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Abstract

Currently, a communication crisis continues to be seen as a frightening menace that may disrupt the seamless operation of many activities in social life, business, and organizations. Instances of communication crises have perennially occurred within enterprises and organizations. This phenomenon is not limited to external communication with audiences outside the corporation or organization but may also manifest inside and within the organization itself. Effective communication is crucial in successfully navigating through the crisis. The coordination of crisis management within an organization or corporation is handled mainly by the Corporate Communication CC and Public Relations/PR departments. Corporate communication and public relations officers must be able to analyze the causes and repercussions of crises, formulate plans to resolve them, and enhance the organization's image. These skills are essential in coordinating with other departments. The study aims to assess and investigate crisis management processes from a Corporate Communication and Public Relations viewpoint. It focuses on the digital era, where efficient crisis-handling protocols are necessary due to the need for high mobility and the use of technology. This study is grounded on a qualitative methodology that utilizes phenomenological approaches. The decision to use phenomenology was based on the informants' experiences prioritizing objectives, namely the functionaries in the two departments, to better understand the challenges encountered. The final results demonstrate that the crisis management process begins when a possible crisis is identified, including methods for preventative measures and preparedness in the event of a crisis.

Keywords: communication, Corporate Communication, Public Relations, communication crisis, crisis handling

1. Introduction

The insurance industry has a significant position in the Indonesian economy. Their main goal is to restore financial conditions to the condition before the risk occurs. In addition, insurance can have a major impact on various business sectors, including retail, infrastructure and other industries. Insurance is a general characteristic found in multiple fields that require security, including preserving life and property in the individual sphere. This shows the importance of the insurance industry in driving the country's broader economic expansion (Direktorat Pengembangan IKNB dan Inovasi Keuangan Digital, 2023). In Indonesia, the insurance industry has yet to become popular even though it can be said that insurance is very important for society. Public awareness of insurance can be very low because there is a lot of general antipathy towards a word called insurance.

When compared with other countries, awareness of life insurance in Indonesia can be said to be low. The penetration level in Indonesia is sufficient to illustrate the low level of knowledge, still reaching 2.75% or around 7.5 million of Indonesia's 275 million population (Puspaningtyas, 2023). A demographic bonus shows that Indonesia can still increase insurance penetration in society. In addition, the insurance industry literacy rate in 2022 will be 31.7%, while the inclusion rate will be 16.6%. Awareness of the importance of insurance in Indonesia

still needs to improve, and the communication crisis that has occurred in the industry has caused public trust to decrease.

It cannot be denied that in recent years, significant disruption has occurred in the insurance world due to many complaints from customers who feel they have been disadvantaged. These complaints were expressed through various media channels such as open letters, complaints submitted to the relevant authorities, television news, and different information uploaded on social media channels. Media is crucial in communicating information during tragedy and crisis (Yu et al., 2021). Customer complaints can arise and be received in various ways, both directly and through media, and can potentially damage the company's reputation. This puts the reputation of the insurance industry as a whole at risk, leaving all insurance companies affected. Fast and targeted handling and implementation are needed to handle emerging communication crises. In this case, the reliability of the relevant parts in handling the crisis and analytical sharpness in analyzing the causes and conditions, including preparing and implementing corrective actions to improve the conditions, is needed. In a crisis condition, everything becomes urgent and, of course, has the potential to give rise to another eruption of chaos within the organization and the parties involved.

Amid a crisis, communication becomes very important to convey everything that must be given to internal parties and audiences outside the company. Effective organizational communication is essential during a crisis to minimize internal and external uncertainty. Still, social support can also sometimes reduce reliance on formal communication and also play a role in lowering doubts in the audience (Charoensukmongkol & Phungsoonthorn, 2022). Effective communication within a company is critical to effectively conveying the right and impactful messages about strategy, customer service, and branding. Building a brand involves delivering a coherent message that is specifically tailored to the target audience. Internal communication fosters friendship between workers and management, encouraging synergy and cooperation. Internal communications build and sustain the communication framework between employers and employees, facilitating the exchange of ideas, information, attitudes, and emotions between individuals. Efficient internal communication is very important for achieving organizational performance (Tkalac Verčič, 2021). Corporate communication plays an important and extensive role in an organization.

Corporate Communication and Public Relations are key in critical situations in a company or organization. Corporate Communication involves how an organization disseminates information to internal and external audiences to manage brand perceptions and engage those audiences effectively. Corporate communication consists of three main categories: management, marketing, and business. Amid a communication crisis, Corporate Communication and Public Relations are the company's spearheads in building and improving communication with audiences or audiences outside the company.

