekusi, undang wartawan segala macam, dari sisi sana kita lihat, kebetulan kita juga punya temen-temen, yah, ternyata yang ga bener tuh dilakukan. Ada sebuah televisi, datang dengan mobile satelitenya, woh begitu parahnya mungkin berita. Saya lihat itu ga ada orang demo apa segala macem, kok ada, akhirnya ada sekali dia bikin
berita, 2 kali ga balance, saya telfon sekali 2 kali, yang ketiga telfon pemimpin redaksinya,

Ya, karena permasalahan itu tidak balance, di cover oleh salah satu media televisi, saya akhirnya telefon, si pemimpin redaksinya, untuk ketemu, dan akhirnya kita ketemu. Nah setelah berbicara, dia care, bahwasannya kita ini selalu benar dalam pemberitaan dan dia percaya akhirnya mereka memberhentikan ehm..kontributornya itu, bukan karyawan yah, kontributornya itu.

Putri: Itu reporter ya pak, maksudnya..

Yulian: Kontributor itu adalah orang yang memberikan kontribusi berita, kepada media itu, tapi dia bukan karyawan itu, jadi itu di media ka nada itu karyawan tetap ehm..karyawan perwakilan dari suatu daerah, ini perwakilan untuk Jakarta timur dia, tapi dia kesejahteraannya ato gaji itu berdasarkan jumlah berita yang masuk, nah itu contributor, dia ga dapat bulanan itu. Nah, akhirnya setelah dia tau, dan konfirmasi bener kayak gitu, diberhentikan tuh anak.

Putri: Oh, berarti dia supaya dapet berita, dia sengaja bikin berita itu donk, ya kan?

Yulian: Ah, itu kan dia sendiri lah, kita ga bisa mengartikan kayak gitu, mungkin ya cara dia kayak gitu, yang penting kita ngeliat, mereka atau si dia ini memberitakannya tidak balance di media telewise itu. Nah, kita di ehm..corporate communication kan pengenn itu berita balance, nah, emang setelah itu mereka kirim, si televisi kirim orang untuk di shoot ehm..versi, astra Honda motor yah kita mengucapkan terimakasih dia telah melaksanakan hak jawabnya kita.
Putri: Nah trus apa kegiatan pribadinya bapak, yang sudah dijelaskan itu kan secara tim, maksudnya tim media relations, nah trus habis itu, yang Bapak pribadi sendiri gitu, maksudnya kontek2 misalnya ke pemred, nah itu2, bisa dijelaskan pak?

Yulian: Pribadi maksudnya selain kantor atau masih kantor? Masih kantor?

Putri: Iya..Maksudnya yang ada selain formal, kalau formal kan seperti workshop, tapi kalo sekedar informal say hello kan misalkan hape aktif terus 24 jam, maksud saya yang beda dari bu maya, jadi yang bapak pribadi kontek dengan pihak media gimana gitu pak

Yulian: Yah, di corporate communication kita kan networking, ehm..kekuatan kita kan networking, networking itu intangible asset itu, jadi dalam..itu ga bisa dihitung, once kita ada satu case, ada masalah kita tidak ada ehm..akses informasi atau akses komunikasi ke suatu tempat yang bikin permasalahan atau apa, orang yang melebihi, ehm..bisa dianggap sebagai terpandang oleh yang bikin case nah itu akan gawat, tapi kalau kita punya dan itu selalu di extend, diperbanyak diperbanyak itu butuh sekali, banyak sekali contohnya, misalnya seperti tadi di media, kan saya langsung karena udah ehm..sekiian lama berkomunikasi dengan beberapa media, tapi ada juga satu dua misalnya di daerah apa segala macam, kita menggunakan komunikasi ya itu yah pribadi kalau dibilang, tapi itu juga ada urusan kantornya, kita berkomunikasi sama satu orang tapi orang ini punya akses kemana-mana, itu juga jalur komunikasi, jalur PR, jadi jangan dianggap kita ini udah segalanya.

Nah, saya sering juga meminta bantuan kepada pihak2, termasuk juga LSM, nih menurut you gimana nih, bisa ga nih kita ditemukan dengan orang yang sebelumnya mempersepsi negative terhadap kita, setelah kita ketemu, yang penting ketemu, yang negative itu akan hilang. Ehm..seperti contoh, ada case itu kasusnya itu di tahun 2004 kalau ga salah itu, itu anak
perusahaan, saya sebut aja itu pemberian kredit untuk sepeda motor, itu orang kalu udah beli sepeda motor pakai kredit tu udah, yang penting kan cicilan, harga motor misalnya 13 juta, nah dia bayar dengan DP segala macern, 1 juta misalnya kan, nah, cicilannya sekian per 3 tahun ato 2 tahun, nah kebetulan di daerah bima atau mataram waktu itu, ada satu gerakan, itu orang LSM, tapi orang LSM ini dia tamatan S2 katanya, tapi otak boleh pinter tapi hati ga bener. Nah, ternyata dia menjadi pemimpin suatu kelompok yah, yang kami nilai itu mafia lah, mafia tuh begini, setiap pembeli sepeda motor, dia ikutin itu, udah ada tau alamat rumahnya, udah, dia biarkan main dengan motornya satu minggu, nah setelah itu dia dateng, ujuk-ujuk dia bilang, pak, saya beli you punya motor udah kenalan segala macem, saya beli yah 2 juta yah, atau 2,5juta, ya orangnya kan seneng, dia Cuma bayarnya ke perusahaan kita yang pembiayanya Cuma 1 juta kan, kan untung dia, urusan BPKB, angsuran, FIF apa segala macam, udah bapak tenang aja, kami yang beresin, yah dia kasih dia dapat mau minjamn motor seminggu dan apa..duit lebih satu setengah juta, itu kan,nah, biasanya orang2 sana itu karena kekurangan pendidikan, yah, menganggap STNK atau BKPB atau apa sama aja, padahal itu kan, untuk STNK kan dikasih, udahsatu itu aja, padahal kan ada satu BPKB lagi yang ditahan itu kan. Nah, itu motor yang dikumpulkan, sampai 1500 motor.

Putri: Hah? Banyak amat?

Yulian:Itu dia beli 2,5 juta, itu nanti dikumpulin 5 sampai 10 unit, nanti dibawa ke kampung lain yang cukup jauh, itu dijual sekitar 5juta, motor bodong ya itu, tapi ya ehm..bodongnya gini, tidak ada BPKB, ada STNK, nah orang2 sanakan ga ngerti, BPKB sama STNK itu uda..yang penting suratnya itu ini, itu kan, udah, udah 1500 hilang, klien dari FIF ini, baru temen FIF cerita ke kita, wah ini udah melibatkan puluhan miliar, nah, kita coba audit permasalahannya ya, kita lihat ini bagaimana, ini bagaimana bagaimana, kita tanya, hubungan you sama customer gimana,
hubungan you sama DPR gimana, ehm..DPRD, hubungan kepolisian, hubungan sama tokoh masyarakat, sama media kita audit, ternyata teman kepala cabang tuh ga punya yah hubungan yang bagus, bahkan itu koran lokal tuh justru dibalikin, kita yang dihajar terus, FIF ini kepala cabangnya dihajar terus, kenapa? Misalnya gini, si perusahaan kredit ini kan dia punya ehm..debt collector, kan dicari tuh, yang ga bayar itu kan, kan udah lewat sebulan kan ga bayar dia, dicari2, ketemu motornya, diambil kan, nah orang yang membeli ini kan ga tau nih motor curian, motor rampok, pas diambil dia merenta2, ga ga, nah dia ngadu akhirnya nah orang ini diikutin oleh media, media ini oleh mafia ini udah di..udah kerjasama juga..

Putri: Oh..

Yulian: Setiap pemberitaan itu kan diajak ke polisi, akhirnya dimenangkan mafia eh..si orang ini, yang dibantu oleh mafia, si customer yang pembeli baru yang ga tau menau, bikin berita gede2, FIF rampas motor rakyat, diajak ke DPRD, orang DPRD hajar dia juga ternyata tuh udah, mafianya udah bermain juga semua, ini permasalahan gede, nah akhirnya kita ngomong sama teman securities sekalian rapat disini, nah rapat ga tuntas, hari jumat juga kebetulan waktu itu, jumat sore kita lanjutkan di..hotel, nah kita coba audit satu-satu itu, DPRDnya siapa kita DPRD disana, oh orang ini, kita coba juga kontak akses ke temen, nah ini networking yang saya bilang waktu itu, bisa ga hari sabtu besok, atau minggu ketemu, ketua DPRD, Koran tim redaksi yang memberitakan itu, ehm..ke kepolisian, ehm..kapolres atau Bareskrim apa segala macam..

Putri: Hmm..

Yulian: Hanya dalam waktu 2 hari sabtu minggu, kita terbang kesana, kita beresin, ketemunya di berbagai tempat, kita certain apa yang sesungguhnya, kaget semua, nah, kita bersyukur, polisi ini juga orangnya baru, orangnya bersih,
akhirnya kita dimenangin, yang benar gitu kan, nah, ini, handling ini, handling crises, sekaligus kasusnya kita handle, tapi pemberitaan juga kita handle, gitu. Nah, inilah gunanya semacam ehm..networking yang cukup luas sehingga kita tuh memberikan, terasa memberikan kontribusi kepada company, gitu loh,

Putri:  Trus misalnya kalo misalnya ehm..kan bikin event2 itu kan banyak, kayak buka puasa gitu2 kan, pernah ada hambatan ga sih pak?

Yulian: Yah, hambatan sih pasti ada aja, cuman yah tiap tahun itu, tiap event itu kita selalu ada evaluasi, evaluasi action, evaluasi action, gimana nih kekurangan, kita selalu, kan kita selalu pakai filosofinya astra, point yang terakhir itu kita selalu berusaha mencapai yang terbaik, dengan evaluasi, nah kita bekerja dengan PDCA, tau kan Plan Do Check Action, planning kita gimana, do nya gimana, checknya kalau menyimpang, corrective actionnya gimana gitu kan.

Putri:  Trus yang tadi yang, Astra Honda Motor itu jadi udah ya Pak, itu ceritanya..

Yulian: Yah, itu jadi kita ujung2nya dikasih kesempatan hak jawab, akhirnya balance kan, kalau tidak ada hubungan komunikasi yang benar, akses yang bagus ke pemimpin redaksi kemana, itu kita dihajar terus. Nah, sewaktu itu kita datangi media2 yang tidak balance pemberitaannya, yah, media ini ga balance, kita ketemu sama pemimpin redaksinya, oh dia tau, akhirnya berbalik, yang bener tuh bener gitu kan.

