

# ***PUBLIC RELATIONS STAGE EVALUATION OF XL AXIATA'S CORPORATE COMMUNICATION PROGRAM (CASE STUDY: THE IMPLEMENTATION OF CSR XL FUTURE LEADERS 2012-2016)***

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**Abstract**— This research was conducted to find out and evaluate the stages of PR that run by department of Corporate Communication as the Public Relations of XL on XL Future Leaders program from 2012 to 2016. This research uses qualitative descriptive method. The result of this research shows that XL's Corporate Communication has done 4 stages of PR in running XL Future Leaders program, which are: first, identifying the problem; second, planning and programming stages; third, taking action and communicating; and fourth, evaluating the program. XL's Corporate Communication used the same steps and strategies each year as long as the program is implemented, but there are few changes depend on Core business of XL and the conditions of the students' needs at that time. The objectives of this program are well realized although not yet fully achieved

**Keywords**— *Corporate Social Responsibility, PT. XL Axiata, Public Relations stages, XL Future Leaders*

## I. INTRODUCTION

The understanding of corporate social responsibility in Indonesia is keep evolving. Rudito and Famiola (2013: 12) mentioned that CSR is basically a necessity for corporates to be able to interact with local communities as a form of the whole society.

In its existence, Corporate Social Responsibility is the part of Public Relations (PR) program. In this case, Cutlip, Center, and Broom (2011: 439) mentioned that CSR is an embodiment of philanthropy role of public relations as a key element in the corporate environment.

Corporate Social Responsibility Program keep evolving and innovating in various companies in Indonesia, especially since it is defined as an obligation that set forth on Chapter V Article 74 of Law Number 40 Year 2007.

XL Axiata is one of the largest telecommunication company in Indonesia that gives a special attention to its CSR program by creating CSR program titled "Persembahan XL

untuk Indonesia (XL's Offering for Indonesia)" and make XL Future Leaders as the flagship program.

XL Future Leaders is an international based soft skills training program that provides three core competencies: Effective Communication; Innovation and Entrepreneurship; and Managing Change as a capital/asset to entering the world of work and to be the nation's desire leaders. As a flagship program, XL Future Leaders program has had considerable influence to the company and the environment, but has many obstacles and has been in the final year of implementation.

Based on the facts above, this research was conducted to find out and evaluate the stages of PR that run by department of Corporate Communication as the Public Relations of XL on XL Future Leaders program from 2012 to 2016. Besides, this research also conducted to evaluate the process of achieving the objectives of the XL Future Leaders program through that PR stages.

## II. LITERATURE REVIEW

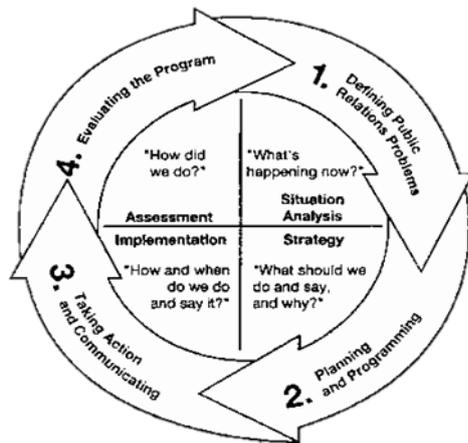
### **Public Relations**

Institute of Public Relations (IPR) states that Public Relations is a whole planned and sustainable effort in order to create and maintain goodwill and mutual understanding between an organization and its audiences (Jefkins, 2004:9).

Rosady Ruslan on Rusdianto (2013: 87), Public Relations is a management function that assesses public attitudes, identifies the policies and procedures of a person or for the public interest also plans and conducts program activities to gain understanding, support, and good judgment from the public.

### **Public Relations Stages**

In organizing and running a program, according to Cutlip, Center, and Broom (2011: 320), Public Relations performs four processes or stages, which are described as follows:



Source: Cutlip, Center, Broom (2011)  
Picture 1. Four Steps of Public Relations

### 1. Defining Public Relations Problem

This first step includes investigating and monitoring the knowledge, opinions, attitudes and behaviors of the parties associated with, and influenced by, the actions and policies of the organization. Basically this is the function of organizational intelligence. This function provides the basis for all steps in the problem-solving process by determining "What's happening right now?"

### 2. Planning and Programming

The information that collected in the first step is used to make decisions about public programs, objective strategies, actions and communications, tactics, and goals. This step will consider the findings of the steps in making the organization's policies and programs. This second step will answer the question "Based on what we know about the situation, and what should we do or what we should change and what should we say?"

### 3. Taking Action and Communicating

The third step is to implement the action and communication programs that designed to achieve specific goals for each public in order to achieve the goals and programs. The question in this step is "Who should do and deliver it, and when, where, and how?"

