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Author Name(s): Asmara Juana Suhardi
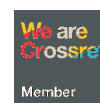
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Article

Crisis communication management strategies: a comparative analysis of corporate responses in global emergencies

Asmara Juana Suhardi*)
Sekolah Tinggi Agama Islam Natuna, Indonesia

Keywords:

Crisis communication
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ABSTRACT

This study aims to analyze the crisis communication strategies implemented by companies in various industry sectors during global emergency situations. This study conducts a comparative analysis of corporate crisis communication responses in various industry sectors and geographical regions to identify the most effective strategies in dealing with global crises, such as the COVID-19 pandemic, natural disasters, and economic crises. This study uses a mixed methods approach, which involves qualitative and quantitative analysis. The qualitative approach was conducted through in-depth case studies of five multinational companies in the energy, technology, and healthcare sectors, selected based on the significance of their crisis responses. Data was collected through semi-structured interviews with corporate communications managers and content analysis of media statements as well as social media. Quantitative analysis was carried out using a survey involving 200 respondents to measure public perception of the effectiveness of crisis communication. The data was analyzed using a comparative approach to identify key patterns in the communication strategies implemented by the company. The results of the study show that companies that implement a transparent, consistent, and empathetic-centered communication strategy are more successful in maintaining the public image and gaining customer trust. The comparative analysis also revealed significant differences in crisis response by industry sector and geographic region. Companies in the technology sector, for example, rely more on social media to maintain fast and interactive communication, while companies in the energy sector tend to use formal press statements to handle crises. This research emphasizes the importance of flexibility and adaptability in crisis communication strategies, as well as the need to consider the context of the industry and geographic region when designing a crisis response. The results of this study are expected to provide guidance for companies in improving their crisis communication readiness, especially in facing future global crises.

Corresponding Author:

Asmara Juana Suhardi,
Sekolah Tinggi Agama Islam Natuna Natuna
Email: asmarajuanasuhardi@gmail.com

Introduction

Crisis communication is a vital component of company management, especially in global emergency situations that can affect the company's reputation, public trust, and operational sustainability (Coombs, 2010). In recent decades, various global crises such as the COVID-19 pandemic, climate change resulting in natural disasters, and international economic crises have challenged companies' ability to respond to and manage public perception through effective communication strategies

(Khurana et al., 2021). A company's inability to properly manage crisis communication can have ongoing reputational impacts, loss of stakeholder trust, and potential financial losses (Anthonissen, 2008).

Crisis Communication Strategies are approaches designed by companies or organizations to manage and respond to various crises that can jeopardize their reputation, operations, and relationships with stakeholders (Coombs, 2020). This strategy plays an important role in controlling the dissemination of information, alleviating public concerns, and ensuring that the messages conveyed to external and internal audiences are consistent and appropriate to the situation at hand (Graber, 2002). The crises faced can be diverse, such as natural disasters, public health incidents such as pandemics, product failures, or corporate scandals. The main goal of crisis communication is to maintain public trust as well as minimize reputational damage and long-term impact on the business (Griffin, 2014).

In essence, crisis communication must be proactive, reactive, and adaptive to dynamic situations. A proactive strategy involves planning communication before a crisis occurs, including identifying risks, preparing contingency plans, and defining crisis communication teams (Haupt, 2021). When a crisis occurs, a reactive response is needed to convey information quickly, transparently, and empathetically to the public and the media. In addition, crisis communication must be adaptive to handle the development of a rapidly changing situation. Another important factor is the company's ability to tailor messages according to different audiences, such as employees, customers, investors, and the general public (Haddow & Haddow, 2013).

Some of the basic theories in crisis communication strategies include Situational Crisis Communication Theory (SCCT) and Image Restoration Theory (Coombs & Holladay, 2002). The SCCT, developed by Coombs, focuses on how companies can choose an appropriate crisis response based on the type of crisis and the level of responsibility perceived by the public. In this context, companies must assess whether the crisis is the result of internal or external factors and adjust communication strategies that can mitigate reputational damage (Coombs, 1995). Benoit's Image Restoration Theory emphasizes the importance of restoring a company's image after a crisis, with strategies such as apologizing, compensating, or shifting responsibility. By combining these theories, companies can develop a more structured and strategic approach to managing communication during a crisis (Arendt et al., 2017).