Putri:  Oh trus maksudnya itu kan dari semua media itu kan, kita kan hubungannya udah baik lah udah lama gitu kan, tapi idealis mereka tetap ada gitu kan, maksudnya mereka tetap ketika ada, maksudnya mereka tetap idealis kan.
Yulian: Oh kalau idealis banyak temen kita, yang kita pertahankan adalah hubungan dengan rekan2 yang idealis itu, kita inginnya berhubungan jangka panjang dengan itu, sama dengan ehm.. wartawan asing yah, dia mengutamakan berita bukan orang, ato gimana, Putri melihatnya yang idealis yang gimana?

Putri: Ya ya, maksudnya jadi, ow pokoknya asalkan ada berita menarik mau u temen gue kek, mau bukan kek, pokoknya beritanya mau dimasukin semuanya bagus jelek, kan ada yang kayak gitu kan? Tapi selama ini sih ga ada yang sampai mencelakakan kan?

Yulian: Yang paling menarik itu yang waktu krisis tahun 98 sebenernya, itu ehm.. kita sama direktur keuangan, meng-campaign ya itu karena kita perusahaan public, kita melakukan activity yang selalu mengedepankan transparent.

Putri: Oh, trus yang kemaren bapak bilang itu ada SOP media yah Pak, maksudnya kalau mereka mau ada interview, mau ada wawancara dengan Presdir, harus ada prosedur2 kayak..

Yulian: Yah, jadi komunikasi atau SOPnya yah, nah bahkan sekarang di Indonesia ini baik itu Persatuan Wartawan Indonesia atau AJI, dewan pers udah mewajibkan uji kompetensi, kita di Astra walaupun majalah Astra tidak di..tidak terlalu.. Omay sama Mula ikut kemaren, itu mengurangi wartawan yang tidak bener, jadi itu ada kompetensinya wartawan muda, wartawan madya, wartawan utama, kalau mereka tidak memenuhi itu, dia ga dapat ini, kartunya, jadi kita bisa menolak wawancara karena orang2 yang ga bener2, wartawan yang ga bener, itu kan udah makin bagus sekarang.

Putri: Oh iya, jadi makin ini yah ga ada wartawan yang bodrex2..

Yulian: Yah itu maksudnya..
Putri: Oh iya ya, yang dimaksud untuk menghindari wartawan2 bodrex. Trus habis itu yang udah dilakukan sama astra ini untuk media relations sejauh ini, maksudnya sampai sejauh mana gitu, Pak., maksudnya sampai ke personal ga?

Yulian: Oh iya,

Putri: Sampai tanyain oh istrinya melahirkan atau apa, sampai kayak gitu ya, Pak?

Yulian: Kita hubungannya sebagai kita usahakan seperti temen, sama dengan menjual produk, sama dengan customer kita, temen2 wartawan nih customer kita akhirnya jadi stakeholders kita, yang selalu kita.. kalau dia sakit, kita terasa sakit, kalau kita sakit, dia merasakan juga, udah seperti temen, nah minimal say hello gw doain blab la bla.. nah, kalau dia gembira, dia ada ulang tahun, dia ada anaknya kawin, itu sakit dan senang, kalau sudah dianggap sebagai temen akan saling merasakan, hubungan yang kayak gitu lah yang kita inginkan, selain profesionalisme itu, dia harus professional.

Putri: Iya ya bener.. trus apa namanya, planning cycle itu tiap akhir tahun kan?

Yulian: Iya.

Putri: PDCA seminggu sekali?

Yulian: Iya, tapi tiap hari juga harus dilakukan PDCA itu maksudnya apa yang kita PDCA ni gimana ni gimana ni gimana kan tiap hari ceknya kan harus ada terus tiap hari, udah melaksanakan ini kan ni gimana ni gimana kan tidak harus menunggu satu minggu kalau PDCA itu, setiap ada kegiatan sekarang, kita rapat, nah kita lihat tuh, planningnya cocok ga dengan yang
dilakukan, supaya ga nyimpang jauh, kayak acara2 yang untuk apa, untuk kan yang agak2 yang santai2 kan, maksudnya kalau workshop kan agak agak…kayak press conference..

Nah kemaren ini nih, kita melakukan..nah putri ga ikut sih ya, kita ehm..camping di gunung..

Putri: Oh iya? Kemaren? Desember?

Yulian: Desember tanggal 22-23, 22 siang kita ke sarongge, itu gunung..ehm..apa namanya..gunung pangrango, gunung gede pangrango, kita partner sama green grup, kita nanem pohon seribu pohon, kita berdiskusi sama wartawan lingkungan, sambil santai2 malam2, mau ngobrol nyanyi2, tapi masuk itu, masuk diskusi gimana sih dunia ini sekarang,

Putri: Oh iya, maksudnya kan kayak gitu kan jadi asik banget yah, maksudnya kegiatannya jadi kayak santai gitu kan, itu kayak gitu di planning juga itu yang kayak gitu2?

Yulian: Oh iya iya..

Putri: Oh, itu memang dalam rencana, itu kegiatannya memang direncanain supaya ada kegiatannya seperti ini,

Yulian: Iya jadi sama wartawan tu nanti itdak hanya untuk ini..apa..tidak..berhubungan secara formal dan informal, seperti kita ke hutan sama2 pagi2, trus nanam pohon, kita nanam pohon waktu itu seribu pohon waktu itu kan, nah itu sambil kita cerita, nah kita juga nanya ke temen2, gimana ini perkembangan ini segala macam..

Putri: Semua ini kan..semua tertarik untuk ikut ke semua kegiatan2 kayak gitu kan?
Yulian: Hmm..

Putri: Ada ehm..tujuan kegiatannya apa sih, Pak?

Yulian: Yah, sambil menanam green..itu dalam CSR kita udah ada ditambah ini..ehm..satu lagi apa..ehm..memperluas akses maupun networking gitu kan..

Putri: Udah sih, aku Cuma mau nambahin itu doank, Trus habis itu yang..ehm..Cuma yang itu sih..kegiatan pribadi Bapak kan, yang maksudnya yang agak..yang lain sama Bu Maya,

Yulian: Ehm..pribadi yang lain..ehm..saya juga di komplek, bukan apa2, yang ketua RT RW, kita diskusi dan ngobrol bagaimana pencitraan yang bener, bagaimana kita bermanfaat, nilai2 dari perusahaan kita juga ini..yah.

Putri: Bapak dulu sekolah di IPB jurusan apa, Pak?

Yulian: Teknologi Industri Pertanian,

Putri: Teknologi Industri Pertanian, lari2nya ke wartawan..

Yulian: Itu angkatan pertama,

Putri: Oh, angkatan pertama..

Yulian: Hmm.. kayak TI ITB, ini TI IPB, angkatan pertama..

Putri: Oh, iya ya..

Yulian: Jadi TI yang berbasis pertanian,
Putri: Oh, pertanian..

Yulian: Cuman waktu saya ngelamar, itu..dulu ka nada kartu kuning dari Depnaker, kita minta, waduh jurusan ini belum masuk nih, katanya..

Putri: Iya, karena itu angkatan pertama jadi akreditasi apa segala macam, belum ini kan.

Yulian: Tapi kalau buat saya, perguruan tinggi itu tempat untuk memantapkan pola pikir yang bener, mau kemana pun asal mau belajar, wartawan pun saya milihnya ekonomi bidangnya kan, itu wartawan pasar modal, jadi pertama kali media yang ngangkat pasar modal ya Bisnis Indonesia, dan itu, maaf ngomong, ide saya sendiri buka kolom pasar modal, dan lalu disambut oleh tim redaksi, padahal saya background ekonomi ga ada, oh, tapi belajar sehari-hari, ini apa, ini apa, oh kalau begitu koran2 ini harus ada pasar modal, iyah, sehingga itulah, tahun 86 start pertama kali tuh kita bikin rubric pasar modal.

Putri: Oh iya..

Yulian: Habis itu, 4 tahun saya pindah ke securities house yah, ke Nomura, nah Nomura itu terbesar di perusahaan Jepang, terbesar di bidang saham, saya belajar banyak, cuman habis itu kan saya diminta lagi oleh Bisnis supaya balik, balik karena ini perlu pengembangan, saya balik lagi..gitu..habis dari sana, ada macam2, ada sekarang dia minta Sindo itu mandu talkshow untuk pasar modal, setiap dari hari kamis, karena acaranya makin lama makin bagus, pindah ke hari senin, rabu, selasa, senin. Nah itu jadi ditunggu2 orang pasar modal, talkshow pasar modal sama perbankan. Habis itu..di ini..di televisi RCTI kalau pernah lihat, itu tahun 90, eh, 91-92, 2 tahun Cuma habis itu saya ehm..programnya 2 tahun. Jaadi analisa saham versi wartawan.
Putri: Oh..

Yulian: Hmm..ngomong satu menit, memastikan informasi yang paling update tentang saham, ya itu memang, di RCTI waktu itu.

Putri: Baru lahir aku, hehe, baru lahir tahun 90..ehm..iya, nanti yang dari interpretasinya kan yang maunya kan yang terlihat kan peran dari si media relations kan, ini fungsinya apa, kenapa ini dilakukan untuk apa gitu2, supaya nanti menonjolkan perannya itu, fungsinya itu akan kelihatan sekali kan, kayak gitu sih, jadi, bapak sih udah cerita banyak nih, Pak..

Yulian: Nah, tahun 2012 ini, kita mengadakan acaranya sangat ini..kan ulang tahun 55 tahun astra, jadi banyak sekali activitiesnya, campaign medianya juga banyak ini, PR nya juga banyak, advertising juga banyak, jadi..makanya kita lebih ini..

Putri: Udah nih, Pak..saya juga mau tanya apa sampai bingung nih..oh, ini nih, yang bapak ada bilang ini..apa..enam..enam..grup astra yang go public yah, trus habis itu selain yang go public apa yang issued bone..?

Yulian: Issuer bond, issuer bond itu penerbit obligasi, bond itu kan obligasi, issuer tu penerbit, jadi surat utang.

Putri: Ow..iya ya..

Yulian: Jadi issuer, issuer bond, itu surat utang, itu, yang ngeluarkannya itu di astra grup ada acc, ada fif..