Many individuals need more comprehension of the role of corporate communication and public relations in managing communication crises. Frequently, the individual who addresses an audience is a high-ranking business executive. However, it has yet to be widely known that professionals in this area diligently train designated spokespersons before public appearances to deliver official statements. By considering this and looking at the current developments in the insurance industry related to the recent crisis, this research aims to explore matters about techniques and procedures for resolving crises in insurance companies. This research was conducted to answer several questions that arose related to crisis management. (1) Why do Corporate Communication and Public Relations become important in crisis conditions? Communication becomes something that disrupts the development of a company? (2) How do Corporate Communications and Public Relations handle crises, especially communication crises in a company? This study aims to further investigate the function of Corporate

Communications and Public Relations in managing crises inside both internal and external companies, focusing on the viewpoint of the individuals responsible for carrying out the tasks.

Furthermore, acquiring a more profound understanding of the roles and responsibilities of CC and PR inside a business is expected to improve and simplify crisis management. Each part involved can properly carry out the duties and responsibilities related to resolving the crisis on target. The current reality is that Corporate Communication is sometimes only considered as a part of an organization without many people knowing and understanding the role of this part in an organization more specifically when a crisis occurs.

Communication Crisis

Crisis, in its various manifestations, is an inherent and unavoidable aspect of society. Crises manifest in various forms, both those originating from natural circumstances and those caused by humans. This crisis can manifest as a natural phenomenon or as a consequence of society's social interactions (Babatunde, 2022). Furthermore, the emergence of a crisis can be caused by a lack of effective communication, but with the use of strong communication strategies the crisis can be resolved effectively. There is a consensus among experts that effective crisis management often requires the use of well-designed communication strategies. This shows the important role of communication in crisis management (Guo et al., 2021). In simpler terms, a crisis is understood as a period full of dangerous challenges where immediate and urgent solutions are needed.

This issue is evident not just inside the organizational realm, but also extends to the public and broader general arena. One may argue that a crisis has the potential to impact and permeate every facet of life and societal endeavors. One of these areas is communication. As stated by Abraham Nosnik (1986), communication is the process of initiating interactions with other people by conveying ideas, facts, thoughts and behavior, with the aim of obtaining a response to the message sent. Supported by the emphasis conveyed by Everett M. Rogers (2003) as a dynamic exchange in which individuals produce and disseminate information to foster mutual understanding. It can be understood that communication is a series of establishing or establishing contact between parties by exchanging information with the aim of achieving a common understanding.

In the case of information exchange carried out by individuals or institutions, it involves one or several intermediaries who help convey information and messages in communication activities. Basically, communication media refers to various understandings and methods for sending and receiving information or data. Said by Mo'minjon o'g'li (2023) that communication media refers to media or channels that allow the transmission of messages or information from the sender to the recipient. In addition, communication media refers to the methods used to send or receive messages, information, or data. The media used to convey information can be verbal or non-verbal. In order for information to be sent properly, both the sender and recipient must speak the same language.

Referring to previous studies and expert opinions, a communication crisis or media crisis can be understood as an event or activity that can endanger the reputation of a name, brand, organization or key stakeholders by conveying posts or information that is offensive, unpleasant, or can also be dangerous regarding and for one of the parties. A communication media crisis essentially happens to a party or organization that occurs on or through a channel called the media. Crises may manifest itself across several communication platforms, including social media, print media, and other outlets.

A crisis that occurs could be initiated by a party making a complaint about dissatisfaction or disappointment with a brand or company which ultimately spreads through media and has the potential to cause chaos or endanger the brand or company. A communication crisis is a situation that is beyond a person or organization's control (Hoàng & Lương, 2022). Managing

communications during a communications crisis is critical (Akinwale et al., 2023). Therefore, it takes more than just individuals to handle crisis communication which of course has an impact on the brand and also the good name of an organization or company.

Several things are needed to handle crisis communication and it is also necessary to build crisis communication carefully paying attention to several existing aspects. Crisis communications is a specialized area within the field of public relations that aims to safeguard and advocate for individuals, companies, or organizations faced with public threats to reputation (Bundy et al., 2017). Crisis communications seeks to raise public awareness of specific hazard categories, their scale and consequences including recommended actions to mitigate risks. In addition, it is necessary to implement various strategies, including: (1) establishing a crisis team dedicated to managing crises, which involves analyzing issues and their root causes, assessing the impact on the company, and determining the necessary steps for resolution and evaluation; (2) reframing the crisis as a challenge, whereby effective and prompt handling of the communication crisis can be transformed into a favorable opportunity for the company; and (3) developing a comprehensive transformation agenda encompassing initiatives for enhancing performance, improving processes, and enhancing organizational and human resource capabilities (Crise & Behary, 2021). These steps may differ if applied to one industry to another depending on how big and how a crisis occurs, including the form of organization involved.