### 4. Evaluating program

The final step in this process is to assess the preparation, implementation, and outcomes of the program. Adjustments will be made while the program is implemented, and is based on an evaluation of how the program is working or not. The program will be continued or stopped after answering the question "How are we doing now or how well we have done?"

## Corporate Social Responsibility

Rudito and Famiola (2013: 12) mentioned that CSR is basically a necessity for corporates to be able to interact with local communities as a form of the whole society.

According to Rusdianto (2013: 7) the concept of CSR means that the organization is no longer a selfish entity. This concept provides a way for every company to engage itself with the social dimension and give attention to the social impacts that exist.

## III. METHODS

This research uses post-positivist paradigm with qualitative approach. The primary data source was obtained from interview with CSR XL Manager and Specialist Reputations & Issue Management. Secondary data is obtained from the results of research, the results of need analysis, annual reports, and sustainability report of XL.

This research is using Miles and Huberman's data analysis model that done through three stages, that are: Data Reduction, Data Presentation, and Withdrawal Conclusion and Verification.

The data is presented in the form of narrative text which gives an overview of the results of research which is equipped with table, graph or matrix.

## IV. RESULTS

### PR 4 Stages Analysis of CSR XL Future Leaders Program

XL Future Leaders Program is a CSR program based on voluntary responsibility which the company directly involved in the implementation through CSR Team under the auspices of XL's Corporate Communication. In this research, Corporate Communication Department of XL Axiata has the duty and responsibility as a public relations in XL Future Leaders program.

This research analyzed the PR stages by XL's Corporate Communications in XL Future Leaders program in 2012 until 2016. Based on the findings, XL's Corporate Communication has done various things that can be grouped into several stages in managing and running XL Future Leaders program.

### 1. Defining Public Relations Problem in XL Future Leaders Program

XL Corporate Communication performs this stages through this following steps: First, Identification the problems. XL's Corporate Communication starts the stages of defining the problem by identifying the problems associated to XL's core business, finding the company's position in the community, determining the responsibility of corporate to the community, and identifying the appropriate solutions to problems and how to fulfill that responsibilities. The result of problem identification shows that XL as telecommunication company has responsibility to educate the society especially the consumer as service user given. In addition, XL needs a program that can overcome the nationalism that hit XL as a part of foreign company

**Second, Mapping Stakeholders.** XL's Corporate Communication mapping the stakeholders to see the condition of stakeholders that owned by the company and determine the priority stakeholders targeted for the program. In this process, Corporate Communication selects university students as priority stakeholders and sets them as program targets. This is

because the student is one part of the target segment of the company and is a stakeholder who has never been touched by CSR program of XL.

**Third,** news analysis. XL's Corporate Communication also analyzes the issues and news that develops in the media, both mass media such as TV, Radio, and Newspapers, and social media. The analysis is carried out about various matters, but prioritizing on XL's condition in news, students, technology and education.

**Fourth,** Research and Survey. In this process, Corporate Communication XL conducts a study to university students, communities, corporations, universities and governments to determine the student needs. The research is held after the target segment is determined from the result of problem identification and stakeholder mapping. In this case, XL's Corporate Communication is working with "Cognition Education" an education based company from Australia.

## **2. Planning and Programming XL Future Leaders Program**

In running XL Future Leaders Program, XL's Corporate Communication uses three plans, such as Media plan is about the media target planning, strategy and tactics, and communication actions to be performed; Financial plan is a planning that relate to budget, current finance, expenditure for program, and possibly revenue derived from the program; and the third plan is a program plan which is planning about the form of the program, in this case XL's Corporate Communication make the program align to the company's core business and the results need analysis.

Based on the results of the analysis and problems identification, XL's Corporate Communication chose university students as the target program, and set the goal of the XL Future Leaders program to educate the users of XL services, especially the students as the target program, and become the bridge between the world of education and the world of work so that the gap between both of the world can be reduced.

In designing the program, XL's Corporate Communication is collaborating with Cognition Education which is an educational based company from Australia. The designed program is formed like a lecture or non- scholarship training school which is considered to have been made by many companies. XL's Corporate Communication plans the same major program every year, but there are differences in focus and other programs under XL Future Leaders, this is depend on XL's core business in the year XL Future Leaders is implemented as well as the conditions of student needs. The program is built in line with XL's core business as the program will be launched.

In 2012 and 2013, XL Future Leaders has a single program that formed as training program. In 2014, Corporate Communication divides XL Future Leaders program into several programs, such as: XL Future Leaders - Global Thinking, a training program that focuses on developing the three competencies, i.e. Effective Communication; Innovation and Entrepreneurship; and Managing Change; BOD Challenge, challenges the students to become a board of

directors for a week; E-learn, XL Future Leaders module in digital version of "E-Learn XL Future Leaders"; and educational scholarships. In 2015, Corporate Communication still uses the same programs, but removes BOD Challenge program which is considered less effective. In 2016, Corporate Communication XL uses the same program as in 2015 and adds programs that have touched high school students called XL Future Leaders for High School that form as early introduction of XL Future Leaders program to schools.

