

Communication Strategy of PT Timah Tbk in Managing Crisis

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ABSTRACT

This study discusses how a company in the mining sector that is vulnerable to social conflict is required to design and implement an effective and targeted corporate communication strategy with the aim of reducing interference with reputation. In this case, Corporate Communication PT TIMAH Tbk as the object of research, faced a potentially crisis event with a fire on its production equipment, namely Kapal Druk Singkep 1. This study is a qualitative research with the results in the form of descriptive data. Data collection techniques were obtained through in-depth interviews with several internal informants, namely: External Relations Manager of PT Timah Tbk, Social Media and Website Manager of PT Timah Tbk, Compliance Division of PT Timah Tbk and external informants of the company, namely Tribunbangka.com. the validity of the data in this study using data triangulation. Data analysis in qualitative research is done by data reduction, data presentation, and draw conclusions. This study found the facts related to the communication strategy carried out by PT TIMAH Tbk which was carried out with the communication planning stages, which included: research, planning, implementation, evaluation and reporting, where it was later found that the application of the stages of communication work was considered successful with the indicators found in the evaluation stage.

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Introduction

The dynamics of the tin mining business in the last 20 years have experienced a phase of changing regulations and tends not to provide solutions for the management of the national tin mineral business. PT TIMAH Tbk is a leading tin producer as well as one of the largest tin exporters in the world with tin metal mining and smelting operational areas in Bangka Belitung, Riau Islands, and Riau Provinces. It has been a Limited Liability Company since 1976 and has been listed on the Indonesia Stock Exchange since

1995. PT TIMAH Tbk runs a vertically integrated tin business, ranging from exploration, mining, smelting and refining of tin metal to marketing that serves international and domestic customers. Tin metal products under the brands "Banka Tin", "Kundur Tin", and "Muntok Tin" have an international reputation and have been listed on the London Metal Exchange (LME). Since 2019, PT TIMAH Tbk together with several other mining companies in Indonesia have become part of the MIND ID Mining Industry Holding (Saleh & Sihite, 2020).

The changes in the dynamics of the business of the government that have occurred in the last 20 years began when the government issued the Decree of the Minister of Industry and Trade No. 146/MPP/Kep/4/1999 dated April 22, 1999. Where this regulation makes the status of tin as a strategic commodity revoked so that tin becomes a free good. Furthermore, after that, tin began to become a new hope. This opens a new chapter in Indonesia's oil governance, the space for local entrepreneurs and the community to open a mining business has been opened, which means that PT TIMAH Tbk is no longer the main player in the tin mining business in Indonesia but there are also private companies that are competitors with people's mining that supply their tin ore sources (Syahputra, 2018).

The sustainability of PT TIMAH Tbk as a mining company is an important discussion for all stakeholders to ensure business continuity continues to run well. Then to ensure this, currently the company's production operations must be in line with social and environmental principles that are the focus of society and internationally. Supriyadi (Soesilo & Rudito, 2022) explained that corporate sustainability is defined as the ability of a company to create profits, protect the environment and improve social life.

These three things, according to Aras & Crowther (2008), can only happen if the company recognizes environmental and social issues and incorporates them into the company's strategic planning. The discussion about corporate sustainability is not only limited to the aspect of increasing the company's economic scale in generating profits, but has developed into a more inclusive discussion by incorporating social and environmental elements into the topic of discussion (C. Valvi & C. Fragkos, 2013).

What is then important is how companies in the mining sector such as PT TIMAH Tbk can create their communication strategies. We understand that the mining industry is very vulnerable to social conflicts which then requires a company in this sector to have an effective and targeted corporate communication strategy so that the vulnerability to reputational disruption can be reduced with the right approach. Communication is a matter that has a wide complexity, for that experts describe this complexity into various communication models to then be processed and applied to forms of communication.

Then also in the context of how a company gets "Social Acceptance" is the main effect or goal of the communication strategy that is built so that the company gains the trust of the public, stakeholders, shareholders and regulators. For this reason, in general, the purpose of the communication strategy built by a business organization is a means to convey the company's vision and business goals. In the book *Effective Communication Strategy*, Asriwati (2021) quotes R. Wayne Pace, Brent D Peterson, and M Dallas Burnett saying that Communication Strategy has 3 goals, namely:

- a. To Secure Understanding – Ensuring messages are received by communicators
- b. To Establish Acceptance
- c. To Motivate Action

Communication strategy is a method used to set the steps of a communication work to pursue effectiveness. According to Asriwati (2021), communication strategy is

basically Planning and Management to achieve a goal. To achieve this goal, the communicator must be able to create a tactic or design first before the message is delivered to be accessed by the recipient or target of the desired message. Communication planning expert Middleton defines it by stating that "A communication strategy is the best combination of all communication elements from communication, message, channel (media), recipient to influence (effect) designed to achieve optimal communication goals". Strategy selection is a crucial step that requires careful handling in communication planning, because if the selection of strategy is wrong or wrong, the results obtained can be fatal, especially losses in terms of time, material and energy. Therefore, strategy is also a secret that must be hidden by planners (Cangara, 2014).

Some time ago, PT TIMAH Tbk was faced with the situation of a fire in the company's production equipment, namely the Singkep I Dredge, in the waters of Air Kantung - Bangka Induk Regency. This certainly causes losses not only affecting the company's revenue caused by production losses due to production stoppages, but also directly affecting the corporate image, environmental issues (pollution caused), and also affecting the company's credibility in the eyes of the public, investors and regulators.