Putri: Hmm..iya ya..ada trac..trus dulu pernah ada Palyja..Palyja tuh udah ga ada ya, udah ga jadi grup Astra ya, Pak? Masih?
Yulian: Sekarang maksudnya obligasinya udah lunas, utangnya..

Putri: Oh..

Yulian: Itu kan obligasi kan ada tahun2nya..

Putri: Trus apalagi yah, udah sih..nti udah-udah tau2 nanti..hehe..

Yulian: Iya, dilihat dulu aja,

Putri: Kayak kegiatan itu kan ada yang rutin ada yang nonrutin, kayak wawancara sama Presdir itu kan ga rutin kan, Pak?

Yulian: Kita harus selektif, dan punya program, ada kayaknya kit harus muncul nih, sekali satu bulan atau sekali dua bulan, karena apa, orang pingin tau perkembangan astra, ya kan? Karena perusahaan public kan? Jangan dibilang rutin itu, diprogramkan,

Putri: Oh, jadi dia waktunya itu maksudnya ga..ga yang sebulan sekali..ato gimana..tergantung kalau misalnya ada ini aja?

Yulian: Waktunya maksimum paling lama dua kali sebulan, eh, dua bulan sekali, tapi kita lihat casenya, kalau terakhir sekarang ini, masalah moknas, SMK itu, tadi kita rapat, nah besok udah ada yang ngomong, lusa ada yang ngomong, gitu..harus cepat.

Putri: Ehm..udah sih, Pak..udah..

Yulian: Ayo di cek lagi,

Putri: Pak kalo misalnya media2 gitu, Cuma pengen ngobrol2 gitu sama Bapak, Bapak ladenin donk Pak?
Yulian: Oh iya, justru saya yang minta. Ada yang saya minta, ada yang dia minta..

Putri: Cuma ngobrol2 gitu doank pak? Ga ada isinya gitu pak?

Yulian: Oh, enggak, justru kita mengorek2 informasi dari dia, jadi wartawan itu, jangan dianggap dia ga punya apa2, dia punya intangible asset juga, dia banyak info..

Putri: Iya bener bener..

Yulian: Saya pilih pemred2 yang bisa ngasih2 info untuk background kita..

Putri: Oh jadi maksudnya, obrolannya kan ga direncanain kan, gitu maksudnya tiba2 ketemu, misalnya, pernah ga sih Pak, kayak ketemu gitu di mal.

Yulian: Oh ada, sebagai manusai kita say hello kita ini..tapi saya rencanain, sama pemred 2x sebulan, untuk update ini ini ini sama..yang udah lama ga ketemu ini..nah, update informasi..

Putri: Trus dia orang itu ada prosedur ga sih, Pak..kayak misalnya, oh nih, kalau mau ketemu sama pemred harus ini..sama ayak dia orang kalau mau ketemu kita punya presdir gitu pak..

Yulian: Enggak, justru kita menganggap, mencari, supaya meningkatkan hubungannya sebagai temen, bos, minggu depan ini ini, saya udah bikin rencana sama rina, nah ini ini ini, misalkan, bulan depan itu si ini, kita sambil jalan dimobil..ini..gimana kabarnya ayo donk udah lama ini ni..akhirnya ngomong, kayak temen aja, cerita sambil ngopi, sambil makan siank atau makan malam.

Putri: Kebanyakan face to face gitu kan, kalau by phone biasanya ga lama kan?
Yulian: Ada..yah, kalau menarik yah, cukup lama ngomong, tapi kalau enggak yah, jadi anggap mereka itu sebagai temen, mereka juga butuh informasi, kita juga butuh informasi, saling membutuhkan, nah kalau levelnya udah kayak gitu udah kayak temen, professional, wah, selama2nya.

Putri: Eh itu gimana sih pak, maksudnya keep mutualnya itu supaya mereka itu berfikir kita juga butuh mereka nih, kalau kita kan jelas2 kita butuh mereka karena kita kan perusahaan go public..

Yulian: Ga, media juga, karena saya juga pernah jadi wartawan, dia juga butuh kita, iya, pemred tuh butuh kita.

Putri: Oh, jadi dia ga yang sombong2 gitu jadinya yah..

Yulian: Hmm..wartawan yang kayak gitu, berjalannya waktu, dia koit, itu kan akan terlihat, orang2 diluar akan membicarakan itu gimana sih itu baru diangkat ini ni ni ni..itu sama, diomongin juga..akhirnya..kalau ga muncul yang ga bener itu yaudah..orang juga males, ngapain ini orangnya kayak gini..gitu non.

Putri: Trus…ehm…apa lagi yah, Pak..

Yulian: Apa lagi, non?

Putri: Kayaknya udah ga ada lagi deh, Pak, udah kejawab semua pertanyaannya..hehehe..

Yulian: Oh iya? Ya bagus lah..

Putri: Iya Pak, Bapak soalnya jawabnya jelas, lengkap, jadi pertanyaan saya udah kejawab semua,
Yulian: Yah, palingan nanti kalau ada kurang sesuatu apa, kontek aja saya lagi lah, yah?

Putri: Iya, Pak..makasih banyak yah Pak, untuk waktunya..

Yulian: Iya ya..

Putri: Sorry lhoh Pak, ni saya nyempil2 di waktu Bapak..

Yulian: Ah, ga apa-apaa, ga masalah kok buat saya, putri kan juga customer bagi saya,

Putri: Hehehe

Yulian: Jadi apa yang putri butuhkan, yang putri minta, kita harus..tanggapi dengan baik..

Putri: Oh gitu ya, Pak..hehehe..

Yulian: Ya kan apalagi dulu putri pernah magang disini..jadi ya, kita semua, saya terutama, harus membantu putri yah..begitu..

Putri: Hehehe..makasih banyak yah, Pak..Sorry pak,

Yulian: Oke..jadi awal tahun depan lulusnya? Kapan?

Putri: Ehm…aku harusnya siding itu bulan januari, akhir..kalau misalkan nanti aku ketika wisuda, kalau aku undang Pak Yulian, bisa ga?

Yulian: Dimana? Pestanya dimana?
Putri: Wisuda?

Yulian: Hmm..

Putri: Wisudanya sih harusnya di sekitar kampus yah, ga sampe ke jakarta2 sini sih.

Yulian: Nah, dimana?

Putri: Di cikarang..di Jababeka,

Yulian: Oh, iya, jababeka..

Putri: Mungkin nanti coba di..

Yulian: Kalau pas waktunya ini..

Putri: Kalau pas waktunya ini..tidak berhalangan..

Yulian: Iya..

Putri: Yawdah..gitu aja yah Pak, yah..

Yulian: Oke, non..

Putri: Oke deh, makasih banyak yah, Pak.

Yulian: Lulus harus cepet, semangatnya tinggi terus, yah..

Putri: Iya donk..aku kirain tuh yang bakal sampe brp lembar itu..tapi harusnya sih nanti transkripnya aku akan kasih kesini lagi..
Yulian: Makanya nanti kalau ininya kalau waktunya pas yah

Putri: Yah, ga keberatan, Pak?

Yulian: Monggo, asal waktunya aja yah..

Putri: Yah..

Yulian: Yaitu..

Putri: Okelah kalau begitu.. udah tinggal sama Bu Maya aja, makasih banyak yah, Pak waktunya..

Yulian: Oke yah.. thank you..
Maya = Ibu Maya is the second participant to be interviewed.
Putri = Interviewer

Putri : Jadi gini Bu, kan pertama Ibu memperkenalkan diri dulu, ya kan trus, udah berapa lama jadi bagian di Astra ini, gitu2, trus maksudnya kerjaan2 Ibu disini apa, apalagi maksudnya terutama yang bagian media relations, gitu..

Maya : Hmm..

Putri : Bisa dimulai?

Maya : Oke..emmm..saya Maya harsono, saya public relations di PT Astra International Tbk, saya bergabung di Astra sudah..lebih dari 3 tahun, dan saya sabagai analyst di external relation.

Putri : Di media relations maksudnya kerjaan2nya Ibu apa aja

Maya : Nah, kalo di external relations sendiri itu terbagi dari kita menyebutnya sebagai, ada relations management, itu terdiri dari, media, ada juga kita..emm..government relations, media relations yah tadi, lalu ada community relations, kita ada organizational relations

Putri : Itu di dalam RM? Dalam relation management?

Maya : Iya, jadi maksudnya, ehm..kita menyebutnya sih itu tapi external relations tuh disitu yah..

Putri : Trus maksudnya jadi kalo aku kan mau fokusnya ke media relations
Maya : Oh, fokusnya di media relations, okeh

Putri : Jadi di media relations itu Ibu ngapain aja gitu, misalnya kayak konteks media itu2, maksudnya activity2nya..

Maya : Nah, ini lebih ke media secara keseluruhan atau media relations aja?

Putri : Secara keseluruhan aja

Maya : Secara keseluruhan dulu, kalo secara keseluruhan kan kita ehm..terkait media, kita ada yang namanya media monitoring, yak an, seperti yang kamu juga udah tau disini, media monitoring itu artinya kita memonitor pemberitaan2 di media, karena kita di holding company, maka kita memonitor ehm..apa.. perusahaan2..anak perusahaan..gitu..jadi kita ada namanya media monitoring. Fungsinya, kita Bukan hanya sekedar memonitor berita tapi kita juga menganalisa berita, kita ingin mengetahui bagaimana persepsi diluar mengenai..ehm..apa namanya..mengenai Astra..tras image..bagaimana image Astra..itu juga menjadi feedback bagi kita, lalu kita juga..ehm..mengevaluasi dan juga sebagai fungsinya adalah memantau, sejauh mana kita di..diberitakan dan seperti apa persepsinya..kalo..nah media monitoring itu pun pasti terkait juga dengan media relations. Media relations tentunya tidak aha nada berita kalo kita tidak menjalin hubungan yang baik dengan wartawan, media relations sendiri kita banyak ehm..tahapannya itu..nah ini apa yang kamu ingin tau tentang media relations?

Putri : Ehm..maksudnya jadi activity2nya..jadi gini Bu, kan topic aku tuh tentang ehm..peran dari si media relations dalam pencitraan si Astra. Nah si media relations ini kan fungsinya itu berkomunikasi dengan pihak media, supaya yang dipublikasikan sama media ke public itu kan supaya yang hal2 baik apa segala macem trus ketika ada isu negative ato segala macemnya kan supaya ga spread yang enggak2 gitu yak an? Kalo misalnya ada berita
rumor2 pun mereka akan konfirmasi dulu ke kita, nah maksudnya..ehm..role2 yang seperti itu itu yang..