Research on crisis communication strategies is increasingly relevant considering the increased exposure of media and digital technology that facilitates the dissemination of information in real-time (White, 2011). In these conditions, a fast, accurate, and empathetic response is an important factor in managing the company's image. However, not all companies are able to adopt effective strategies, as the response to crises is heavily influenced by industry factors, organizational culture, and geographical characteristics (Grewal & Tansuhaj, 2001). Therefore, a comparative study is needed to understand crisis communication strategies applied in different industry sectors and different regions (Pancic, 2010).

The study focuses on the key question: "How do companies across different industry sectors and geographic regions respond to global crises through effective crisis communication strategies?" In particular, this study examines the differences in communication strategies implemented by multinational companies in the technology, energy, and health sectors, which face significant challenges during the global crisis (Lasserre & Monteiro, 2022). This study also seeks to identify the key factors that affect the effectiveness of crisis communication, both from the perspective of the company and public perception.

This study aims to conduct a comparative analysis of the communication response of companies in various industrial sectors during global emergencies, such as pandemics, natural disasters, and economic crises. This study combines a mixed methods approach, which consists of qualitative analysis through case studies on multinational companies and a quantitative approach through surveys of relevant respondents. The results of this study are expected to provide an in-depth

understanding of the most effective and adaptive crisis communication strategies (Sellnow & Seeger, 2021).

This study uses mixed methods, which combine qualitative and quantitative approaches. For the qualitative case study, the researcher selected five multinational companies operating in the technology, energy, and healthcare sectors. The companies taken as a sample include PT Pertamina (Persero) as a representative of the energy sector in Indonesia, Telkom Indonesia as a representative of the technology sector, and Siloam Hospitals Group as a representative of the health service sector. Semi-structured interviews are conducted with communications managers from each company to understand crisis communication strategies and tactics implemented during global crises. In addition, qualitative data is analyzed through content analysis from media statements and the company's annual report (Payton, 2021).

The quantitative approach was carried out through a survey of 200 respondents consisting of customers, stakeholders, and the general public who were directly affected by the crisis faced by the company (Glavopoulos et al., 2014). This survey aims to measure public perception of the effectiveness of crisis communication carried out by companies. Quantitative data analysis was carried out using descriptive and inferential statistical methods to identify response patterns and effectiveness of crisis communication felt by the public (Gephart, 1997).

According to a report from the International Crisis Group, (2022), more than 60% of multinational companies in Southeast Asia are facing significant impacts from the COVID-19 pandemic, including operational disruptions and reputational degradation due to inadequate communication. In the report, 45% of companies reported that poor communication with internal and external stakeholders led to public distrust. Meanwhile, a study by Citrawijaya, O. R., et. al (2024) showed that companies that were able to communicate transparency and empathy during the crisis managed to increase customer trust. This data highlights the importance of further research on effective crisis communication strategies.

This study offers novelty in the crisis management literature with a focus on comparative analysis across sectors and regions. This research not only analyzes the strategies implemented by companies, but also evaluates the public's perception of the effectiveness of these communications. By using a mixed method approach, this research is expected to make a more comprehensive contribution to understanding the dynamics of crisis communication at the global level (Ruggiero, 2017).

This research is expected to provide practical guidance for companies, especially in sectors that are severely affected by the global crisis, on how they can prepare and implement more effective and adaptive crisis communication strategies. In addition, the results of this study are also expected to help communication managers understand the importance of transparency and empathy in maintaining public trust during emergencies.

Methods

This study uses a mixed methods approach, which combines qualitative and quantitative approaches to gain a more thorough understanding of corporate crisis communication strategies during global emergencies (Fuka et al., 2022). This approach was chosen because it can provide in-depth data from the company's internal point of view through qualitative methods, as well as provide an overview of public perception of the effectiveness of crisis communication through quantitative methods. This research was carried out over a period of six months, starting from data collection to analysis and preparation of reports (Daymon & Holloway, 2010).