Looking at the cases that occurred, it can be concluded that this is a potentially crisis phenomenon for PT TIMAH Tbk with the potential for a more dominant threat obtained from external companies. According to Devlin (2006), crises tend to indicate an unstable state for an organization or institution. Also considering that the obstacles that occur in the above cases are sudden or come suddenly, so that before this happens, there is no strategy or preparation plan for prevention. Barton (1993) explained that a crisis is a major unexpected event that has the potential to negatively impact the organization and its public. These events may be quite significant damage to the organization, its employees, the products and services it produces, the company's financial condition and reputation.

Quoting from the expression of the Director General of Minerals and Coal of the Ministry of Energy and Mineral Resources Ridwan Djameluddin, "Whoever says that they cannot (Side-by-side) save me, they do not see it in its entirety" (Lumbanrau, June 7, 2021). Therefore, in the context of facing potential crisis conditions, companies such as PT TIMAH Tbk are obliged to roll out information as a counterbalance and minimize the impact. Then constructive information must be managed through appropriate communication strategies so that goals can be achieved.

The lack of literacy related to communication strategies in the mining world, especially in dealing with crisis situations, then that mining is a sector that is urgently needed for the survival of human life. Even for mining refusals and affected communities still use technology from the use of mining goods such as tin, showing that the understanding of practitioners or academics about communication strategies is very important, especially in matters related to stakeholder trust in the company. Seeing this, it is considered necessary to conduct deepening and research related to how the communication strategy carried out by PT TIMAH Tbk's Corporate Communication, in an effort to reduce the impact of the situation that can affect revenue, the company's credibility in the eyes of the public, investors and regulators.

Based on the purpose of the research entitled "Communication Strategy of PT Timah Tbk in Managing Crisis", it is to find out the efforts made by the company in overcoming the crisis due to the burning of the company's production equipment, namely the Singkep I Dredge, in the waters of Air Kantung - Bangka Induk Regency. in mid-2022. Therefore, this study will focus on the theory of Communication Strategy as literature in discussing the case of the burning of the Dredge Singkep I, which befell PT

Timah Tbk. This research is limited to the communication strategy of PT Timah Tbk to respond to the crisis that occurred with the aim of protecting the damage to the company's reputation. In the context of relevance to the industry, that later, this study will look at the obstacles that occur when undergoing a communication strategy, In the context of strategy, the author also sees that as an effort to maintain the company's brand in the eyes of the public and shareholders, the strategy pattern that is described must also make the essence of literacy related to marketing communication. According to Soemanagara (2008), marketing communication aims to achieve three stages for consumers, namely changes in knowledge, changes in attitudes, and changes in behavior.

The location of this research was carried out in the production operation area of PT Timah Tbk, Bangka Belitung Islands Province. The purpose of this study is to find out the communication strategy of PT Timah Tbk in managing crises. This research has been carried out since the date the research permit was issued. The writing of this final project started in December 2022. Data collection, data processing, and data presentation in the form of a thesis and guidance process will last until mid-March 2023.

In accordance with the focus of the above research, the purpose of this research is to find out how PT Timah Tbk's communication strategy is in managing crises. This research is expected to contribute to the field of communication science, especially regarding communication strategies in corporate crisis situations.

First, research conducted by Fathya Zana, Karinda Azista, Puji Astuti (2021) with the title "Situational Crisis Communication Theory: Government and Walhi Communication Strategies in Handling Riau Smoke in 2015". This type of research is a descriptive research with a qualitative method that aims to discuss a series of guidelines applied to certain strategies in responding to crises that occur both in companies and institutions on a smaller scale with the aim of protecting the company's reputation from the damage to the company's reputation from the crisis carried out by the Government in dealing with the impact of the haze case in Riau Province. The communication theory used in formulating crisis communication strategies for the Indonesian government is the Situational Crisis Communication Theory (SCCT), supported by the Image Restoration Theory. The conclusion in this study is that the government must understand that the primary crisis response strategy in the SCCT can be used as the main strategy, but the secondary crisis response strategy is applied as a supporting or optional stage. The government and WALHI, as well as other non-governmental organizations, need to formulate a communication plan every year in addition to an image restoration strategy, considering that Riau haze is a recurring natural disaster.

Second, is a study by Soraya Ratna Pratiwi, Susanne Dida and Nuryah Asri Sjafirah (2018) with the title "Communication Strategies in Building Halal Tourism Awareness in the City of Bandung" in 2018. This research was conducted using a qualitative research method using the theory of Social Construction of Reality initiated by Burger and Luckmann. The results of the study show that halal tourism in the city of Bandung is developed through support from various cross-institutions, called the penta helix strategy. The communication strategy carried out by the West Java Provincial Tourism and Culture Office in preparing the city of Bandung as a halal tourist destination by conducting socialization to foster awareness to the related SKPD.

The third previous research was a study by Arifin Saleh and Mislal Sihite entitled "Communication Strategies for Corporate Social Responsibility Programs in Community Empowerment" in 2020. The research method used in this study is a qualitative method using the theory of corporate social responsibility. The results of the study found that

CSR programs cannot be separated from community empowerment. One of the goals of CSR is to create an empowered society, especially the people around the company.

Then, a study entitled "Media Relations Strategy of Tin Mining Companies and Media Setting Agenda in Bangka Belitung" in 2018 by Iswandi Syahputra. This research method is a qualitative descriptive method with the theory of agenda setting where the results of the research show that in mass media as an economic institution is driven through transactional principles. Tin mining companies and local governments have the same agenda, which is an internal factor that occurs in a very dynamic new media situation.