Maya : Nah, jadi gini, saya memang baru 3 tahun di Astra, tapi saya bersyukur, bahwa Astra International telah membina hubungan baik dengan media sudah sejak lama, hal itu sudah dipupuk sejak dulu yah, sejak dari dulu sudah dipupuk sedemikian rupa, di maintain, dan diperkuat hingga sekarang itu, jadi karena itu sudah menjadi culture bagaimana kita membina..ehm..media, berhubungan dengan media, maka siapapun orangnya walaupun ada pergantian itu tetap rutin dijalankan itu.

Nah, saya juga bersyukur menjadi PR, ini juga menjadi catatan bahwa, menjadi PR di sebuah perusahaan yang menerapkan good corporate governance, yang baik, itu kan GCGnya itu jalan, itu, jadi artinya..ehm..itu akan memudahkan fungsi dan peran kita, jadi kalo misalnya media relations sendiri..ehm..ada beberapa tahapan, ehm..tentunya apa sih sebenarnya fungsi PR itu sendiri itu, fungsi PR kan sebenarnya kita menjembatani management dengan external.

Nah, kalo peran kita sendiri di media, itu gimana, bagaimana kita..ehm..menjembatani media dengan management, artinya kita kalo di..sebagai PR itu kan harus bisa menjadi..ehm..juru bicara, itu yah, juru bicara kita juga bisa menjadi..pokoknya apapun kebutuhan media, itu kan, fungsi kita adalah menghubungkan management dengan media, itu.

Nah media relations..ehm..kita banyak sekali, banyak sekali aktivitas2 terkait media relations, misalnya..ehm..seperti di tahun baru ini, kita memakai momentum ini untuk bersilahturahmi, untuk saling update, kita.ehm..kita kan ada 2 yang..ehm..forum media yang..dekat dengan Astra, misalnya forum wartawan pasar modal, dan forum wartawan industry dan otomotif. Kita berkunjung ke pressroomnya yang berada di kementrian perindustrian dan Bursa efek Indonesia, kita disana
silahturahmi, kita saling update, apa sih berita yang sedang
diperbincangkan saat ini..ehm..kita update juga..ehm..karena ini awal
tahun, mungkin ada pergantian wartawan atau ada rolling2 wartawan itu
tita update disana, gitu, kita juga update database kita, kita juga
mengunjungi mereka yang sekedar mengucapkan selamat tahun baru, kita
membawa kalender, kita yah pokoknya..ehm..sebisa mungkin dalam
media relations adalah huBungannya Bukan hanya pekerjaan, Bukan
hanya ketika memButuhkan, ehm..ini..gakpapa kalo misalnya
medianya..ehm..menghuBungi kita ketika dia memButuhkan kita, gakpapa
karena pekerjaannya adalah ketika Butuh berita baru menghuBungi kita,
gitu, tapi kita sebagai PR ga bisa seperti itu, ketika kita Butuh dia,
tapi..gimana huBungan, adalah huBungan baik, dan kalau bisa
pertemuanan, karena kan diawali dari kita huBungan baik, lalu respect satu
sama lain, lalu ada trust, artinya ada kepercayaan, udah percaya nih satu
sama lain gitu, banyak sekali aktivitas2nya selain itu kita juga
ada..ehm..dibulan ramadhan kita ada Buka puasa bersama media, itu pun
kita Buat..ehm.. klasifikasinya dengan media2 tertentu, dengan dari level
reporter di lapangan, hingga level pemimpin redaksi, dan juga kita
ada..ehm..seperti yang tadi disButukan Bukan hanya..ehm..pekerjaan,
dalam hal pekerjaan, bagaimana kita berhuBungan media dengan suasana
yang se-casual mungkin, makanya kita bikin pertandingan persahabatan,
media dengan group Astra, disitulah..ehm..apa..momen2 yang lebih cair,
jadi kita bisa diskusi, gitu, tidak melulu serius gitu kan.

Lalu kita juga ada gimana peran kita kalo misalnya di PR itu ada dua hal,
dimana mereka..ehm..yang meminta wawancara dengan kita atau kita
yang memberikan informasi Buat mereka, kita kan misalnya mereka kan
wawancara kita..ehm..yah kita berusaha menjembatani, dimana pokoknya
kita kalo ada permintaan wawancara sebisa mungkin, secepat mungkin
kita respon, secepat mungkin kita..ehm..bisa menghadirkan narasumber
Buat mereka, itu harus, gitu kan. Nah, trus gimana juga kita sebagai
PR..ehm..bisa sharing sesuatu yang mereka..ehm..mau memuatnya, gitu
kan jadi ada...ada dua...ada dua hal. Lalu ada juga kita yang disebut media visit, media visit itu di levelnya juga BOD kita diskusi dengan media, berkunjung ke media, dan kita diskusi dengan...ehm...dewan redaksi...sebuah media, itu.

Media visit jadi kita ajak BOD, BOD kita, BOD Astra untuk berkunjung ke media, kita diskusi, silahturahmi dengan dewan redaksi, Bukan hanya tentang Astra, tapi tentang Indonesia, perkembangan berita politik, ekonomi, bisa apapun pembicaraannya. Lalu juga ada kita mengajak PIC PR grup Astra untuk berkunjung ke media, fungsinya apa, fungsinya untuk supaya sharing, sharing dan lebih mengetahui, bagaimana characteristic media bekerja, itu, jadi itu juga akan membantu kita bahwa, oh kalo kita...meme...memenuhi request dari tv seperti ini, kita kalau memenuhi request dari radio seperti ini, kita memenuhi request dari media cetak seperti ini, karna dia deadline jam segini ini ini kita itu tau itu.

Trus kita juga ada yang...ehm...kita maintain Bukan hanya media Jakarta saja, tapi juga media daerah, dan kita lihat, gimana media daerah itu di...ehm...terutama di kota2 besar, jadi kita diskusi bersama, berkumpul bersama, pimpinan media masa di daerah, kita berkumpul misalnya di Surabaya, kita bikin diskusi, forum dialog aja, dialog, ehm...kita berkenalan, Astra, silahturahmi, jadi sifatnya memang seperti itu...itu.

Ada juga one on one meeting, one on one meeting itu sebenernya untuk lebih update, untuk lebih akrab satu sama lain, dan juga kita ada beberapa apresiasi untuk media, contohnya, kita Buat lomba foto, Buat temen2 fotografer, itu, kita juga ada, kalo ada media yang ulang tahun, kita pasti dateng, kita kirimkan Bunga, ucapan, lalu, ehm...kalo ada...pernikahan ato pun ada...kita selalu sempatkan untuk hadir di momen2 seperti itu, itu. Jadi Bukan hanya pekerjaan, itu.
Putri: Trus untuk Ibu sendiri, maksudnya ehm..kegiatan Ibu sendiri tu apa? Maksudnya kayak misalnya kalo Pak Yul meeting2, telfon2, yang begitu2, Bu Maya apakah seperti itu juga?

Maya: Nah, kalo misalnya, ehm..aku itu kan, seperti yang tadi aku bilang, yang itu yah, media relations, governance relations, community relations, organizational relations, yah artinya, ehm..aku dari awal, dari bagaimana kita initinya adalah di external relations itu apa sih, me-maintain relations, memperkuat ehm, hubungan yang sudah ada, dan memperluas lagi networkingnya gitu loh, jadi itu dibangun, yah, dari komunikasi via telfon, kita lalu bertemu dengan orang2nya, gitu kan, dan kita misalnya kita juga membuat event2 gitu loh, event2 juga kan kita Buat, seperti yang tadi2 itu kan, puasa, kita juga ada workshop wartawan. Ya kan? Workshop wartawan kita lakukan untuk wartawan industry dan wartawan Bursa, gitu.

Putri: Trus ehm..menurut Ibu, penting ga, media relations Buat Astra?

Maya: Penting ato tidak? Penting sekali.

Putri: Penting sekali. Kenapa Bu?

Maya: Karena 1, Astra, Bukan kami membanggakan diri tapi kan Astra sebagai perusahaan yang cukup besar, artinya yah Astra juga besar karena di dukung oleh media juga, gitu kan, dan..ehm..maw ga maw kita juga menjadi sorotan media, artinya bener2 adalah media sebagai partner kita yang harus kita maintain.

Putri: Trus maksudnya berhubungan dengan media itu, ehm..secara professional dan tidak professional, personal ato gimana Bu?
Maya: Harus professional yah kita berhubungan dengan media harus professional, artinya apa, kita sama2 kita saling membutuhkan, kita harus saling menghormati, menghargai, dan kuncinya adalah kita mengetahui karakteristik media itu, gitu loh, mengetahui karakteristik media, jadi kita tidak salah dalam berhubungan. Jadi kalo kita tau, oh karakternya seperti ini, selain professional juga apa, personal, karna apa, Bukan hanya professional sebagai profesi, hubungan PR dan wartawan, Bukan hanya itu, tapi juga, saya PR, ya memang pekerjaan saya PR, tapi ya itu tadi kita merangkul menjadi teman, karena kita juga harus mengetahui Bukan, oh si A dari media ini, tapi kita harus mengetahui secara personal, bagaimana karakter si A gitu, apa kesukaan si A dalam menulis, apa yang sering dia tanyakan, itu sampai se-detail itu harus kita tau gitu, jadi Bukan hanya, oh dia dari media ini, media ini kan sukanya begini, enggak, tapi mereka tetap individu gitu, personal.

Putri: Oh iya ya ya, trus maksudnya media yang berelasi dengan Astra itu media2 apa aja? Media cetak, media elektronik?

Maya: Banyak. Media cetak, media elektronik, media elektronik ka nada media online, tv, radio, banyak sekali.

Putri: Semua itu yang ternama aja ato sampai yang..?

Maya: Oh, enggak, jadi gini, kita kalo liat ehm..kita mengklasifikasikan juga, tentunya kan kalo misalnya ini ada ehm..media nasional, apa, kita kan liat juga kan, berapa sih oplahnya, gitu, berapa sih pembacanya, tapi kita semua equal treatment, gitu..selama media itu adalah media yang memang benar2 jelas..

Putri: Resmi gitu kan
Maya : Resmi, jadi kita equal treatment, kita tidak membedakan, medianya kecil, gitu kita jadi ini ini, oh, enggak, karena semua adalah sifatnya memberikan informasi kepada masyarakat.

Putri : Trus ada prioritas ga? Diantara media2?