Public Relations

Public Relations (PR) is a well-recognized word in the field of communication, including corporate, organizational, and personal contexts. This term appeared around the beginning of the 20th century or around the end of the Second World War period. Cutlip, Center, and Bloom (2000) stated that Public Relations is a management role that involves identifying, building, and maintaining mutualistic relationships between business and society which determine success or failure. This was later reaffirmed by Page and Parnell (2019) as a strategic communications approach that promotes mutually advantageous collaborations between the company and target audiences. Grunig together with Hunt (1984) characterized Public Relations as the deliberate communication administration between organization and intended audience. Public Relations is the function accountable for overseeing the exchange of information between an organization and the general public.

Public Relations promotes good intentions and good communication between a company, organization, or individual and the public. Public Relations involves using various communication techniques to uncover common viewpoints or interests among different groups. It promotes the establishment of alliances and harmonious connections among social services, clients, and the general public. The objective of this is to guarantee the achievement of mutual comprehension by means of true and thorough knowledge within society, eventually promoting a favorable public opinion and a good perception of social services. Some of researchers' viewpoint focuses on the essential components, unique characteristics, structural and functional qualities, and potential for PR in social services administration in the external ecology. This is because researcher perceive that social service managers have a limited grasp organizing PR, which leads to ineffective management of external environment social services and a propensity to rely on impromptu methods in social work (Akhmadijeva et al., 2021).

Public Relations focuses on developing a comprehensive knowledge and fostering beneficial relationships with different stakeholders, such as government, media, workers, investors, suppliers, and consumers (Singh, 2022). It can be understood that Public Relations is more related to external communication in a company or organization. Public Relations primarily focuses on effectively conveying a company's core principles and values. Public Relations also involves strategically conveying the right message to the target audience at the right location, thereby enhancing the company's reputation. Public Relations basically involves

the task of maintaining the reputation of a company, person, or brand. Public Relations includes the tasks of generating media coverage, establishing relationships with external media, shaping public perception, and fostering positive consumer attitudes towards the company brand.

Public Relations also plays a substantial role in an organization, exerting a noteworthy influence. The paradigm is based on complex adaptive systems thinking and incorporates Public Relations characteristics such as adaptability, diverse players, nonlinear impacts, feedback loops, self-organization, phase shifts, networking, scaling, and collaboration. (Lock, 2023). Furthermore, Public Relations professionals, acting as intermediaries, guardians of connections between organizations and stakeholders, and increasingly as employees striving for sincere and genuine involvement both internally and externally, possess a distinct range of contributions to offer in order to accomplish that objective (Lane, 2023).

Public Relations has a specific goal which includes overcoming problems that arise related to the world of communication that require change or transformation. For example, the change in question is changing the thoughts of the existing audience which were originally negative to become positive. Furthermore, Public Relations must take part in and take charge of the task due to its inherent ability to effectively interact with all stakeholders and audiences, based on its role (Smudde, 2021).

Corporate Communications

The private sector has experienced significant changes in the field of Public Relations. The organization's PR has transformed and changed its name to Corporate Communication (Sundram, 2023). Corporate communications is a comprehensive approach organizations use to engage effectively with target audiences through various communication channels. The notion has been used in several contexts, including commercial, organizational, and institutional communication, to denote public institutions. Corporate communications include all communication sent to internal and external stakeholders by a firm or any other entity.

Internal stakeholders include the firm's employees, such as workers and executives. External stakeholders include clients, media personnel, and the general public. Corporate communications frequently has challenges in gaining influence when compared to other areas like marketing or sales inside the firm (Brockhaus & Zerfass, 2022). Corporate Communication success depends on many factors, both internal and external to the company.

Several researchers expressed the opinion that defining Corporate Communication is a challenging task. The opinions of experts and researchers have various statements, each of which refers to where this is seen. Anggriyani (2023) stated is a crucial element of a business, tasked with managing responsibilities to preserve the company's positive image. Meanwhile Adejumo and Jaiyeola (2023) emphasized Corporate Communication as "a tool that must be generously and compulsorily practiced by organizations which aims to actualize the set out goals and objectives". So it can be said that corporate communication is a part that can be said to be important in a company which is related to every communication that occurs within or is related to what is the focus of the company.