Next is a study by Salsabila Arum Puspitasari and Subhan Afifi with the title "Analysis of Dental Health Clinic Crisis Strategies during the COVID-19 Pandemic" in 2022. This research method is a qualitative method, using the theory of crisis communication strategies. The results of this study show that dental health clinics have implemented the role and function of PR even though they do not have their own PR unit. The crisis communication strategy that is carried out systematically consists of 3 crisis phases, namely pre-crisis, crisis and post-crisis.

Finally, it is a study by Aikaterini C. Valvi, Konstantinos C. Fragkos in 2013 with the title Crisis Communication Strategies: A Case of British Petroleum. The research method applied is a qualitative method using situational crisis communication theory. The results show that British Petroleum's crisis communication is a weak point of their crisis management strategy. Mistakes in the leadership, culture and PR run by British Petroleum can be a lesson for practitioners that the chosen communication strategy must be able to demonstrate the company's strengths and improve its weaknesses in order to take advantage of opportunities and counter external threats.

The urgency of this research is heightened by the increasing vulnerability of companies in the mining sector to crises that can severely impact their reputation, financial stability, and long-term viability. PT Timah Tbk, as a leading tin mining company in Indonesia, has faced challenges that require immediate and effective communication strategies. With its significant role in the national and global tin markets, a crisis event, such as the fire at its production equipment, not only disrupts production but also threatens the company's relationship with stakeholders, regulators, and the public. Understanding and analyzing PT Timah Tbk's corporate communication strategy in managing such crises is crucial for developing frameworks that can minimize negative impacts on company reputation and ensure stakeholder trust is maintained during challenging times.

While several studies have explored crisis communication strategies in various industries, there is limited research focusing specifically on the mining sector, particularly in the context of Indonesia's large tin mining industry. Previous studies have generally centered on broader crisis communication theories or on case studies from different industries, without considering the unique challenges faced by companies like PT Timah Tbk, which must navigate both environmental and social issues. This research aims to fill this gap by providing an in-depth analysis of how PT Timah Tbk's communication strategies during a crisis are implemented and evaluated, focusing on media relations, message crafting, and stakeholder management in the specific context of the mining industry.

The novelty of this research lies in its focused examination of PT Timah Tbk's communication strategy in the context of a crisis event within the mining sector, an area that is often underexplored. This study introduces a comprehensive framework for

analyzing how corporate communication departments in mining companies can strategically manage crises to protect their reputation and maintain stakeholder confidence. The research also highlights the use of modern media channels, including social media platforms, in disseminating crisis-related information, which is a relatively new approach in the mining industry where traditional communication methods have predominated. Additionally, the study provides a unique case study of PT Timah Tbk's response to the fire incident, offering valuable insights into crisis communication in the mining sector.

The primary objective of this research is to analyze and evaluate the communication strategies implemented by PT Timah Tbk in managing the crisis caused by the fire in their production equipment. The study will examine the stages of communication planning, including research, strategy development, implementation, and evaluation, to assess the effectiveness of these efforts in mitigating reputational damage. The findings will benefit communication professionals, policymakers, and academics by providing a case study of effective crisis management in the mining industry, with potential applications in other sectors facing similar challenges. Moreover, the research will contribute to the body of knowledge on corporate communication strategies, offering practical recommendations for improving crisis response strategies in the future.

Research Methods

Research methods are a way to develop science scientifically. Sugiyono (2016) stated that scientific research methods are scientific ways to obtain valid data, with the purpose of being found so that it can be used to find solutions and anticipate problems.

The method used in this study is qualitative with a case study research approach. This approach is taken to explain a phenomenon that occurs. Denzin and Lincoln (Moleong, 2020) said that qualitative research uses a natural setting with the aim of interpreting events that occur and are carried out with existing methods.

Kriyantono (2020) explained that descriptive qualitative research is a strategy to describe data systematically, accurately, factually in an effort to dig up more in-depth data. The in-depth data can be in the form of motives of social actors, backgrounds that influence motives and other context influences.

This research is not limited to data collection and compilation, but is also based on the analysis and interpretation of the collected data. Thus, this study is more appropriate to use a descriptive qualitative method with the aim of finding out the strategies and obstacles of PT Timah Tbk in crisis management.

The research approach used in this study is a case study. A case study is a method of research on an empirical problem that follows a series of procedures that are specifically prepared and uses as much data as possible that can be used to research, elaborate and explain various aspects of individuals, programs or events comprehensively and systematically (Yin, 2018).

Results and Discussions

Planning is a stage that is carried out after an understanding of event positioning is obtained from the initial research or diagnosis stage. In this event, PT TIMAH Tbk's corporate communication understands that this event is a condition that requires a communication strategy approach to minimize the impact on the company's reputation. Then in the planning stage, PT TIMAH Tbk's corporate communication will prepare

strategic steps to narrow down the objectives of the communication strategy and the composition of certain communication strategies as the main guide to achieve these goals.

Planning steps oriented to a clear goal are the main product in this stage, so that then PT TIMAH Tbk's corporate communication can implement and handle the potential information crisis obtained from this event by paying attention to the good coordination aspects of time speed, message accuracy and ease of access to the company's message. The relationship between the research stage and the planning stage is a correlation that must be carefully considered because this is very important for determining the communication strategy used to then produce the effectiveness of its implementation.

According to Effendy (2014), there are 4 communication components that are the center of study in communication, namely:

- a. Communicator A communicator is a party who communicates or carries out a communication strategy process.
- b. Communication Message The purpose of communication is contained in the message conveyed by the communicator to the targeted public. The formulation of a good message is very important to consider the situation and conditions of the audience so that the message conveyed is right on target.
- c. Communication Media Nowadays, communication media is no longer limited to conventional media. The development of technology that presents the internet as a communication medium has given birth to a new modern communication platform.
- d. Target Audience The identification of the target audience must be adjusted to the purpose of communication.