Maya : Proritas dalam berhubungan dengan media?

Putri : Iya.

Maya : Prioritas sebenarnya itu juga kan ehm..dimana tingkat kebutuhannya juga, gitu kan, kan kita lihat, mana yang, ya tentunya kalo sekian banyak media kita tidak menyusun prioritas sebagai pekerjaan kita, ya sama aja pekerjaan kita juga prioritasnya apa nih, ini ini ini gitu. Media juga kita prioritaskan, mungkin media otomotif, ehm..dia akan lebih..kita memang Bukan hanya otomotif saja, tapi karna cenderung orang menganggapnya itu otomotif, media otomotif dia benar2 Butuh ini, yah kita, support ini dulu, dia karna Butuh data otomotif, tapi kita semua sama hal pemberian informasi, kita semua sama ke semua media.

Putri : Trus..ehm..maksudnya..Ibu sendiri ngerasa hubungan Astra ini dengan media udah baik?

Maya : Ehm..kalo misalkannya kita sebut sudah baik atau belum tentunya penilaian dari media itu sendiri, merasa kita sudah baik belum? Gitu kan, bagaimana mereka merasakan hubungan mereka dengan kita selama ini, Bukan kita yang menilai itu, tapi ehm..hingga saat ini, kita cukup baik, dengan media2 itu, hubungan mereka, karena apa, yah terbukti mereka sangat support sekali dengan kita kalo kita ada kegiatan ato apa, dia selalu support kita.

Putri : Kalian berkomunikasi tuh maksudnya..ehm..email2an, telfon2an, gitu..?
Maya : Oh, kita banyak, semua cara. Telfon, sms, bbm, email, kita ngopi bareng, kita olahraga bareng, kita jalan bareng, apapun segala activity gitu.

Putri : Trus kalo misalnya kayak ketemu diluar kantor gitu, ada komunikasi yang baik juga?

Maya : Iya, kita kan maksudnya pasti kan janjian, kita janjian sore2, ngopi dimana, gitu sambil update, sharing..

Putri : Oh, kalo ga sengaja ketemu?

Maya : Sengaja ga ketemu...

Putri : Bukan maksudnya, ga sengaja ketemu, misalnya lagi jalan2 sama keluarga, trus ketemu, eh, itu orang media..

Maya : Oh iya2, pernah sih, suka ketemu juga kan, namanya juga dunia sempit, Jakarta sempit, mal, yah kita ketemu gitu.

Putri : Oh..iya ya ya..trus dari antara Astra sama media itu ada keterBukaan ga sih satu sama lain?

Maya : Oh, pasti, karna kan memank menganut asas keterBukaan, kita selalu terBuka terhadap segala informasi, pokoknya dalam memberikan informasi kita selalu terBuka, dan kita juga secepat mungkin memberikan informasi yang dIbutuhkan.

Putri : Trus ada hambatan2 ga, dalam berkomunikasi dengan orang2 media?

Maya : Ehm..mungkin Bukan hambatan, tapi lebih kepada tantangan yah, tantangan berhubungan dengan media, nah, tantangan itu apa sih, gitu,
misalnya, tantangannya Bukan berarti kita ehm..Bukan hanya dengan media yah, kita berhubungan dengan siapapun, pasti kita harus mengenal, karakternya, gitu kan, trus udah gitu, makanya kita harus mengetahui, seperti apa sih, gitu loh, mereka itu.

Putri : Trus, ehm..kayak misalnya, kalo misalnya ada kayak orang2 media yang agak2 pendiam ato agak2 tertutup gitu ada ga sih? Maksudnya jadi kita kan, maksudnya sebagai PR jadi lebih sulit yah mau mendekati apa mau untuk tau..

Maya : Nah itulah, kalo sebagai PR tuh intinya kita harus bisa jadi Bunglon, Bunglon dalam arti baik yah, maksudnya gini, kita bisa berkommunikasi dengan siapapun, gitu, misalnya gini, kita ehm..lagi ketemu dengan ehm..pejabat, yah kita menempakan diri kita seperti ini gitu, kita lagi bertemu dengan ehm..karena banyak yah luas yah, karena saya di external relations yah, ketemu dengan media, oh seperti ini, karena media karakternya seperti ini, karena media memandang kita seperti ini, karena media mengharapkan kita seperti ini. Kita ketemu Pak RW, oh, Pak RW kita harus seperti ini, gitu loh, Pak RW karena mandangnya kita seperti apa jadi kita harus gini, jadi kita harus bisa jangan kita biasa wah, biasa ama pejabat, ketemu media yah kayak gini gayanya kayak ketemu pejabat, ketemu pak RW juga gayanya kayak pejabat, gitu nah itu ga bisa tuh kayak gitu, jadi sebagai PR yah kita harus bisa gitu, adjust, kita tuh gimana cara komunikasinya.

Putri : Trus pernah salah paham ga sih Bu?

Maya : Salah paham dalam arti apa?

Putri : Maksudnya..

Maya : Dalam arti berhubungan ato berita?
Putri : Yah, terserah, sama aja, maksudnya salah paham dalam kondisi apapun, maksudnya antara Astra dengan media, professional personal ada pernah salah paham ga?

Maya : Ehmm..enggak ya rasanya yah..

Putri : Oh, kalo untuk berita, pernah?

Maya : Berita pun, enggak, karena kita biasanya selalu membiasakan gini, kalopun, ehmm..kita selalu memberi background dulu informasi, misalnya ada yang nanya, ehmm..Astra ini ni ni..nah kita ga langsung jawab, Astra gini gini gini..tapi kita kasih pemahaman dulu, ini nih mas, kalo misalnya inisebagai background informasi yah ini seperti ini, jadi gini, jadi mereka Bukan hanya dapat ehmm..sepenggal gitu tapi, dia tau keseluruhan tuh oh gini, ngerti maksudnya gitu loh, gitu tentunya, kecuali kalo dia mendapatkanannya dari narasumber yang lain yah, kalo selama di Astra yah, pastinya udah sesuai dengan Astra.

Putri : Oh, trus habis itu, ehmm..Astra tu ada rasa2 takut mengecewakan media ga sih? Maksudnya kita sampai jadi yang terlalu takut..

Maya : Enggak takut, tapi kita justru terus menerus mencari yah, nih apa lagi sih, apa lagi sih, jadi improvement2 supaya media tuh puas gitu loh sama kita.

Putri : Trus ehmm..ada media2 yang nakal2 gitu ga sih Bu?

Maya : Oh, itu sih pasti ada ya, maksudnya, ehmm, kita Bukan sebagai pihak yang untuk oh media ini ga bener, media ini ga..kita ga, enggak menilai itu gitu, tapi media itu memang ada kan diluarkan, dan kita sih merasa, ya sudah pokoknya kita tau apa gimana, cukup tau aja..
Putri: Oh, cukup tau aja..tapi maksudnya ga dikasih tau, ditegur gitu ato gimana Bu?

Maya: Oh, enggak karna kan kita ehm..itu tadi, kita harus mempelajari karakternya juga..

Putri: Oh..

Maya: Medianya mungkin ga ini, tapi orangnya mungkin, wah dia sangat marah ato gimana, kita harus kenali gitu, jadi, kalopun gitu, ada juga kita gimana cara meng-handling media2 yang seperti itu, gitu, kita udah punya juga gimana sih caranya meng-handling media2 seperti itu gitu kan, misalnya ada juga kan kalo misalnya kita RUPS ato apa, wuh saya dibuntutin terus sampe ga bisa makan siang, semua orang ngeBuntutin, media2 yang ga jelas, gitu kan, memberikan ini segala macem, trus, ehm..oh maaf, kan gitu, kita ga ini..trus udah gitu, nanti beritanya dikirim kemana nih Bu, ke Ibu, oh, ya berita dikirimkan kepada kantornya kan gitu, trus udah gitu, ada juga yang tiba2 misalnya dateng, gitu kan, ngasih kuitansi ya ato apa, ada juga yang mungkin ehm..iya kita udah ini nih, nanya, pokoknya oh iya, kami memberikan informasi sama, kan gitu, pasti ada dan ga bisa dihindari gitu.

Putri: Trus kalo..kalo wartawan2 yang, kan wartawan itu kan idealis yah Bu?

Maya: Hmm..

Putri: Yah kan, maksudnya trus gimana tuh kalo misalnya kayak misalnya ada berita2 yang sensitive gitu Bu, pasti kan mereka tuh pengennya maksudnya berita yang unik, gitu, berita yang wah, gitu menurut mereka gitu, trus kita juga maw ngasihnya juga gimana ato gimana Bu? Kita mau terBuka 100% trus nanti ada dampak negative ato gimana gitu..
Maya : Intinya gini, kalo Astra kan juga sudah mempunyai guidance, apa yang bisa disampaikan oleh wartawan ato tidak, karena ehm..intinya adalah kita memberikan keterbukaan informasi itu, jadi kita akan..akan berikan informasi, tapi memang, ehm..makanya kita akan selalu kasih tau, ga sepotong itu aja apa yang dia tanyakan, tapi secara keseluruhan, jadi wartawan pun juga bisa menganalisa itu.

Putri : Trus kayak misalnya activity2 gitu kan diadain kan maksudnya untuk mempererat hubungan itu kan?

Maya : Hmm..

Putri : Itu tuh, ehm..berarti ada tim event donk, berarti Ibu sendiri menjadi tim event juga?

Maya : Iya..iya..

Putri : Trus kayak..

Maya : Jadi biasanya, belum ada ini kan misalnya kita gini, misalnya pas saya masuk, oke, oh ini ternyata, karena banyak wartawan yang rolling, yah, sedikit di rolling nih, jadi kita Butuh nih, regular nih dateng ke pressroom, untuk update database2 itu yah, ato enggak, jadi kita, oh ini, wartawan foto kan jarang juga nih ketemu kita, kalo wartawan tulis ada workshop ada ini, kita bikin apa nih, oh kita bikin deh apresiasi, lomba foto Buat wartawan foto, untuk mengapresiasi wartawan foto, lalu jadi..jadi banyak, kita harus create sesuatu supaya ada engagement itu dengan mereka.

Putri : Ehm..trus, ehm..kalo misalnya pernah, maksudnya ada hubungan Astra yang pernah merenggang itu maksudnya karna mungkin fokusnya kesini, jadi kurang focus kesini?
Maya : Enggak sih, karena kita kan juga yang tadi aku seBut yah, equal treatment itu jadi kita tidak ehm..membeda2kan gitu loh, kita tidak ini..jadi sama rata gitu, sama rata di semua level, jadi kita tidak, wah, kita mainnya di tingkat atas terus gitu, ktia enggak, kita di semua level.