Corporate Communication is currently identified with communications related to companies and legal entities. Corporate Communication includes several channels through which a company engages in external communications with clients and other stakeholders. The incumbent must have knowledge not only of the business's reputation and image, but also of corporate identity and corporate communications, as well as the interrelationships between these elements. Comprehensive Corporate Communication encompasses the influence of managerial decisions, employee actions, and product conduct, together with the dissemination of information via word of mouth and the views expressed by the media and competitors. (Lubis et al., 2021). Corporate Communication can provide education for employees by conveying information related to the organization through internal messages. In addition, Corporate

Communications helps companies identify or develop prospective market prospects for the goods or services offered.

The primary distinction between Public Relations and Corporate Communication is in their respective foci. Public Relations is generally focused on facilitating communication between organizations or individuals and the broader public. In contemporary corporate communications, Rudolf Berger (2018) contended that the term "corporate communication" is not only a renaming of public relations, but rather a full portrayal of the corporate communication function and objective. Communication includes the whole of transmitting information, including areas that are not covered by Public Relations. Public Relations is a distinct subgroup of Corporate Communications that specifically targets external audiences. Moreover, in contemporary context CC and PR is seen as outdated, causing ambiguity over the wider extent of Corporate Communication. Unintentionally, technology has resulted in the division of several small communication elements that need consolidation, standardization, and centralized management to provide uniform corporate communications. Moreover, the phrase business Communication aptly characterizes the contemporary need to adjust every facet of business communication. This notion advocates for the comprehensive management of all aspects of corporate communication. This encompasses several forms of communication, such as marketing communications, public communications, internal communications, government communications, advertising communications, as well as public and government communications, internal communications, and government relations. Furthermore, advertising and sales promotions aim to establish a uniform perception across diverse client groups.

Mobile

In the midst of this increasingly sweet digital era, people are required to become more flexible and able to move quickly between places. Traditionally, Church and Oliver (2011) describe mobile as something on the go, portable, moving and dynamic. On the other hand, AbuSa'aleek (2014) understands mobile as an important tool that effectively supports and integrates increased capabilities with features such as accessibility, interactivity, proximity, permanence, location of learning activities. Nowadays, almost every job can be done mobile, meaning you don't have to stay in one place to do the work. With the rapid development of technology, there are so many technological choices that can make it easier for people to do work anywhere and anytime without being limited by distance and place. In terms of communication, currently with the mobility of each individual which can be said to be high, flexibility and ease of communication have also become a demand in active society. This kind of mobility applies to humans and moving objects such as cars, trains, and others (Huang et al., 2021). With mobility and rapid technological developments, it is now possible to work anywhere and anytime.

2. Method

This research uses a qualitative approach to explore and gain a deeper understanding of real-world problems. This approach helps generate hypotheses and conduct further investigations. Research was conducted by collecting the experiences, perceptions and behavior of informants using open questions that asked how and why (Tenny et al., 2022). This approach is used to gain a comprehensive understanding of the complex, realistic processes and social dynamics currently occurring in society. Meanwhile, phenomenology is a philosophical approach to studying experience that discusses the experience of being human and its various aspects, especially matters related to human life and how humans examine and understand life experiences (Smith et al., 2009). In this research, Corporate Communication and also Public Relations role is seen as important parts in handling the media crisis. Ways and methods of handling can be carried out based on an understanding of each part based on the experience that

has been passed. The phenomenological method is considered suitable because it highlights the experiences of the relevant functionaries.

This study uses an exploratory type of research or content analysis with meta-analysis techniques which are statistical techniques used to measure or synthesize research findings and a detailed secondary qualitative investigation of original qualitative data to better understand a phenomenon and how investigative methods impact the results (Çoğaltay & Karadağ, 2015; Timulak, 2009). The main data in this study was obtained by observation supported by resource interviews. Creswell (2022) highlighted that purposive sampling procedures in qualitative research include intentionally selecting informants who possess credibility and a thorough comprehension of the issue being studied. This allows them to offer a full depiction of the phenomena being investigated. Observation is a research and data collection method in the social sciences that collects data about people, processes and culture. Researchers must participate in various roles and use various techniques, such as the use of the five senses (Baker, 2006; Kawulich, 2012; Slack & Rowley, 2001). An interview is a discussion to obtain a description of the informant's life and analyze the meaning of the information used in almost all qualitative research (Alshenqeeti, 2014; Nehls et al., 2014).