In the situation faced by PT TIMAH Tbk, the communication strategy in the context of media relations designed by PT Timah Tbk's corporate communication has paid attention to the determination of communicators and messages. In this case, PT TIMAH Tbk's corporate communication determines that the main communicator is PT TIMAH Tbk's corporate communication division who will deliver a narrative of clarification or official statement of the company with content containing information about the handling of the current situation and corrective actions against this event.

In the context of the message to be conveyed, Corporate Communication of PT TIMAH Tbk forms a narrative developed from the main theme (key message) as the main message of the information to be conveyed. The key message must have a payload that can be well received by the recipient of the message, straightforward, clear and accurate.

For the use of social media, the key message that PT Timah Tbk's corporate communication wants to build is as follows: "Through the MUCAK K3 program, PT Timah Tbk obeys and focuses on rules and compliance with standards related to work safety."

Then in the aspect of ease of public access to official information that will be conveyed by communicators, namely companies, message distribution will be carried out with the help of online media platforms and print media, with the selection of media companies with a high readership level. This is done to achieve the effectiveness of message reception where the message will reach a larger number of readers because the media used is a trusted media in the Bangka Belitung area.

Not only media partners are maximized, corporate communication PT TIMAH Tbk also realizes that social media is an important communication platform to be used as a conveyor of information, in this case the company's social media platform is also used to support the communication strategy that is formed. Social media and website manager, Citra Ayu Agustiwi explained the communication strategy carried out, as follows: "The

company's social media is tasked with collecting data and preparing content related to the company's activities and achievements in the aspect of work safety. This is done with the aim that when the escalation spreads, the company's social media will balance by disseminating information and data that as a company, PT Timah Tbk is actually obedient and focused on rules and standards related to occupational safety in the mining sector."

In the context of the target message, corporate communication of PT TIMAH Tbk has classified the targets to be targeted. From the use of online and mainstream print media, the researcher concluded that the target is the public who places this event as information that they must know, where in this category stakeholders, shareholders and regulators are the target of messages that are interested in accessing this information. Then in the use of the company's official social media, the target is netizens and company followers aged 20 to 50 years.

In the corporate communication strategy on social media, according to Citra Ayu Agustiwi, social media users, especially Instagram and Facebook. "Social media users, especially Instagram and Facebook, in this context Corporate Communication prepares content to reach the target message with the age of 20 to 50 years."

In the planning stage, the researcher analyzed from the interviews conducted that before implementing responsive measures on the potential negative impact on the company's reputation from the Singkep 1 Dredge fire incident, PT TIMAH Tbk's Corporate Communication had paid attention to the selection or determination of sources (communicators), messages, media, targets (segments) as the basis for implementing its communication strategy. This planning is the basis for the implementation of the communication strategy that will be carried out by PT TIMAH Tbk's corporate communication as a communicator to convey its message to the target message that has been determined so that the expected results or goals are effective and in accordance with what has been planned.

Atap Kapal Keruk Singkep I PT Timah Terbakar, Asap Terlihat di Sekitar Muara Air Kantung

Kamis, 3 Februari 2022 16:31
Penulis: [Syaiful Hidayat](#) | Editor: [Syaiful Hidayat](#)



Anggota [Dit. Bolalud](#), Polda Kepulauan Bangka Belitung saat mengecek kebakaran atap kapal [Singkep I](#) di Perairan Air Kantung [Kabupaten Bangka](#) Kamis (3/2/2022).

BANGKAPOS.COM, BANGKA - Kapal Keruk ([KK](#)) Singkep I milik PT Timah Tbk terbakar Kamis (3/2/2022). Bagian kapal yang terbakar adalah bagian atap kapal akibat percikan api dari alat las. Asap tebal sempat terlihat dari kejauhan saat kebakaran yang disaksikan warga di sekitar Muara Air Kantung. Posisi KK Singkep I sendiri berada sekitar 2 mil dari Muara Air Kantung.

"Dugaan sementara api yang membakar atap KK Singkep dari percikan api las yang mengenai bagian atap sehingga sempat terbakar namun berhasil dipadamkan oleh ABK KK Singkep I," kata Kasat [Bolalud](#), Polres Bangka AKP Yanto.

Anggota [Dit. Bolalud](#), Polda Kepulauan Bangka Belitung Pos [Jelitik](#) bersama anggota [Bolalud](#) Polres Bangka menuju lokasi setelah mendapatkan informasi. Begitu juga anggota [Lanai](#) Babel Pos Air Kantung menuju lokasi. Anggota sempat menuju [kesapa](#), namun karena api sudah padam dan dapat informasi tidak ada korban jiwa anggota kembali lagi ke pos," kata Peltu Sudiro Dan Pos [Lanai](#) Babel Air Kantung.

Sementara itu PT Timah Tbk juga telah mengirimkan tim ke KK Singkep I.

Hai ini diinformasikan oleh [A Siahaan](#) Kepala Bidang Humas PT Timah Tbk. Menurut [A Siahaan](#) tidak ada korban jiwa dalam peristiwa tersebut.

"Alhamdulillah, dengan ini kita sampaikan bahwa Tim telah turun langsung untuk mereduksi dampak kebakaran dan melaksanakan pemadaman. Juga kami sampaikan tidak ada korban dalam peristiwa ini, PT Timah Tbk sejauh ini telah melakukan penanganan sesuai dengan standar operasional yang berlaku," kata [A Siahaan](#).

Menurut [A Siahaan](#) untuk penyebab kebakaran pihaknya masih lakukan koordinasi dan evaluasi sesuai dengan regulasi yang berlaku.