Qualitative Approach
The qualitative approach in this study is carried out through case studies on multinational companies in three main sectors, namely the energy, technology, and health services sectors (Welch et al., 2020). The companies sampled in this study were selected purposively based on their significant involvement in dealing with global crises, as well as their success in maintaining their reputation

during the crisis. The companies that are the subject of the case study are PT Pertamina (Persero) (energy sector), Telkom Indonesia (technology sector), and Siloam Hospitals Group Hospital (healthcare sector).

Qualitative data collection is carried out through: (1) Semi-structured interview: This interview is conducted with the communications manager or crisis communication team of each company. The questions in the interview are designed to explore the communication strategies implemented during the crisis, the decision-making process in communication, and the evaluation of the success or failure of the strategy. Each interview lasts for 60 to 90 minutes and is recorded with the consent of the respondents (Downs & Adrian, 2012); (2) Document analysis: Documents such as official press releases, annual reports, and public statements from companies are also analyzed to understand how key messages are communicated to stakeholders during a crisis. This content analysis is focused on the themes of transparency, responsibility, and empathy in the messages conveyed (Doorley & Garcia, 2015); (3) Qualitative data obtained from interviews and documents were analyzed using the thematic analysis method, where the main themes emerging from the data were identified and grouped to provide a comprehensive picture of the crisis communication strategy implemented by each company (Braun & Clarke, 2012).

Quantitative Approach

The quantitative approach was carried out using a survey to measure public perception of the effectiveness of crisis communication strategies implemented by the companies that were the subject of the study (Ozanne et al., 2020). Survey respondents are customers, stakeholders, and the general public who are exposed to corporate communications during the crisis. The survey was distributed to 200 randomly selected respondents, with a proportional distribution based on their involvement with the sampled companies (Pertamina, Telkom, Siloam Hospitals).

The survey uses a 5-point Likert scale, in which respondents are asked to rate several aspects of corporate crisis communication, such as response speed, transparency, message consistency, and level of empathy in the given communication. The survey questions also include perceptions regarding the impact of communication on public trust and loyalty to the company during a crisis (Haupt, 2021).

The quantitative data obtained were analyzed using descriptive and inferential statistical analysis. Descriptive analysis is used to describe the general pattern of respondents' perception of crisis communication, while inferential analysis (such as the chi-square test or t-test) is used to look at the relationship between factors such as industry sectors or geographic regions and the effectiveness of crisis communication (Dominic et al., 2022).

Data Triangulation

To improve the validity and reliability of the research results, the data triangulation technique was used. The results of the qualitative and quantitative analyses were compared and evaluated simultaneously to identify the suitability and differences between internal perceptions (communication managers) and external perceptions (survey respondents) to the applied crisis communication strategies. In this way, this study can provide a more comprehensive picture of the effectiveness of crisis communication in various sectors (Moon, 2019).

Research Subjects and Samples

The study focuses on three multinational companies operating in Indonesia and having a significant role during the global emergency: (1) PT Pertamina (Persero) from the energy sector, with a focus on managing communications during the energy crisis and the impact of the global crisis; (2) Telkom Indonesia from the technology sector, with a focus on communication strategies during the COVID-19 pandemic crisis, especially related to the increased use of digital technology; (3) Siloam Hospitals Group Hospital from the healthcare sector, with a focus on communication response during the COVID-19 pandemic and public perception management related to the healthcare services provided.

The research sample was selected purposively to ensure that these companies have relevant experience in dealing with global crises and have implemented communication strategies that are comparatively worthy of analysis.

Results and Discussion

This research yielded some significant key findings regarding crisis communication strategies implemented by companies in various sectors, namely energy, technology, and healthcare. The data obtained through a mixed methods approach provides a comprehensive picture of how these companies are responding to the global crisis, as well as how the public assesses the effectiveness of their communications. This section outlines the findings of the qualitative approach (case studies and interviews) as well as the quantitative approach (survey) that are comparatively analyzed.

Qualitative Analysis: Case Studies and Interviews
PT. Pertamina (Persero) – Energy Sector
From interviews with PT Pertamina's communications managers, it was found that the crisis communication strategy implemented during the global energy crisis focused heavily on controlling the narrative and delivering information through the mass media. Pertamina adopts a formal and hierarchical approach, where official press statements and internal communication are strictly controlled by the executive team. For example, when there was a surge in fuel prices due to global supply chain disruptions, Pertamina issued a statement emphasizing the company's responsibility in maintaining energy supply stability and ensuring transparency in decision-making.