## **3. Taking Action and Communicating XL Future Leaders Program**

In this stage, Corporate Communication XL has prepared a strategy that run by XL CSR Team and assisted by several other teams within XL's Corporate Communication Department.

The main strategy that used by Corporate Communication is called Maturity Stage strategy. This strategy is generally called Product Life Cycle is the form of marketing concepts that describe the competitive dynamics of a product or program. There are 4 stages in it, the introduction stage; growth stage; maturity stage; and decline stage.

Through this strategy, XL's Corporate Communications is more easily determine the strategy of action and communication in taking action and communicate stages. The stage position is really affect the strategy of action and communication.

In 2012, the first year of the program will be implemented, based on Maturity Stage, XL Future Leaders is in the introduction stage. At this stage a program requires a massive promotion to make the public aware, so that Corporate Communication held a press conference and massive promotion through TV, newspaper, radio, Billboard, social media and others in communicating XL Future Leaders program. The goal is to raise the public awareness about XL Future Leaders program.

In the second and third years, XL Future Leaders are at a growth stage, where people are becoming aware of XL Future Leaders. Corporate Communication XL still uses promotional strategies but reduces spending on conventional media, and prepares viral strategy, a strategy that tailored to the target segment conditions. In this case, Corporate Communication uses well-known figures and young people as the messengers, this is called Youth Empowerment and Peer Pressure.

In the fourth and fifth years, XL Future Leaders begin to be in the maturity stage. Corporate Communication began to reduce the conventional promotional strategies and enhance to digital promotion. In the fourth and fifth years, XL Future Leaders already has alumni, Corporate Communication then made several publication programs using alumni, such as roadshows in various regions in Indonesia that run by the alumni and the participants of XL Future Leaders in each region.

Corporate Communication XL prepare strategy of XL Future Leaders program implementation for five years at the beginning of the program will run. Nevertheless, more detailed strategy each year is adjusted to the condition of the

program in the maturity stage. There are obstacles in this stage, where Corporate Communication XL experience confusion in determining and packing messages to be delivered, this affects the condition of the registrants number of XL Future Leaders program. This happens because the condition of XL Future Leaders which is a five year program that presented the same every year. In addition, using the same strategy in every year is also a major impact of this constraints.

#### **4. Evaluating XL Future Leaders program**

XL's Corporate Communication at this stage has conducted program evaluation twice a year. Evaluation conducted on several things, such as: media report relate to the value of news coverage on mass media called PR value; surveys on community level awareness & level of program reputation; financial that relate to finance that has been used during program implementation; and controlling the participants and alumni that realized as alumni and participants of XL Future Leaders forum.

The evaluation results are used to see the successful and achievement that XL has achieved through this program, and to get an idea of what XL has done to Indonesia. An overview of the evaluation results is also used to determine what XL should do next, including in the development and improvement of what has been done.

The evaluation is more likely to the short term objective that focus on improve the reputation and it is declared to have succeeded. While the long-term goal of the XL Future Leaders program, i.e. reducing the gap between the world of education and the workplace by XL Future Leaders students will be evaluated later.

#### **Evaluation of XL Future Leaders Program Stages**

Based on the findings, there are 2 main objectives of XL Future Leaders: First, to fulfill corporate social responsibility (CSR) XL as telecommunication company in Indonesia through education and reduce gap between education and work world; Second, to overcome the nationalism issues that experienced by XL as the impact of being part of the foreign companies.

Based on these objectives, researchers then conducted an analysis of the success of the program that associated to the stages of PR by XL's Corporate Communication.

##### **1. Fulfill XL's Social Responsibility**

Based on the analysis of PR stages, Corporate Communication XL is trying to realize the goal of fulfilling the corporate social responsibility (CSR) as a telecommunication company in Indonesia through education and reducing the gap between education and work world for students by making an educational program in 2012.

Corporate Communication started the step with need analysis so that the needs of the target segment really fulfilled. Then the stage followed by designing the program which Corporate Communication prepares an appropriate educational program to meet the needs of students in preparing themselves to enter the workforce and become the initial capital to

become a leader. In formulating training programs and curricula, Corporate Communication collaborates with Cognition Education. Researchers see this is a good decision, XL as a telecommunications company requires input and description of the world of education from companies that have experienced in the field.

Corporate Communication then communicated XL Future Leaders program to the community through several strategies such as promotion in various media such as TV, Radio, Koran, Billboard, and social media. After the program disseminated and implemented Corporate Communication then evaluate the program, one of the evaluation step is monitoring of program participants. The evaluation was conducted to monitor the progress of participants and alumni of XL Future Leaders program through the establishment of the alumni organization. However, this evaluation did not work well.