"Terkait penyebab kebakaran kita masih berkoordinasi, yang jelas kita berupaya [semaksimal](#) mungkin untuk [meminimalisasi](#) dampak kebakaran," kata [A Siahaan](#). ([BangkaPos.com/deddy madya](#))

Artikel ini telah tayang di [BangkaPos.com](#) dengan judul Atap Kapal Keruk Singkep I PT Timah Terbakar, Asap Terlihat di Sekitar Muara Air Kantung. <https://bangka.tribunnews.com/2022/02/03/atap-kapal-keruk-singkep-i-pt-timah-terbakar-asap-terlihat-di-sekitar-muara-air-kantung>.
Penulis: [Syaiful Hidayat](#) | Editor: [Syaiful Hidayat](#)

Figure 1 News of the Singkep 1 Dredge Roof of PT Timah Burned
Source: BangkaPos.com, Researcher Processed Data, 2023

IDX Channel Economics

Kapal Keruk Milik PT Timah (TINS) Terbakar di Sungailiat

Economics

Muhammad Maulana

03/02/2022 15:20 WIB

Kapal Keruk (KK) Singkep 1 milik PT Timah Tbk (TINS) yang mencari bijih timah terbakar pada Kamis (3/2/22) siang di perairan depan ~~Airkantung Sungailiat~~



Kapal Keruk Milik PT Timah (TINS) Terbakar di ~~Sungailiat~~ (FOTO: MNC Media)

AAA

~~IDXChannel~~ - Kapal Keruk (KK) Singkep 1 milik PT Timah Tbk (TINS) yang mencari bijih timah terbakar pada Kamis (3/2/22) siang di perairan depan ~~Airkantung Sungailiat~~. Kebakaran ini terjadi saat cuaca cerah namun kemudian berhasil ditanggulangi tim terkait. ~~Kasatpolairud~~ Polres Bangka AKP Yanto membenarkan kejadian kapal keruk terbakar ini.

"Betul ada kebakaran tersebut, Anggota kita lagi lakukan pengecekan ~~dijajaran~~," kata AKP Yanto.

Tampak kebakaran sekitar pukul 11.17 itu kapal sempat dimonitor pihak PT Timah, TNI AL Pos ~~Sungailiat~~ dan ~~Satpolairud~~ Polres Bangka. Atas kejadian kebakaran yang terjadi hari ini Kabid Humas PT Timah Tbk, A Siahaan ikut membenarkan peristiwa itu.

Pihaknya telah mengirimkan tim untuk ~~meminimalisir~~ dampak berbahaya yang terjadi di KK Singkep 1 di Perairan Air Kantung, Kecamatan ~~Sungailiat~~, Kabupaten Bangka, Kamis (3/2/22) siang.

"Alhamdulillah, dengan ini kita sampaikan bahwa tim telah turun langsung untuk mereduksi dampak kebakaran dan melaksanakan pemadaman. Juga kami sampaikan tidak ada korban dalam peristiwa ini, PT Timah Tbk sejauh ini telah melakukan penanganan sesuai dengan standar operasional yang berlaku," kata A Siahaan. Untuk penyebab kebakaran, pihaknya masih lakukan koordinasi dan evaluasi sesuai dengan regulasi yang berlaku.

"Terkait penyebab kebakaran kita masih berkoordinasi, yang jelas kita berupaya ~~semaksimal~~ mungkin untuk ~~meminimalisasi~~ dampak kebakaran," tutupnya. (RAMA)

Figure 2 News of PT Timah (TINS) Dredge Caught Fire

Source: IDXChannel, Researcher Data, 2023

In accordance with Rizali Himawan's statement regarding the steps to be taken by PT Timah Tbk's corporate communication, the researcher concluded that information distribution has been carried out where the narrative used has been in accordance with the key message formed in the planning stage, then in terms of the selection of message distribution has also been carried out through mainstream online media aimed at reaching the target message that has been determined. In the implementation of this communication strategy, Rizali Himawan (Personal Communication, February 15, 2023) said the target was the public, stakeholders, shareholders and related regulators.

In addition to disseminating information through online media, PT Timah Tbk's corporate communication also conducts activities to disseminate positive information on social media. "The company's social media will balance by disseminating information and data that as a company, PT TIMAH Tbk is actually obedient and focused on rules and standards related to occupational safety in the mining sector." (Personal Communication, Citra Ayu Agustiwi, February 15, 2023).

In social media activities and company websites by corporate communication, the researcher analyzed that the social media content produced had been in accordance with the planning stage to contain key messages about the company's fulfillment activities towards the aspect of occupational safety. An interesting thing that the researcher found was that PT Timah Tbk's corporate communication was informed that it had a monthly setting agenda for social media content related to this aspect of work safety before the Singkep 1 Dredge fire occurred. For this reason, positive content about the company's activities is carried out in accordance with the social media content agenda in January, namely about the company's achievements towards work safety.

This means that before this incident occurred, PT Timah Tbk's Social Media actually already had a monthly plan related to this content to be disseminated. Of course, this provides convenience and speed in content production, considering that with this event the company's social media continues to function as planned monthly.