Putri : Oh trus berarti ehm..pihak media itu siapa aja yang maksudnya berelasi dengan tim media relations, dari paling atas sampai paling bawah?

Maya : Iya, kita dari reporter, redaktur, ehm..pemimpin redaksi, jadi bener2 yang dari lapangan sampai yang bener2 pengambil keputusan gitu, itu juga kan ada fotografer, bahkan kan kita kan Bukan cuma yang di Jakarta aj a kan kita masih ehm..kalo seperti Buka puasa itu kan yang kita undang juga wartawan bogor, wartawan bandung..

Putri : Trus habis itu..

Maya : Oh ya, satu, bahkan, mungkin, ga tau di perusahaan lain seperti apa tapi kita tetap mengadakan Buka puasa untuk wartawan sudah purnabakti, yang sudah pension, itu artinya apa, karna memank kita sangat perhatian sekali gitu, ehm..dengan media, dan kita tidak melupakan, ni mereka udah purnabakti gakpapa gitu loh, kita tetap, kita sebagai teman, gitu, jadi Bukan berdasarkan keButuhan kita tuh berhuBungan sama mereka, tapi ya itu, makanya yang dateng itu, uda sesepuh, udah anak cucu, maaf udah ada yang stroke, tapi tetap datang, kita jadi itu sebagai reunian, itu mungkin dia zaman muda udah ngeliput Astra kali , tapi kan maksudnya, kita Bukan hanya, oh kita berhuBungan dengan media karna gw Butuh gitu, tapi mereka pension pun ya itu karna kita itulah sebagai apresiasi, terimakasih slama ini telah mendukung, Astra pun kita masih lakukan samapi saat ini.
Putri: Oh, trus kayak jurnalis2 lepas itu, maksudnya, apa sih namanya, wartawan2 yang Bukan pekerja tetap di suatu media itu jadi kayak, kalo ada berita dia nulis, trus dia dapet fee, kayak gitu2..?

Maya: Oh, freelance, kalo freelancer mungkin, ehm..kalo media2 nasional agak jarang ya, mungkin newswires tuh yang pake freelancer, yah tapi selama mereka related dengan..pasti kan dia masuknya udah ke media tertentu kan, kita tetep bina.

Putri: Oh..gitu yah..trus habis itu, ehm..pernah ada isu negative gitu ga sih tentang Astra yang udah terlanjur ke spread?

Maya: Kalo selama yang saya kerja yah berarti yah, ehm..Bukan isu negative sih, mungkin karna ehm..salah persepsi ato apa penulisan yang jadi kesannya negative, tapi Bukan isu nya negative, Bukan isu dari dalam kita negative, enggak, tapi cara mereka menulis, jadi seolah-olah kok kita dipersepsikan seperti ini, itu iya..tapi kalo misalnya isu negative dari dalam enggak, itu, misalnya kan, seperti kamu tau misalnya dulu kan, pemberitaan kalo misalnya di Palyja kan air macet ato apa kan nulis seolah-olah itu kan..yang itu2, jadi sebenernya kan Bukan isu, Bukan isu, sebagai kita Bukan isu, tapi memang sedang ada perbaikan tapi kan dia menulisnya seolah-olah apa itu.

Putri: Oh iya bener bener, nah trus, strategi apa nih dari Astra? Maksudnya supaya untuk menanggulangi?

Maya: Yah, kita kan ehm..lalu mengumpulkan media, ehm..media2 itu kan biasanya yang nulis media metropolitan ya, kita kasih tau, ehm..kita nih sedang melakukan apa sih..yuk kita sama-sama, kita lihat nih, ini yang sedang kita bangun, tujuan-nya untuk ini, mungkin pada saat mereka itu kan mereka belum lihat apa yang sedang kita kerjakan itu, kita kan selalu memberikan pemahaman.
Putri : Oh, kalo kayak gitu berarti kan udah kejadian dulu baru evaluasi donk, ga ada maksudnya antisipasi sebelum..

Maya : Enggak, kita sebenarnya secara regular sudah, jadi misalnya itu, kita ngajak kesini-kesini ini program kita gitu kan, tapi kan dalam perjalanan mungkin ada sesuatu yang terjadi gitu yah, ada ini, dan kadang2 juga sebenarnya Bukan hanya di kita aja, tapi ini itu ini itu..itu harus disampaikan..

Putri : Trus habiz itu ehm..apa namanya..kegiatan2 apa aja sih, nah mulai masuk nih kegiatan2..

Maya : Baru masuk ini?

Putri : Terakhir ini, terkahir..kegiatan, udah mulai kegiatan udah mulai terkahir..kegiatan2 mulai dari awal tahun sampai akhir tahun..

Maya : Yang tadi ya.

Putri : RUPS..Workshop?

Maya : Oh iya, sekarang ini yah, ini harus pake contekan yah supaya ga ini, tadi kan seperti yang tadi kan momen tahun baru itu, namanya pressroom visit, dimana kan kita mengunjungi 2 pressroom yang ada di kementrian perindustrian dan Bursa efek Indonesia, kenapa kok cuma 2 itu, yah kita selama ini yang paling dekat dengan kita adalah wartawan Bursa karena kita salah satu perusahaan emiten di Bursa efek Indonesia, dan juga wartawan industry dan otomotif, karena industry kita.

Nah lalu, kita juga ada ehm..apalagi..terkait dengan, misalnya terkait dengan ulang tahun kita yang Bulan depan, yah kita pasti ngundang
media, kita mengupdate, apalagi ini ulang tahun 55, apa yang sudah dilakukan Astra selama 55 tahun ini, dan sekarang temanya berbagi bersama bangsa, itu kita sharing, kita akan undang media, kita akan press conference, kita akan menjelaskan tentang inovAstra, yaitu inovasi yang dilakukan secara terus menerus.

Putri: Trus habis itu yang dateng nih, dari medianya yang dateng, semuanya?

Maya: Kita mengundang semua media.

Putri: Semua media..

Maya: Yang mana nih,

Putri: Kalau misalnya kayak ada kegiatan2 itu semua media dibikinkan kegiatannya kan, maksudnya dari ehm..apa namanya..pemred, ada kegiatan untuk pemred, trus untuk wartawan ada kegiatan untuk wartawan, kayak itu kan?

Maya: Ya, tapi kan kalo misalnya kita ada acara, kita juga ada undangannya misalnya undangan kalo ulang tahun kita ya wartawan sampai ke pemred kita undang,

Putri: Trus habis itu kayak press conference itu, itu diadain tiap tiap kali ada event?

Maya: Press conference ehm..mostly kita adakan setiap event, tapi gini..perbedaannya adalah ada yang bener2 press conference, kita yang pake seperti kalo misalnya kita RUPS, kita pake backdrop ini segala macem, tapi ada juga yang kita tidak formally press conference, tapi setelah acara kita ngumpul bareng2, lebih ke media gathering, ngumpul
bareng2, ngobrol lebih dalem lagi itu loh, dialog sih sebenernya kita menyeButnya,

Putri : Oh..dialog..?


Putri : Trus biasanya press conference yang formal, itu yang ngisi tuh kayak presdir2..?

Maya : Oh iya..BOD,

Putri : BOD yah?

Maya : BOD..intinya adalah ehm..kita harus menghadirkan narasumber yang kompeten untuk menjawab dan ehm..memang itu adalah tepat dan diinginkan oleh media, gitu loh, jangan media mau tanya ini kita ngadirinnya siapa gitu..

Putri : Oh iya bener2..trus kalo media gathering? Tidak terlalu ini, itu yang ngisi BOD juga?

Maya : Oh iya, media gathering, Cuma maksudnya ehm..maksudnya media gathering tadi yang press conference tapi informal, misalnya kita habis ada acara peresmian sekolah yah, di gunung kidul itu, ya kan, kita ga perlu harus pake backdrop ato di ruang mana orang sekolahnya juga sempit, gitu kan, jadi kita di ruang kelas, duduk bareng, bikin lingkaran trus kita ngobrol, apa yang mau ditanya, nah itu disitu in-dePTh inteviewnya disitu gitu.
Putri : Trus habis itu, ehm..selain itu Bu, ada kegiatan rutin apa lagi? Rutin dan nonrutin aku mau..

Maya : Yang rutin tadi sebenarnya udah aku jelasi di depan, yang tadi itu loh,

Putri : Yang RUPS, itu2?

Maya : Kan Buka puasa yah, ada Buka puasa, Buka puasa wartawan tuh, tadi udah dijelasin juga ga sama Pak Yul tuh sama siapa aja Buka puasanya?

Putri : Family day tuh, Bukan sama wartawan?

Maya : Family day enggak donk, karyawan.

Putri : Trus habis itu kemaren apa tuh yang ke transtudio, itu apa?

Maya : Itu kan workshop, nah, di workshop wartawan itu, kita gini, ehm..kita juga yang tadi ehm..aku sampein dari awal bahwa, Bukan hanya huBungan perkerjaan, Bukan hanya huBungan yang serius tapi kita juga let’s have fun together itu loh, jadi kan misalnya habis workshop, kita naek kuda bareng, kita main apa..airsoft gun bareng, kita off road bareng, trus kita misalnya kita tempatnya waktu di ciater kita berendem air panas bareng2 sambil ngobrol, jadi yang di obrolin pun jangan kerjaan terus gitu, mereka kan juga pasti bosen, nah trusm ya itu, ke transtudio, kita outing, kita tim Building, jadi ada kreasi2, jadi habis, seharian workshop, udah sharing ini, yah kita seneng2.

Putri : Workshop itu isinya sama? Maksudnya update tentang performa Astra?

Maya : Iya. Bisnis, industry, dan CSR grup Astra,

Putri : Trus kayak press release itu salah satu kerjaannya media relations kan?
Maya: Press release iya, jadi kan kalo misalnya nanti ehm..itu kan ehm..maknudnya dalam..di..mana..ehm..PR, kita kan juga publikasi yah, publikasi apa bentuknya, press release, itu..press conference, trus kita ada juga misalnya kita membikin advertorial ato kita bikin juga ceremonial, berita foto atau apa seperti itu.

Putri: Trus habis itu kayak BLAST itu apa Bu?