The unit of analysis in a study or research is important in relation to the source of information from research. Noori (2021) emphasized that the unit of analysis is an entity or basic phenomenon that can be observed in research and as a goal the data is collected in the form of variables in the form of individuals, objects, groups and other things. In this research, the unit of analysis refers to the Corporate Communications and Public Relations department of the insurance company, which several functionaries within it represent. These informants are parties who are considered appropriate and can understand the topics related to this research. The informants in this research included three persons with expertise in Corporate Communications and Public Relations, particularly within the insurance industry. The individuals who provided information and contributed to this study were

Table 1

List of Informants

Initials	Work	Experience
T	Private sector employee	>10 years in the insurance industry
W	Private sector employee	>15 years in the insurance industry
V	Private sector employee	>20 years in the insurance industry

Source: Primary Data, processed

The authorized informants have given permission for the use of their names and statements obtained throughout the data collecting procedure. The study's processed outcomes are then evaluated for validity via the use of data triangulation. Triangulation is regarded as the act of acquiring information from several sources to cooperate on the same conclusions, utilizing an open coding approach (Yin, 2014). Triangulation may be defined as the systematic process of analyzing data, beginning with source of data and also the process of collecting it. The researchers established a connection and conducted a comparative analysis of the patterns identified in the data obtained from interviews with informants.

3. Results and Discussion

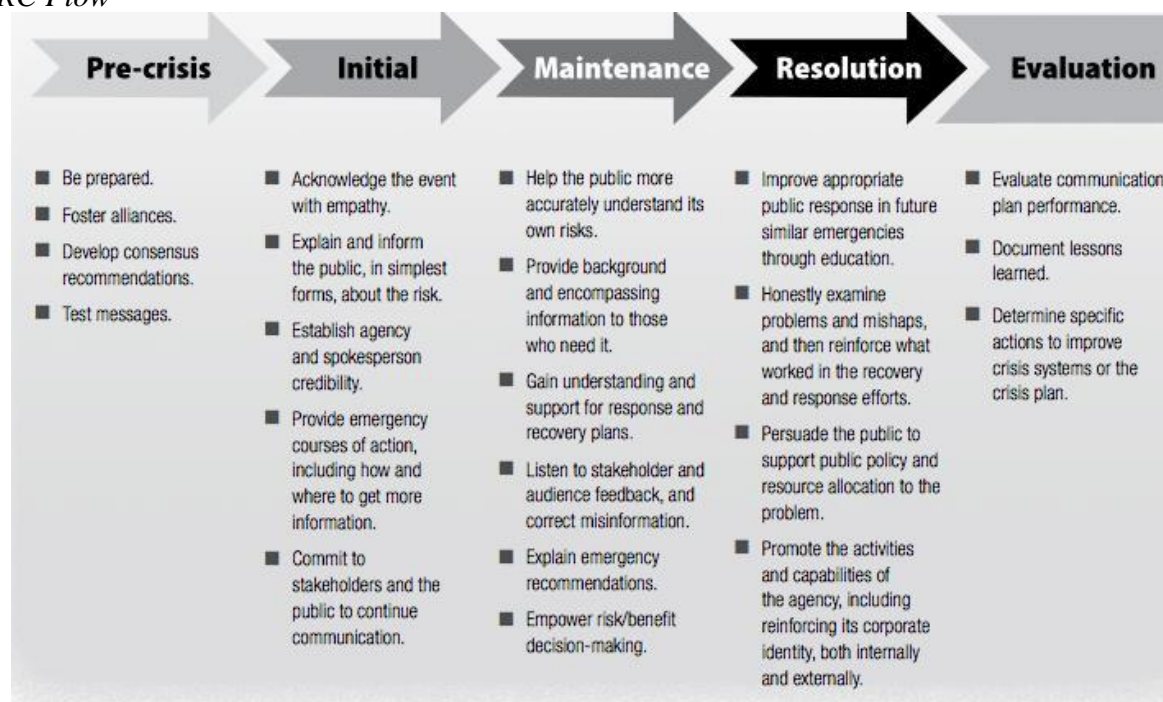
Studies show that current crisis can occur in any organization, at varying scales, and impact various aspects of the business. This can erode the trust of all internal and external stakeholders

and pose significant challenges for the company. Regardless of how big a crisis is, it can damage a company's reputation and reputation, which can cause significant damage. Coombs (seperti dikutip dalam Romba, 2021) points out that the occurrence of a crisis causes financial costs, which encourage preventing, mitigating, and resolving it in a way that keeps financial assets and human resources safe. Reputation maintenance, often considered an important part of effective crisis response, is also a common concern.