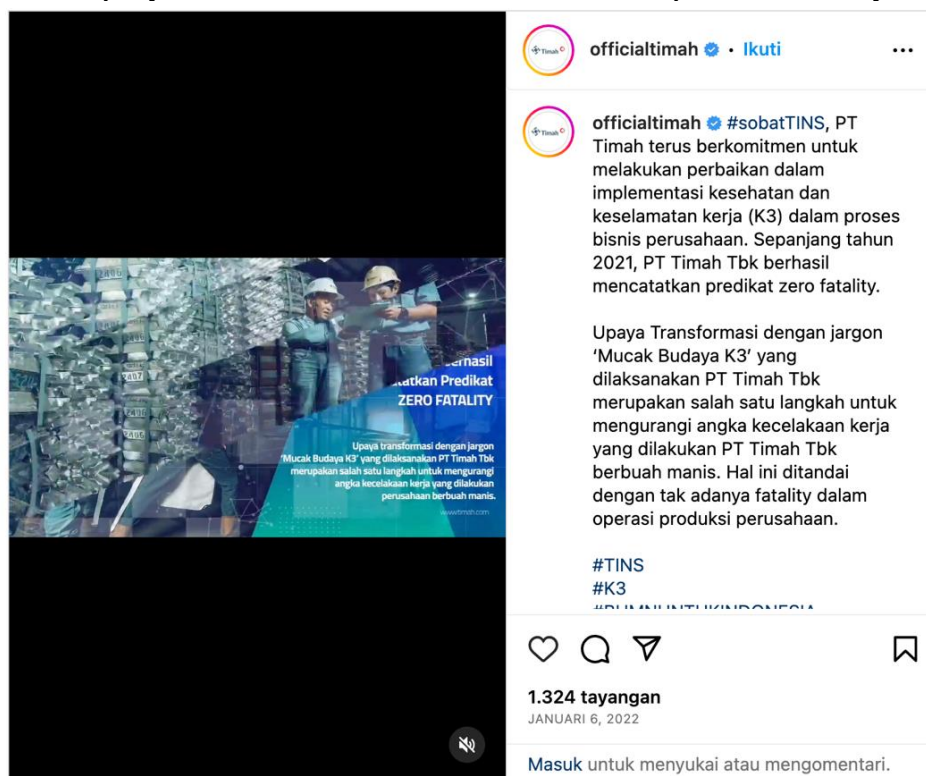


Figure 3 Uploads on Instagram @officialtimah
Source: Instagram @officialtimah, Researcher Data, 2023

Not only the dissemination of information, according to Citra Ayu Agustiwi, in social media activities when facing these events, the company's social media activities are also functioned by PT Timah Tbk's corporate communication to collect internal data related to the company's concerns on the aspect of occupational safety. Accurate data is used to support the production of content for upload. "The company's social media is tasked with collecting data and preparing content related to the company's activities and achievements in the aspect of work safety. This is done with the aim that when the escalation spreads, the company's social media will balance by disseminating information and data that as a company, PT Timah Tbk is actually obedient and focused on rules and standards related to occupational safety in the mining sector." (Personal Communication, Citra Ayu Agustiwi, February 15, 2023).

In the implementation and achievement of the effectiveness of the planned communication strategy, the researcher analyzed that the corporate communication of PT TIMAH Tbk also realizes that the speed of response time to the need to provide information/messages to be provided to journalists and the media is something that cannot be ignored so that information confusion can be reduced properly. This was confirmed by Teddy Malaka's statement when interviewed. "PT Timah Tbk's corporate communication provides information about what the company has done to the fire incident. PT Timah Tbk's corporate communication ensures that there are no casualties and ensures that the handling is maximized to minimize the impact of the fire." (Personal Communication, Teddy Malaka, February 20, 2023).

Teddy Malaka then said that confirmation of the incident was obtained in a short time from the corporate communication of PT Timah Tbk. "Bangka reporters Tribunnews.com first asked about the occurrence of the incident. Then within 15 minutes, the reporter was contacted by Corcom PT Timah Tbk who then provided a complete description of the incident that occurred." (Personal Communication, Teddy Malaka, February 20, 2023).

The selection of media to facilitate access to target messages in accessing accurate information is also carried out by PT TIMAH Tbk's corporate communication by calculating the media value of media companies based in Bangka Belitung. The researcher analyzed that in the context of determining the distribution of messages, PT TIMAH Tbk's corporate communication has been carried out in accordance with the planning stages. From the interviews conducted, corporate communication PT TIMAH Tbk explained that the company already has media tiering analysis data on the island of Bangka as the main reference in describing the media value rating to support the planned communication strategy that can be distributed well in terms of reach and readers' trust in the published content. Rizali Himawan stated: "Corporate communication of PT TIMAH Tbk has had a media value analysis from nearly 200 media operating in Bangka Belitung to then form a media value ranking based on several variables such as reach, intensity and attention. In the context of this event, Corporate Communication will be concerted on the distribution of messages in Online Media, Print Media with Tier 1 classification of local media, namely: Tribunbangka.com, Wowbabel.com, and Babel.Antaraneews.com. In this case, Tribunbangka is the main choice considering the disparity in scoring with the second rank which only reaches half of the tribunbangka's media value." (Personal Communication, Rizali Himawan, February 15, 2023).

Then getting information related to obstacles in the implementation of the communication strategy launched by PT Timah Tbk's corporate communication in this incident, the data source said that the obstacles found existed at the time of distributing the initial information which was still relatively long. This was revealed by Rizali Himawan during an interview. "There are no heavy obstacles to the implementation of the communication strategy. Planning carried out previously plays an important role in shaping the work steps that will be carried out by corporate communication. If it can be categorized as an obstacle, it is that the time for information distribution and chronology of events from the operations team is still relatively long and this is a minor obstacle in the implementation of follow-up work in the domain of corporate communication." (Personal Communication, Rizali Himawan, February 15, 2023).