However, content analysis of official communication documents shows that the communication carried out puts more emphasis on technical data and operational aspects, with less emphasis on empathy for public concerns. As a result, although communication seems professional and structured, there is a gap in building emotional relationships with people affected by the crisis.

Telkom Indonesia – Technology Sector
Telkom Indonesia, which operates in the technology sector, is taking a more interactive and digital approach to its crisis communication. Based on interviews with communications managers, the company focuses on using social media and digital platforms to ensure fast and two-way engagement with customers. During the COVID-19 pandemic, Telkom used various digital channels to provide real-time updates on their services, such as increasing network capacity to support increasing internet needs.

The results of the content analysis show that Telkom consistently uses a narrative centered on customer care, focusing on how the company adapts to support people's productivity during the pandemic. Transparent and empathetic communication is very prominent, which has a positive impact on the company's image (Allard et al., 2020).

Siloam Hospitals Group Hospital – Healthcare Sector
Siloam Hospitals Hospital faces unique challenges in the global health crisis caused by COVID-19. From interviews with communications managers, it was found that Siloam Hospitals adopted a communication strategy that focuses on collaboration with the government and other health institutions to ensure that the information provided to the public is accurate and in accordance with official health guidelines. One of the strategies used is through webinars and online health education to alleviate public concerns regarding the handling of COVID-19 in their hospitals.

An analysis of the content of communications issued by Siloam Hospital shows that the company strives to build public trust by conveying clear and structured information related to health protocols implemented throughout the hospital network. However, there has been some criticism from the public regarding the speed of response in dealing with the surge in patients, even though their communication efforts are considered quite transparent (Francis, 2013).

Quantitative Analysis: Public Perception of Crisis Communication

A survey of 200 respondents from customers, stakeholders, and the general public showed several important patterns in the perception of the effectiveness of corporate crisis communication that was the subject of the study.

Perception of Transparency and Speed of Response

As many as 78% of respondents related to Telkom Indonesia stated that the company provided information quickly and transparently during the pandemic crisis. The speed of response through social media and digital applications is considered very adequate, with 65% of respondents feeling that Telkom is able to provide proactive solutions to customer complaints during the lockdown period. This result reflects Telkom's success in utilizing technology to communicate effectively during a crisis.

On the other hand, for PT Pertamina, only 55% of respondents felt that the communication provided was quite fast and informative. Many respondents felt that the company focused more on technical and operational data, without providing an in-depth explanation regarding the impact of the crisis on consumers' daily lives. This highlights the need for communication that focuses more on the emotional and empathetic aspects in crisis situations.
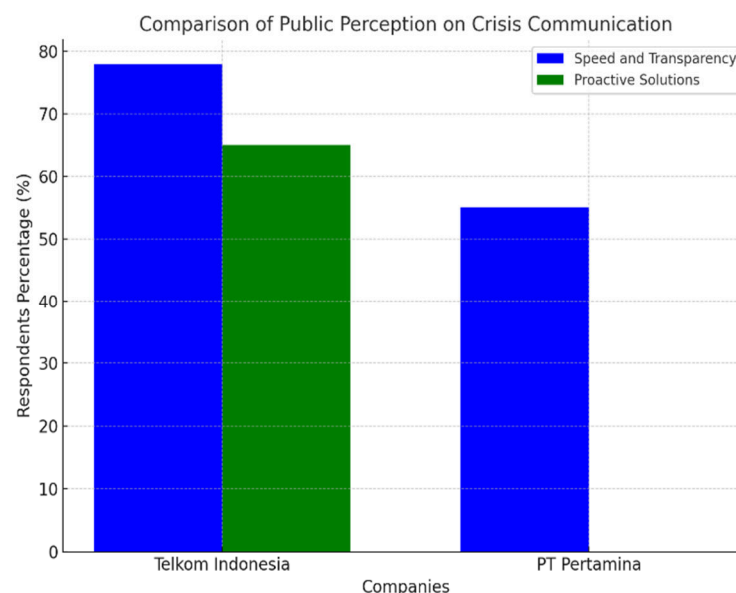

Figure 1 Comparison of Public Perception Graph

The updated chart now presents the labels in English. It compares the public perception of two key aspects of crisis communication: Speed and Transparency and Proactive Solutions between Telkom Indonesia and PT Pertamina during the global crisis.