In a crisis situation, it is considered important to implement crisis communication as a reaction to the crisis. This is due to the possible threat to ordinary business operations and the negative impact on financial stability. As a result, both internal and external stakeholders cannot gain benefits or invest in the business activities or activities they carry out. If the problem is not addressed and the resulting impacts are not addressed, it will compromise the comfort of stakeholders and hinder the ability to control the situation. Ultimately, this will result in companies and brands not living up to stakeholder values and expectations. Additionally, part of effective crisis management is prevention and communication during a crisis through the careful implementation of business strategic plans and the implementation of interconnected preparedness components. These include prevention, which aims to minimize the chance of a crisis occurring, and preparedness, which involves thorough planning for every possible crisis scenario, both of which are documented in a crisis management plan (Romba, 2021).

Intentional factors, such as terrorism, sabotage, or prolonged unethical management, as well as unintentional factors, such as natural disasters, economic downturns, or product failures, can lead to crises, which are often characterized by similar characteristics such as danger, uncertainty, and the need for rapid action. The crisis and emergency risk communication (CERC) cycle is an option for *the Chief Corporate Secretary* to handle crisis communication cases, based on several criteria (*Crisis and Emergency Risk Communication - CERC*).

Figure 1
 CERC Flow



Source:(*The Crisis Communication Lifecycle*, 2017)

CERC framework categorizes crises into five different phases: pre-crisis as the first stage, then the initial stage, maintenance, resolution, and assessment. Regardless of category, it is

different and cannot be combined with other stages. Possible crisis triggers are identified in the pre-crisis period. Studying an organization's specific crises and risks is a pre-crisis method. Next, the crisis management plan determines when, where, and who will handle each situation. To prepare for disasters, organizations must form rapid response teams and train all parties involved (Bernard et al., 2021).

In the *initial stage*, problem diagnosis is needed quickly and empathetically in a crisis with minimal information. Hiring a proactive spokesperson will build audience trust. In addition, empathetic communication shows a willingness to educate and involve stakeholders while complying with legal regulations immediately. Positive reinforcement and an optimistic environment are needed at this stage to avoid pessimism. Assess the input of each channel using a communication approach, updating communication packets and sending them to each point after obtaining further information to reflect the latest information. Moving to the *maintenance stage* refers to a process where the company or organization can provide better explanations with more accurate details. Highlights critical events, their causes, and the responsible reactions of Company stakeholders. The Company must overcome the crisis that occurs by stating its governance and management ideals without blaming individuals.

In the *resolution stage*, the *Chief Corporate Strategy* must support the company's position with facts by explaining the causes and corrective steps, including control measures by improving governance and control through stakeholder empathy and providing formal explanations that convince regulators. In addition to crisis communications, content strategy can highlight a company's strengths. Building stakeholder trust is essential because news that shapes public opinion can influence financial markets and the government. In the final stage, namely *evaluation*, all company communication efforts and their shortcomings must be examined after the crisis to identify lessons learned and organize corrective measures. Crises are detrimental to companies and their stakeholders. If a company recovers, a crisis may be its greatest learning opportunity. This crisis gave birth to some progress. According to one informant, the CERC model posits that crises follow a cyclical pattern, proceeding predictably and methodically: starting with risk identification, followed by the eruption or escalation of the crisis, then transitioning to the clean-up and recovery phase, and finally culminating in an assessment. crisis response. An important aspect of this methodological approach is its ability to minimize ambiguity and enable crisis managers to anticipate future communication needs and challenges proactively.