The incident of the Singkep 1 Dredge burning incident is not the first incident with negative potential for the company's reputation to occur in the company. So, PT Timah

Tbk's corporate communication itself has a benchmark in dealing with similar incidents. As explained below: "The incident of the burning of the Singkep 1 Dredge is an event that can be categorized as not the first to happen to the company, so that the handling process can be carried out calmly and well. The quick response of management related to the importance of public information is also important to be the main direct in building the right communication strategy. Finally, the competence of the corporate communication team in building messages is supported by the company's good relationship with media companies and journalists which has been established which is very helpful for the implementation of effective communication strategies." (Personal Communication, Rizali Himawan, February 15, 2023).

Evaluation

The evaluation stage is a process carried out by corporate communication to find out the progress of the implementation of the communication strategy planning that has been implemented, the assessment of the suitability of the series of work from the planning stage to the implementation with the intended target is the basic function of the evaluation stage. The evaluation must be carried out with a more detailed perspective such as how effective the message is in influencing readers, then the reach and public trust in the media chosen to carry the message, to the public response after the implementation of the communication strategy.

The final result evaluated is a series of strategies consisting of the research, planning, and implementation stages. From this stage of evaluation, whether or not the evaluation is also a measure of success. The purpose of the evaluation is to form a conclusion where this can provide information and input for similar events in the future or improve the effectiveness of the company's communication strategy in the future. The researcher analyzed that at the evaluation stage, PT TIMAH Tbk's corporate communication described a positive achievement related to the implementation of the communication strategy carried out. This is illustrated by the results of the interviews conducted: "After distributing messages and clarifications to relevant stakeholders such as the OJK and related ministries, the news related to the incident sloped drastically. It was observed that the last news was at 20.50 on the same day as the incident (no other news appeared on the second day)." (Personal Communication, Rizali Himawan, February 15, 2023).

Furthermore, in the context of the effectiveness of news coverage carried out factually speaking, it is described that the implementation of the communication strategy is considered successful by PT TIMAH Tbk's corporate communication due to the slack of news coverage and also no decrease in the company's share price. In the interview conducted, the informant conveyed an overview of the results of the evaluation of the implementation of his communication strategy as follows: "Communication Crisis Reduction is considered successful, news coverage does not develop and also does not have a significant effect on the company's stock price movements. Some of the things that need to be improved are about the speed of receiving historical data on events and then converting the data obtained into the company's official press release." (Personal Communication, Rizali Himawan, February 15, 2023).

The researcher also concluded that at the evaluation stage, PT TIMAH Tbk's corporate communication has been consistent in forming an objective measure of the success rate of the implementation of the communication strategy that has been carried out. In this case, the corporate communication of PT TIMAH Tbk, Rizali Himawan, in an interview said: "Using media monitoring and analysis of media data and online media

carried out by the corporate communication field of PT Timah Tbk." (Personal Communication, Rizali Himawan, February 15, 2023).

In terms of social media, the implementation of communication strategies also has the following results: "In the data from our analysis, discussions about related cases only appeared 2 posts on Twitter, and accounts were produced that were not significant in terms of reach and engagement. In addition, it should be noted that for social media monitoring, there is no single tool that can do data mining on all social media platforms. This is because the platform closes access to monitoring of its conversation data. As far as I know, only twitter frees people up to do data mining." (Personal Communication, Citra Ayu Agustiwi, February 15, 2023).

From the implementation of the communication strategy that has been explained by the previous speakers, the impact of the information crisis related to the Singkep 1 Dredge fire incident was also handled well so that it did not have a significant effect on the company's stock price. This was explained by Rielisa Fitria, compliance manager of PT Timah Tbk: "The event did not affect the company's share price. The company is not subject to sanctions or written reprimands because it has submitted a request for explanation submitted by the Indonesia Stock Exchange." (Personal Communication, Rielisa Fitria, March 1, 2023).

Then the information obtained from the perspective of the Media Company, confirmed in line with the information conveyed by the corporate communication of PT TIMAH Tbk. Teddy Malaka stated that the movement of news on the event only occurred in 2 days and then sloped: "The movement of the number of readers of the two fire news in Bangka.Tribunnews.com, namely 1,181 page views. The news was sought for two days, namely February 3-4, 2022." (Personal Communication, Teddy Malaka, February 20, 2023).

The evaluation carried out by PT TIMAH Tbk's corporate communication was carried out in order to provide information related to the effectiveness of the implementation of communication strategy planning in accordance with the objectives, namely whether the recipient of the message could receive the message delivered, and what conditions occurred to the target of the message after receiving the information. In this case, the researcher analyzed that at the evaluation stage, corporate communication of PT TIMAH Tbk had carried out the evaluation of the communication strategy well, the evaluation stage carried out stated that the communication strategy implemented was categorized as effective, because at the evaluation stage there were several factors that indicated a positive effect after the implementation of the communication strategy such as the sway of news and conversations related to the event and there was no the effect of the decline in the company's stock price.

Reporting

Reporting is the final measure of the communication strategy activities implemented. The implementation report must be submitted to the management of PT Timah Tbk to be used as an action material. If the report contains positive results, it will be used as a reference in the next program. On the other hand, if the report contains negative results, it will be an evaluation for improvements in future programs.

At PT Timah Tbk, corporate communication reports KPIs to management every month. However, for certain events such as the Singkep 1 Dredge fire, no report was made, according to Rizali Himawan's statement when interviewed: "Management gets a corporate communication KPI report every month, but specifically related to the implementation of communication strategies in certain cases, a comprehensive report is

not made to the management. Management gets reporting from communication based on direct inquiries by phone or email and texting (by request)." (Personal Communication, Rizali Himawan, February 15, 2023).