Maya: Oh gini, jadi gini, kan satu Astra selalu ehm..memberikan keterBukaan informasi, dan bahkan kita pun secara regular mengupdate informasi, Bukan hanya bentuknya release, misalnya data mobil motor, nah itu kita sellau email seBulan secara rutin, Buat bahan temen2, gitu.

Putri: Trus habis itu kan ada apa namanya Buka puasa itu kan rutin yah, kegiatan kayak non rutin itu kan kayak wawancara kompas tv..

Maya: Oh iya, jadi gini, tadi yang aku bilang, kita kan menjembatani permintaan2 wawancara, tentu kita ini, misalnya temen2 ada yang mengajukan kita wawancara, oh iya, kita wawancara, kita ehm..persiapkan data2 yang mereka minta, kita pertemukan dengan BOD kita, kita wawancara, lalu ya bisa juga, itu permintaan wawancara dateng dari mereka atau kita yang memberikan informasi sehingga mereka tertarik untuk mengangkat itu, trus lalu juga, ada yang misalnya, ehm..oh ini lagi avanza xenia, kita menjembatani temen2 wartawan foto untuk update, kalau kamu lihat di Koran misalnya supaya update nih mereka, ehm..ilustrasi fotonya, Bukan itu aja pabriknya, kita ajak tur ke pabrik, update fotonya, mereka ngambil2 foto gitu, jadi ya itu create sesuatu sesuai dengan keButuhan medianya.

Putri: Trus kan karena berelasinya itu udah deket dengan media jadi media ketika ada event juga ngajak kita kan, invite..?
Maya : Oh iya, misalnya kan media suka ngundang kalo misalnya ulang tahun, atapun media juga mereka punya pertandingan persahabatan, kita punya ekskul nih mbak ini, ayo donk tanding ama Astra, oke gitu ato ga, mereka punya kegiatan apa pun, kita pasti akan support slama itu positif. Nah, ehm..tadi aku mau sampaikan juga bahwa, itu dia..bahwa kita berhubungan Bukan hanya ehm..profesional sebagai media tapi juga personal, kalu dia nikah, atau lahiran anak, atau sakit, orang tua meninggal, atau apapun kita pasti dateng gitu, kalau misalnya tidak ada halangan kita pasti hadir, ada perwakilan hadir dan perhatian2 seperti itu yang kita tekankan juga.

Putri : Oh, trus habis itu kayak PWI gitu2 itu tuh salah satu..

Maya : Kalau organisasi itu kan banyak yah di organismenya, ada PWI, ada AJI, ada dewan pers, banyak sekali dan kita maksudnya membina dengan semua organisasi.

Putri : Oh, trus habis itu wartawan2 gitu kayak misalnya kayak wartawan Jakarta utara itu ada..

Maya : Iya wartawan Jakarta utara juga..

Putri : Iya maksudnya jadi mereka dipisah2in gitu ya? Maksudnya wartawan ini, wartawan ini..

Maya : Iya tentunya gini, kita Bukan membedakan ato mengkelompokan, tapi sekali lagi keButuhannya, karena misalnya besok kita hari kamis yah, mau bikin acara itu silahturahmi dengan wartawan Jakarta utara, kita mengajak PIC PR dan PIC ESR yang di Jakarta Utara, yah kita mengupdate tentang kegiatan kita di Jakarta Utara, karena apa, yah, karena tulisan mereka tentang Jakarta utara, ga mungkin kita nyediain yang lain, kalo mereka
kan memang wartawan Jakarta utara, jadi menyesuaikan itu dengan keButuhan.

Putri : Oh trus dari Astra sendiri itu kan anak2 grupnya itu kan banyak yah, itu mereka semua media relationsnya juga…

Maya : Iya, mereka di masing2 anak perusahaan kan tentunya ada corporate communicationsnya sendiri ya, ehm..fungsi kita adalah bagaimana kita yah selain kita memantau bagaimana pemberitaan grup tapi juga kita bisa menjembatani, karena kadang2 kan mungkin taunya Astra ini, padahal dia mau ke ehm..mana..toyota, Daihatsu, nah kita menjembatani apa yang diinginkan media dan ke siapa gitu.

Putri : Trus kegiatan2 lain yang kayak GENBA, GENBA itu kegiatan media relations?

Maya : Bukan. GENBA Internal,

Putri : Ow, GENBA Internal, trus habis itu ada planning cycle,

Maya : Planning cycle internal,

Putri : Ow, planning cycle internal?

Maya : Maksudnya planning cycle itu adalah kegiatan kita, eh maksudnya, kita membuat apa dalam setahum itu lebih ke kita individu, divisi.

Putri : Ow, trus habis itu ada RUPS,

Maya : Iya, RUPS itu kan sebebernya leadnya oleh legal, nah disitu peran kita press conference,
Putri: Ow gitu,

Maya: Press conference..

Putri: Ow jadi, RUPS itu sebenarnya kegiatan apa sih?

Maya: Kan Rapat Umum Pemegang Saham, memang itu udah ketentuan, karena kita sebagai perusahaan terBuka.

Putri: Oh, di list dipasar, iya? Bursa?


Putri: Itu tuh di luar..di luar kantor apa..di..?

Maya: Yah, diluar kantor, karena itu ada ketentuan juga dari Bursa efek Indonesia dimana, ehm..kantor yang berada di ini..mengadakannya di wilayah ini, gitu, itu ada.

Putri: Ow gitu, berarti kalo press conference kan yang megang kan BOD2 gitu, berarti semua BOD2 ikut semua kesana?

Maya: Oh, itu semua BOD, karena RUPSnya semua BOD.

Putri: Oh gitu..oke.

Maya: Dan maksudnya selain semua kegiatan itu tadi kan itu kan kegiatan, event, tapi kan yang kita create adalah setiap kegiatan kan kita juga ehm..bikin
apa namanya..press release, entah itu RUPS, kinerja, kinerja kan kinerja quartalan, kinerja akhir tahun, quartal kan 3 setiap quartal, trus akhir tahun juga release2 yang terkait CSR, aktivitasnya Bukan di kita, aktifitasnya CSR kan, ESR itu, tapi kan kita yang memproduksi releasenya gitu, jadi kita selalu bikin press release.

Putri : Trus diantara semua kegiatan2 formal informal semuanya itu yang paling sering dilaksanakan itu yang mana?

Maya : Yang paling sering..maksudnya?

Putri : Maksudnya ada yang seBulan sekali ada yang seminggu sekali..

Maya : Itu sudah regular yah, maksudnya..

Putri : Semua ada jadwalnya masing2?

Maya : Ada jadwalnya..udah ada jadwalnya, itu juga yang tadi kamu bilang di planning cycle itu ditentukan, oke press room visit, januari minggu pertama, Buka puasa Bulan ini, gitu, bertemu dengan media daerah dlbulan ini, itu juga ditentukan, pada saat kita planning cycle akhir tahun..

Putri : Oh, oke, trus habis itu ada kegiatan yang paling sakral ga, paling wajib..?

Maya : Apa?

Putri : Paling wajib gitu maksudnya, oh ini, yang lain2 okelah bisa mundur, yang ini pokoknya ga bisa, gitu, ada ga sih yang kayak gitu?

Maya : Yang aku seBut di awal itu, itu udah agenda rutin, udah bener2 wajib, ga boleh kurang, yang ada juga harus di improve, apa itu..
Putri : Kenapa Bu?

Maya : Yah, karena itu Bukan disebut baku juga, tapi ehm..itu yang udah memebuhi kebutuhan dan harus ada, gitu loh.

Putri : Karena itu udah rutinitas mungkin yah,

Maya : Bukan, kalo kita sebut rutinitas kayaknya jadi kayak yah, udah rutin udah rutin gitu, tapi emang itu udah standard yang harus diberikan kepada wartawan gitu, justru kita kan harus memberikan lebih.

Putri : Oh, trus habis itu, apakah kegiatan2 itu dinanti-nanti juga sama pihak media?

Maya : Kamu harus tanya sama medianya..yah tentunya gini, ehm..kayak workshop yah, mungkin gini, kalo disebut dinantikan, tapi makanya kan harus tau, valuenya ini Buat media apabapa siih, kita bikin acara ini, ada ga valuenya, kalo ga ada kan pasti ga. Jadi gini juga, kamu misalnya workshop, kan misalnya wartawan gini, mbak mau wawancara pak ini dong, mbak mau wawancara ini, nih..dateng workshop ini kita kumpulin delapan pembicara, which is direksi semua, yak an artinya apa, dalam satu waktu, dalam satu tempat, dia banyak narasumber, dia banyak berita, gitu.

Putri : Oh ya, bener..bener..bener..

Maya : Jadi kita makanya dalam membuat event harus dilihat valuenya,

Putri : Hmm, ehm..trus habis itu setelah workshop, ada yang ngefek ga, sama citranya Astra?

Maya : Kalau workshop sebenernya kita Buat adalah selain untuk mengedukasi, mungkin kan wartawan2 juga baru, jadi kita educate lagi nii, educate
dalam arti, ehm..mengenalkan istilah2, mengupdate, trus lalu juga ehm..sharing, kita juga pengen tau nih, sebenarnay dari wawancara ataupun dari pertanyaan2 mereka yang muncul ketika workshop adalah..apa sih yang ada di pikiran mereka tentang kita looh, apa sih yang sebenernya pengen diketahui gitu, jadi tuh feedback juga Buat kita.

Nah, ehm..dampaknya adalah satu tentunya pemberitaan, pemberitaan pasti lebih banyak, kalau bikin chart, trus lalu juga sebenernya kita juga sudah senang ketika mereka sudah paham terhadap industry kita, dibanding mereka tidak ikut workshop, mereka tidak tau, mungkin mereka kurang tau gitu tentang industry kita, tapi dengan workshop dia tau oh, Astra tuh begini, Astra punya ini punya ini, oh industry batu bara tuh seperti ini, jadi at least kita sudah memberikan edukasi karna kita fungsinya juga kan ingin memberi edukasi itu, tapi kan kalo mereka kan tetep aja ngejarnya berita gitu loh, focus utama kita sebenernya Bukan ke beritanya, tapi edukasi.

Putri : Trus habis itu yang diperjuangkan sama Astra melalui semua kegiatan ini tuh apa sih? Hal2 apa sih yang diperjuangkan?

Maya : Yah ujungnya pasti image yang positif, gitu kan dari apa yang kita lakukan yah semua adalah reputasi yang positif, gitu.

Putri : Trus habis itu, maksudnya gimana kalau kegiatan2 itu tidak berjalan sesuai dengan rencana? Pernah ga, Bu?