Table 2

CERC Model applied to one of the crises in the Insurance industry

Key Message & Comms Outreach Strategy	CERC Models				
	Pre Crisis	Initial	Maintenance	Resolution	Evaluation
Communications Action	<ul style="list-style-type: none"> Internal coordination Communication pack Development Monitor issues Internal communications 	<ul style="list-style-type: none"> Public statement/ media release Lobbying to Regulators Monitor issues Communication pack 	<ul style="list-style-type: none"> Public statement/ media release Lobbying to Regulators Monitor issues Communication pack 	<ul style="list-style-type: none"> Public statement/ media release Lobbying to Regulators Monitor issues Positive content distribution 	<ul style="list-style-type: none"> Internal report to BOM & BOC, ERM Evaluation and documentation

Key Message & Comms Outreach Strategy	CERC Models				
	Pre Crisis	Initial	Maintenance	Resolution	Evaluation
	touchpoint briefs	adjustment (if any)	adjustment (if any)	to media • Communication pack adjustment (if any)	
Key Messages		We are aware of this incident, which is still under investigation by the local authorities. We sincerely apologize for any impact it may have on our stakeholders. More information will be shared once it is available.	Regarding the previous statement, you have the latest information on where this incident occurred due to indications of fraud from irresponsible individuals. However, we cannot say anything further until we have a conclusion from the ongoing legal process.	This is echoed by the conclusion from the authorities that one of the suspects has committed fraud in our company. As a company that upholds integrity, fraud is a violation of that cannot be tolerated. The process has been carried out following applicable policies and regulations.	
			More information will be shared once it is available.	In the future, we will improve controls to avoid similar incidents. Thank you for all the support and input you have given us.	
Comms Tone	calm, Vigilant, Positive	Empathetic, Genuine	Neutral, Respectful	Firm, Respectful	Positive

Source: Personal Interview

In the case of a communications crisis, although the Corporate Secretary is responsible for resolving it, Corporate Communication and Public Relations play an important role in overseeing reputation management. Reputation management involves creating a desirable brand reputation and image to ensure brand success and implementing procedures and countermeasures to prevent brand damage. Many people outside communications education believe that Corporate Communications and Public Relations are the same which in reality are different parts. In this case, Public Relations encompasses the deliberate and tactical administration of communication and engagement between the general public and the

organization. Corporate Communication refers to the centralized administration of communications inside a company. Conversely, public relations is tasked with promoting ideas, policies, commodities, and services via media that cannot be controlled and through interactive forms of communication. These methods can either complement or replace one-way advertising communications and regulated media. The role in question molds a business's reputation, directly influencing its competitiveness, productivity, and financial prosperity. This also falls under the realm of public relations.

Based on the experience obtained from the results of searches and interviews, it was found that the differences between *Corporate Communication* and *Public Relations* can be divided based on

Table 3

Difference between Corporate Communication and Public Relations

	Position	Scope	Audience
Corporate Communications	In an organization or company in a clear structural position.	Integrated functions include external/internal communications, marketing communications, promotions, brand management, advertising, etc.	Horizontal, vertical, internal and external
Public Relations	Part of corporate communications within a company or as a role for an individual position outside the organization.	Focus on external communications	Focus on external audiences

Source: Personal Interview

The idea of integrated Corporate Communications is more than just coordinating basic communications operations. If executed with skill, this will include four levels of integration: horizontal, vertical, internal, and external. In addition to their prominent differences, Corporate Communications has many strong similarities in its fundamental ideas. As an essential communications strategist, the brand storytelling process begins with establishing brand positioning and unique value propositions, understanding or assisting in setting communications objectives, defining target audiences, strategizing key messages, and consistently delivering them across all communication points.

Corporate Communications and Public Relations are distinct divisions but are closely interconnected. It is common for some firms to discover that Public Relations is a component of a broader work unit known as Corporate Communication. Researchers have categorized Corporate Communication into two distinct classifications: external and internal. External Corporate Communication is evident via advertising, branding initiatives, Public Relations, and crisis communication. Conversely, the company's internal communication is observed via its industrial relations and issue management (Troise & Camilleri, 2021). The disparities are only somewhat apparent when seen from the standpoint of the broader community. However, in terms of more precise roles, obligations, and responsibilities, the two components are distinct entities with several areas of overlap and mutual reinforcement.

In the context of a communication crisis that occurs in a company in the insurance industry, most crises are related to parties outside the company or external parties. The communication crisis with external parties was caused by several policies about customers or users of company services, which were prepared and conveyed to the audience and were considered disappointing or detrimental to customers. It is not uncommon for complaints to

result in a communication crisis that impacts the entire industry at an institution or insurance company because the news that appears reaches the association where the insurance companies belong.

When formulating a consumer-oriented policy, corporations must carefully evaluate the potential consequences that might arise upon implementing the policy or law. Forecasting is a necessary activity during the pre-crisis stage within the framework of the CECR cycle. In situations like these, it is crucial for a Corporate Communication and Public Relations professional to possess the skill of critical thinking and the capacity to anticipate future outcomes. Both aspects are essential in the early stages of policy design to accurately anticipate the potential consequences, whether positive or negative. Based on these forecasts, a comprehensive strategy and protocol will be developed to implement the policy, including methods for managing crises.