Researchers assess the first goal of XL Future Leaders program that is to fulfill the corporate social responsibility (CSR) as a telecommunication company in Indonesia through and reduce the gap between the world of education and the workforce for students already reached but not yet fully. CSR's responsibility for education has been met well with the implementation of the XL Future Leaders program, but the goal of reducing the gap between the world of education and the workforce for students has not been achieved. This is proven in the evaluation process which is considered not well prepared and clear, so the target to reduce the gap has not been measured.

##### **2. Overcome the Issue of Nationalism**

Since deciding to become part of the Axiata group, XL rated by the community as a less nationalist company because it is part of a foreign company. Based on these facts Corporate Communication as the PR of XL tries to overcome the issue of nationalism through CSR program that is XL Future Leaders. Based on the stages of PR conducted by XL Corporate Communications in running XL Future Leaders program, researchers found that there are steps taken by Corporate Communication in realizing the goal of overcoming the nationalism issues experienced by XL.

The step begins by selecting the university student as the target segment. It is decided from the results of stakeholder mapping that done in the stage of defining the problem. Researchers assess the decision to select students in an effort to overcome the issue of nationalism is a good choice, it is because the students are always associated to agents of change with a high nationalist soul. Corporate Communication XL then do need analysis to know the needs of the students. Furthermore, Corporate Communication XL conceptualizes and makes program planning. XL Future Leaders Program then formed as a training program with the curriculum that students need in preparing themselves to become the nation's leaders.

In the stage of taking action and communicating, Corporate Communication also utilizes youth empowerment in disseminating information. Researchers think this is very good considering that XL Future Leaders program is a program that related to young people. Furthermore, at the end

of each year of the program implementation, XL Corporate Communication will evaluate XL Future Leaders program. One of the evaluations is media reports and surveys to the community related to the reputation of XL's own program and reputation. The evaluation shows a satisfactory result, XL earned a good reputation.

Researchers assess the second goal of XL Future Leaders program, addressing the issue of nationalism that experienced by XL as the part of foreign companies has been achieved well even though the labeling is still attached. This is proven from the results obtained by XL during XL Future Leaders program implemented, in addition to winning both national and international awards, XL Future Leaders has gained an excellent reputation in the community compared to other telecommunication companies, including national companies. This case certainly has an impact on XL's nationalism issue, public trust is keep increasing along with the reputation of XL Future Leaders program.

## V. CONCLUSION

This study provides a description of the stages of PR that run by Corporate Communication of XL Axiata in XL Future Leaders program from 2012 to 2016. The results are:

1. Corporate Communication has done the PR stages that are identifying problems planning and programming, taking action and communication, and program evaluation. During the 5 years of XL Future Leaders program, Corporate Communication XL prepares and uses the same strategies and steps in every stage of PR. However, there are differences in packaging, this is depends on the core business specified by XL and the condition of the students' needs in the year the program is implemented.
2. In identifying the problem stage, XL's Corporate Communication does need analysis to identify the right problem or opportunity for an XL CSR program. The process is carried out with several steps namely, identification of problems in the external environment of the company, mapping stakeholders, analysis of news, and conducting research and surveys. The steps that undertaken in this phase involve many related parties such as students, universities, corporations, and society.
3. In planning and programming stages, XL's Corporate Communication uses three plans, namely media plan, financial plan, and program plan. All the planning and strategy prepared in this phase are based on the need of analysis at identifying the problem stage and in line with XL's core business. In designing the program, Corporate Communication is working with the "Cognition Education" which is an education based company.
4. At taking action and communicating stage, Corporate Communication uses the Maturity Stage strategy to determine the strategies of action and communication used. During 2012 to 2015, Corporate Communication uses the same strategy but the packaging is tailored to the stage position in the maturity stage and the company's condition, students and the environment at that time. However, this is actually a constraint, especially on the message to be delivered.
5. In the last stage program evaluation, XL's Corporate Communication evaluates the program twice each year. Evaluation that conducted related to media reports, surveys to participants and the community, financial reports, and monitoring the participants. The evaluation that has been done is more focus on short term objective that is reputation. While the long-term evaluations focusing on program participants have not been done but the results will be obtained five or ten years later as program participants step on the world of work. The results of the evaluation obtained are used to see how far the achievements that have been achieved by XL through this program and become the description for program development in the next year.
6. The purposes of XL Future Leaders program are: First, to fulfill the corporate social responsibility (CSR) of XL as telecommunication company in Indonesia through education and reduce gap between world of education and work world; Second, to overcome the nationalism issues that hit XL as the impact of the foreign company's part, has been realized well although not fulfilled yet.

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