Maya : Ga berjalan sesuai rencana..kan makanya kita udah PDCA tuh setiap jumat Plan Do Check Action, Plan Do Check Action, tidak boleh, tidak ada yang tidak terencana, kita kan juga commitment kalau planning cycle, tanda tangan, kamu udah commit setahun akan berBuat seperti ini, karena kan setengah tahun, kita ada penilaian kan review, apa yang meleset, apa yang ini, kalaupun, Bukan, tadi yang kamu seBut, tidak terencana, semua
sudah terencana, mungkin mungkin melesetnya adalah seperti ini, misalnya workshop harusnya juni, wah ternyata di Bulan juni, Pak Pri, mendadak harus ini ni ni ni..akhirnya bergeser, jadi seperti itu, lebih kesitunya, gitu.

Putri : Oh, tapi itu ga ngefek lah, maksudnya ga ada dampak Buruknya kan? Dari medianya itu sendiri..?

Maya : Dampak Buruknya..yah, karena kita kan harus berkejaran juga dengan momentum, dan itu kan bisa menggeser menggeser menggeser lagi, gitu loh kalo ga..jadi lebih menjaga juga kita kan timeline tu harus dijaga kan, makanya kalo misalnya kita setiap minggu yang PDCA itu, kamu udah sampe dimana nih, masih on ga, masih ini ga, itu kalo apa, itu.

Putri : Oh trus kalo misalnya ada yg kayak ngundur2 gitu, medianya tersinggung ga sih, Bu?

Maya : Ga sih karena basically, kita tidak mematok misalnya workshop Bulan juni, yah maunya Astra Bulan juni, cocok ga sama jadwal mereka, kita selalu ngajak diskusi sama media, mas, kalo misalnya kita workshopnya Bulan juni, lagi slbuk ga sih temen2, lagi banyak acara ga, lagi padet ga, itu,

Wah, jangan mbak, lagi ini, oh ya udah deh, kita ajuin lagi sama BOD, Pak wartawan nih ga bisa nih kayaknya Bulan ini, karena slbuk apa segala macem, bisa ga kalo Bulan ini, itu, jadi kita juga ga mutlak ini harus ini, ga bisa, kayak Buka puasa pun kita tanya, mas gimana, kamu puasa hari ini kira2 ini ga ya, jadi kesepakatan itu loh, karena kan kita mengundang memang ingin kehadiran mereka kan itu.

Putri : Trus mereka tuh sebagian besar, ketika ada kegiatan, workshop itu misalnya, aku ambil contohnya workshop aja ya, maksudnya dateng
interest gitu misalnya kayak kita adain workshop dipuncak gitu2 kan, nah mereka tuh dari Jakarta pun dateng kesana yah?

Maya : Enggak lah kan kita bareng2..

Putri : Dari sini?

Maya : Kita gini, kalo misalnya temen2 wartawan industry dan otomotif, kita kumpulnya di kementrian perindustrian, wartawan Bursa di Bursa efek Indonesia, gitu, jadi nanti kita sediakan bis, kitanya juga ikut di bis itu, kita berangkat bareng2.

Putri : Trus kalo ada yang ga bisa hadir gitu gimana Bu?

Maya : Ga bisa hadir, yah kalo ga bisa hadir kan ya gakpapa karena itu juga kan kebijakan redaksi, tapi kita tetep mengirimkan informasi2.

Putri : Trus habis itu, oh tapi Astranya ga bisa ngasih tau yah menurut medianya kegiatan2 ini penting ga sih menurut merekka, ga tau yah?

Maya : Kegiatan2 ini penting atau enggak Buat mereka, kita kalau secara yang bener2 survey terulis, enggak, tapi kita juga tanya gitu loh misalnya, tanya mas misalnya pun kita mau menentukan tempat pun kita tanyakan kepada mereka, gitu mas kita mau bikin nih acara disini, gimana kalau menurut kamu, jadi ada diskusi juga gitu, jangan sampai kita memBuat sesuatu yang ga sesuai sama mereka gitu loh, misalnya juga ehm..mas kita yang ini ehm..mau update ehm..mau update tentang perusahaan2 ini, kan dia juga pasti kasih masukan, misalnya ini ada perusahaan ini donk, oh oke gitu jadi, saling ini dulu lah, diskusi, dialog dulu.
Putri: Trus habis itu, tujuan2 kegiatannya masing2 ada ini sendiri kan, kayak misalnya ehm..press conference tujuannya supaya mengupdate informasi, workshop supaya edukasi, kayak gitu2..?

Maya: Kalo press conference mungkin lebih kepada ehm..in-dePTh interview yah, kita juga gini loh, kan wartawan kadang gini, ada juga mungkin perusahaan yang habis RUPS Bubar BODnya lewat pintu belakang, takut dicegat wartawan ini, kalau kita justru memfasilitasi, ga perlu lah ada yang doorstep, kan pada wuh wawancara pada ngejar2 lari2, ga perlu, Bapak2nya akan aduk kok, kamu tinggal aduk depannya kita dialog bareng2, ka nada juga kalo habis RUPS kan wah, udah Bubar, ga mau ketemu wartawan, lewat pintu belakang ato apa, itu kan juga terjadi gitu, tapi kalau kita justru..kan apa, nanti kalau enggak, wartawan ga ada informasi, atau dia mencari informasi di tempat lain, dengan sumber yang salah, justru beritanya kan akan salah, justru jadi apa yang kamu mau ketahui, apa yang mau kamu tanyakan, tanya disini, gitu.

Putri: Mendingan terBuka aja di depan..

Maya: Betul, kita menganut keterBukaan, tapi kan karena kita sebagai emiten, kita ada ini juga ketentuan, ketentuan mana yang boleh dan tidak boleh, dari Bursa efek Indonesia kan mengatur itu, gitu, selain itu juga Astra memegang prinsip bahwa Astra tidak akan memberikan informasi yang belum terjadi gitu, belom kejadi, Astra enggak. Misalnya banyak rumors diluar, Astra akan ini akan ini, tidak Astra tidak, kalau ada corporate actions, Astra akan kasih tau, tapi kalau sifatnya masih akan, kita ga akan kasih tau, gitu loh, karna, kan PT akan nanti, Astra akan, Astra akan,

Putri: Trus habis itu kayak ehm..ada kode etik kode etik tertentu yang misalnya kayak kita ga boleh ngomong ke media apa segala macem..
Maya : Oh, ada, Bukan tidak boleh ngomong sama media apa, kita ada guidancenya, guidancenya itu bahkan kita gini, sebagai PR 24 jam telfon harus nyala, sebagian telfon harus merespon berapa lama mereka minta ehm..apa namanya wawancara ato apapun, kita respon secepat mungkin, gitu loh, kita ada guidance, ya itu, ga boleh berbicara sifatnya yang masih akan akan akan, karena itu terkait dengan regulasi Bursa efek Indonesia juga kan selain kita juga tidak akan menyeButkan sesuatu yang memang belum pasti, gitu.

Putri : Nah trus habis itu yang ada kaitannya dengan competitor itu, ga boleh, maksudnya menjelek2an competitor, ato apa..

Maya : Oh, kita kan yah sama lah kayak kita kayak berkehidupan kan tidak ngomongin orang lain, gitu.

Putri : Ow, itu sih, kayanya udah deh Bu,

Maya : Udah? Masa ga ada lagi sih? Nambah donk..

Putri : Apalagi..?

Maya : Ga sih udah..

Putri : Apa aja yang udah dilakuin AI..?

Maya : Kamu jangan nambah2in donk kalo udah selesai,

Putri : Nih ada satu point lagi nih,

Maya : Apa tuh?
Putri: Ehm..apa namanya, kan PDCA udah, workshop udah, planning cycle udah,

Maya: Eh PDCA sama planning cycle ga masuk ya, say.

Putri: Iya, maksudnya ini tadi jadi point pertanyaan aku, Cuma kan tadi udah dikasih tau, Trus habis itu yang sudah dilakukan Astra sendiri untuk media relations?

Maya: Yang udah dilakuin, yang tadi..

Putri: Bingung ya, maksudnya jadi kayak misalnya, ehm, kayak misalnya kan suka ngasih2 kayak baju, souvenir, kayak gitu2 tuh, setiap Bulan, setiap event?

Maya: Yah, enggak donk, kalau ada event aja..

Putri: Oh, kalo ada event..

Maya: Hmm., kalo ada event, kita pun juga memberikan sesuai, memang yang dibutuhkan, usb, karena dia Butuh simpul data ato apa, mungkin nanti kamu kalau misalnya jadi PR, sepele yah gitu Cuma ngasih2, ngasih2, tapi kan harus dipikirkan gitu kan, apa sih yang tepat, gitu yah jangan sampe, yah kalo kamu kan dikasih orang senengnya yang kita pake gitu kan yang bisa bermanfaat.

Putri: Trus ada maksudnya pernah ga sih event, kita Astra kepengen bikin event ini nih, gitu kan, trus ternyata medianya tuh ga tertarik gitu, akhirnya event ini akhirnya ditadiakan, pernha ga sih?

Maya: Oh, justru itu kebalik pikirannya kalo kayak gitu, kita kan sebagai PR harus gimana meng-create event yang bisa memBuat media tertarik, gitu
loh, lucu kalau misalnya kita bikin, loh, kenapa kita bikin kalau misalnya ternyata itu ga menarik, gitu.

Putri : Oh, pokoknya kita harus rencanain event..

Maya : Oh ya iya, jadi kita harus, misalnya kita bikin, ehm..tanam pohon, nanem aja, loh harus ada yang di-create donk, gimana nanemnya, dimana nanemnya, berapa yang ditanam, apa yang ditanam, sehingga tertarik, yah kalo nanem2 doank, yang ditanam apa, ga jelas.

Putri : Bener2 Bu..iya pas nih abis, batre nya juga pas habis, pas mati kameranya.

Maya : Oke.

Putri : Makasih banyak ya, Bu

Maya : Iya, semoga bermanfaat, Bukan hanya untuk skripsi kamu, tapi juga untuk pengetahuan kamu di dunia PR, gimana2..

Putri : Iya Bu..

Maya : Nanti kalau masih ada yang perlu, kontek aja yah..

Putri : Iya Bu, makasih banyak yah Bu waktunya, maaf ya saya nyempil waktunya Ibu nih..

Maya : Yah gakpapa..

Putri : Makasih Bu,

Maya : Sama2, say..