As stated by the source above, PT TIMAH Tbk's Corporate Communication only makes monthly Key Performance Indicator reports but does not specifically convey the completion of work to management. The KPI report that is made does not convey the steps taken for the details of the work carried out. As informed by Rizali Himawan: "Specifically about the implementation of work that is in a crisis is not included in the KPI report. However, it is more about the achievement of the implementation of the monthly work program that has been planned to be implemented in the current year. However, at the monthly evaluation meeting, usually Corporate Communication provides an explanation to the superior by presenting monitoring data on the completion of monthly work that has been carried out." (Personal Communication, Rizali Himawan, February 15, 2023).

The resource person said that every month a monthly evaluation meeting is held which is a forum for corporate communication to convey everything related to work by presenting the KPI report that has been made. In practice, the minutes of the meeting are not a recommendation or follow-up to the work pattern of the corporate communication strategy in the future. Rizali Himawan stated: "Specifically, this is not the case. Meeting minutes are only used for things that are needed as evidence in an administrative context." (Personal Communication, Rizali Himawan, February 15, 2023).

From the results of the researcher's interview with the resource person, namely Rizali Himawan as the Manager of External Relations at Corporate Communication of PT TIMAH Tbk, the researcher can understand that in the implementation of the communication strategy carried out as a reductive step against events that can cause a negative impact on the company's reputation, Corporate Communication PT TIMAH Tbk does not clearly make a comprehensive reporting concept to management that can be used as material that is evaluative for corporate communication PT TIMAH Tbk can take feedback from what has been done for similar cases. For future work programs, Corporate Communication of PT TIMAH Tbk relies on the general annual work program design and for consideration of the repetitive casuistic pattern in the future, Corporate Communication of PT TIMAH Tbk can take previous brainstorming documents as feedback. Rizali Himawan said: "Until now, the work program at PT TIMAH Tbk's corporate communication is designed at the end of the year to enter the next working year. This is also done for work patterns related to sudden crises by including general program points such as crisis handling. The consideration to be adapted is only obtained from the planning document (Brain Storming) of the communication strategy that has been implemented previously." (Personal Communication, Rizali Himawan, February 15, 2023).

In this stage, the researcher concluded that PT TIMAH Tbk's corporate communication is still neglected in seeing the importance of the communication strategy implementation report where this can provide corrective input on the company's approach to cases related to the company's reputation in the future.

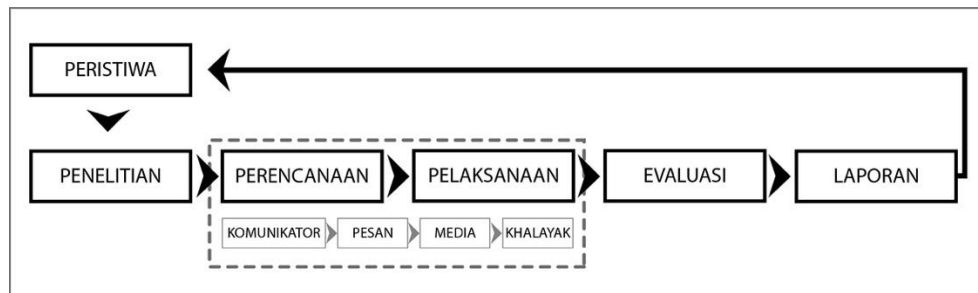


Figure 4. Stages of Communication Strategy

Source: Researcher Processed Data, 2023

Discussion

This research aims to evaluate the communication strategies implemented in the context of identification, implementation, and evaluation to protect the company's reputation.

Research Stage

At the research stage, Corporate Communication of PT TIMAH Tbk succeeded in identifying a potential crisis due to the Singkep I Dredge fire. Quick handling through the media and social media is the key to maintaining the company's reputation.

Planning

Corporate Communication PT TIMAH Tbk formulates a communication strategy with a focus on information distribution through online media and social media. Content about occupational safety is uploaded on Instagram and Facebook with a clear key message. The first step is to confirm the event to the media, send an apology, and convey corrective actions. Local media with Tier 1 ratings are a priority for message distribution.

Implementation

The formulated strategy was implemented quickly, including confirmation to the media, distribution of press releases, and uploading of social media content. The speed of information distribution successfully prevented panic. No major obstacles were found in implementation, although there was a slight delay in the initial distribution of information.

Evaluation

The evaluation showed that the communication strategy was effective. The news of the incident has sloped drastically, and there is no significant impact on the company's stock price. However, improvements are needed in the speed of data collection and conversion to press releases.

Reporting

Corporate Communication PT TIMAH Tbk conducts monthly KPI reporting to management, but does not make comprehensive reports related to crisis handling. These reports are not the subject of a strategic evaluation, and management relies more on direct communication (phone, text, or email) to keep up with developments.

Corporate Communication PT TIMAH Tbk has not seen the importance of a comprehensive report as an evaluation material for crisis events. This can hinder learning and improvement in communication strategies for similar cases in the future.

Conclusion

A crisis is a critical period related to events that can have a negative impact on the company. The instability of the situation can lead to a crisis with a variety of possible undesirable outcomes. If not controlled, the situation can lead to adverse consequences. In the research on PT TIMAH Tbk's corporate communication strategy, it was found that the strategies implemented had been well planned and implemented. Corporate communication prepares measures such as clarifications to the media, apologies, and corrective actions related to work safety. Official messages and press releases are also prepared for local media and reports are submitted to the OJK and relevant ministries. On social media, the company balances news with work safety content, as well as monitoring to analyze news movements. As a result, coverage dropped dramatically the same day after the fire, and the company was not sanctioned. However, what needs to be improved is the speed of processing historical data into official press releases, as well as the importance of comprehensive written reports as official records to deal with similar events in the future.

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