With excellent and capable forecasting skills, the Corporate Communication and also Public Relations section will then create a standby statement document in preparation if a crisis occurs with excellent and competent forecasting skills. This shows that the causes of crises can be divided into two categories: causes and possible crises. The cause of a crisis is something contradictory to a company that provokes a public or audience reaction. Meanwhile, the possible causes of a crisis are policies or other elements considered to cause a crisis if implemented. Thus, it is hoped that the Corporate Communications and Public Relations division will be able to swiftly prepare and implement crisis resolution protocols using previously scheduled guidelines.

In times of crisis, the importance of CC and PR is significantly amplified. In times of crisis, the CC and PR departments often assume responsibility for leading communication efforts, emphasizing the importance of both functions. Corporate Communications and Public Relations are tasked with generating press and news releases, coordinating press conferences, and training speakers for various audiences, particularly the mass media. Hence, individuals capable of operating or fulfilling duties in a mobile manner are required due to the significant level of mobility necessary, particularly in coordinating with many stakeholders, primarily foreign entities, during crisis resolution scenarios.

Information dissemination is an integral part of the crisis management process. It is very important to monitor developments in the latest problems, especially those related to the current crisis that threatens the company. In implementing the crisis handling protocol, the company's communications and public relations department must be agile and agile. As mentioned, establishing good relationships with authorities, media, journalists, and stakeholders will help handle the crisis with cooperation between all parties. To take a crisis, it is essential to communicate well.

With the demands placed on the two functions, high levels of ability, mobility, and agility are required. With the development of existing technology, it is now possible to communicate in resolving crises through devices that can be carried along with personnel mobility. In the process, now many things in crisis management can be implemented through tools that can be used to support activities in conflict resolution.

4. Conclusion

Corporate Communications and Public Relations are two different but related and inseparable parts of an organization or company. These two sections regulate all matters related to communication in a company or organization. The significant difference lies in the audience or audience to which the communication is directed. Corporate Communications covers all types and activities of communication in a company, both internal and external and vertically or horizontally within a company structure. Meanwhile, Public Relations regulates all

communications related to the company and personal to audiences outside the organization and individuals and focuses more on external communications. Besides that, even though they are different, the two parts are parts that are connected and complementary. In managing a crisis, the roles of corporate communication and public relations are very important because these two parts handles and manage all communication flows internally and externally. Public Relations as part of Corporate Communications is required to predict better potential crises that may arise from an incident or the policies of the company where that part operates. In the event of a communication crisis, whether using media or not, both Corporate Communications and Public Relations are expected to be able to implement crisis handling protocols based on CERC. Delaying or avoiding communication in the event of a crisis in an organization or company can result in confusion, suspicion and distrust among organizational or company stakeholders. Theoretical recommendations that can be given are related to this discussion, namely that in order to convey a response correctly and effectively, it is important for both parts to recognize the problem first, show empathy and concern, provide accurate and relevant information, clarify activities that are being or will be carried out and answer any questions or concerns from stakeholders. Apart from that, it is also necessary for each section to have personnel who are able to continuously monitor developing issues, be resilient, maintain good relationships both professionally and casually with related parties, and maintain consistency in the communication delivered.

In further research, it is advisable to do thorough study on the management of the problem that has been implemented. Research might use quantitative, qualitative, or mixed method techniques to gather knowledge, either in the form of numerical data or data derived from detailed observations. In addition, the phenomenological technique is deemed appropriate for further investigation due to its ability to delve more deeply into the experiences transmitted in managing conflict from the CC and PR standpoint. This study's findings validate prior investigations suggesting that Corporate Communications and Public Relations departments effectively collaborate in crisis management. Inside the domain of social and community matters, this study's discoveries may provide a more profound comprehension of how Corporate Communications and Public Relations handle crises and the importance of these two elements inside an organization or company. Currently, in the digital era with significant technological developments, a lot of technology and mobile devices can be used to help implement and resolve crises. For example, mobile devices and laptops have various types of applications. Furthermore, in the past, hearings could only be held through face-to-face meetings. Currently, in the era of increasingly advanced technology, many hearings can be controlled through face-to-face meetings through media such as Zoom or Teams applications on mobile devices available on each device so that it can eliminate the time and distance that must be traveled. So, it is possible to handle crises more efficiently in this era.

5. References

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