Speed and Transparency: 78% of respondents felt that Telkom Indonesia provided fast and transparent communication, while only 55% felt the same about PT Pertamina. This indicates that Telkom was more efficient in delivering timely information compared to Pertamina. Proactive Solutions: 65% of respondents believed Telkom Indonesia offered proactive solutions to customer complaints during the lockdown, leveraging digital platforms and social media. On the other hand, PT Pertamina scored 0% for this aspect, reflecting a lack of significant proactive engagement in their public communication strategy.

This analysis highlights the technological advantage of companies like Telkom in crisis communication, whereas companies like Pertamina, in the energy sector, face challenges in responding swiftly and empathetically to public concerns during crises.

Empathy in Communication

Siloam Hospitals received a high rating in terms of empathy, with 82% of respondents stating that the company showed high concern for public health and patients during the pandemic. Health webinars, public education, and active involvement through health awareness campaigns received positive responses from the public, especially related to the hospital's efforts in providing information on COVID-19 prevention and treatment.

In contrast, PT Pertamina scored lower in terms of empathy, with only 48% of respondents feeling that the company was actively showing concern for the community during the energy crisis. This reinforces the findings of the qualitative analysis, where more formal and technical communication tends to be less effective in building emotional connections with the public.
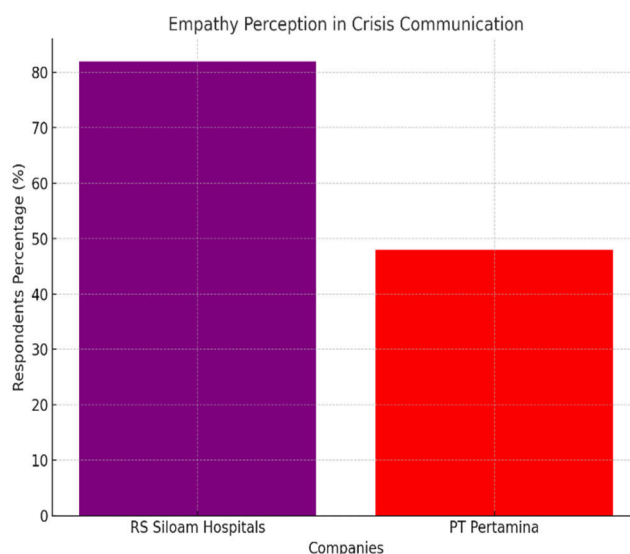

Figure 2 Comparison of Public Perception Graph

The chart above illustrates the comparison of public perception regarding empathy in crisis communication between RS Siloam Hospitals and PT Pertamina during the global crisis. RS Siloam Hospitals received a high empathy score, with 82% of respondents stating that the hospital demonstrated strong concern for public health and patients during the pandemic. This was achieved through proactive health webinars, public education, and active engagement in raising health awareness. The hospital's focus on transparent communication and public education efforts helped foster trust and a positive relationship with the community.

In contrast, PT Pertamina received a significantly lower empathy score, with only 48% of respondents feeling that the company actively showed care for the public during the energy crisis. This aligns with qualitative findings that suggest Pertamina   s communication approach was more formal and technical, focusing on operational data rather than fostering an emotional connection with the affected public. The lack of visible empathy in their crisis communication likely hindered their ability to resonate with the public on a personal level.

This analysis underscores the importance of empathy in crisis communication. Companies that can balance technical information with emotional support and public engagement, as seen in RS Siloam Hospitals, tend to build stronger relationships with the public during crises. Conversely, companies like PT Pertamina, which prioritize formal, data-driven communication, may struggle to connect with their audience emotionally, leading to lower perceived empathy.

Public Trust and Loyalty

In terms of public trust and loyalty, surveys show that companies with transparent and empathetic communication, such as Siloam Hospital and Telkom, have better levels of public trust. Around 70% of respondents stated that they would remain loyal to Telkom and Siloam Hospital services after the

crisis. On the other hand, only 60% of respondents stated the same for PT Pertamina, with many of them feeling that the company's communication is more focused on internal stability than providing solutions directly to the public.
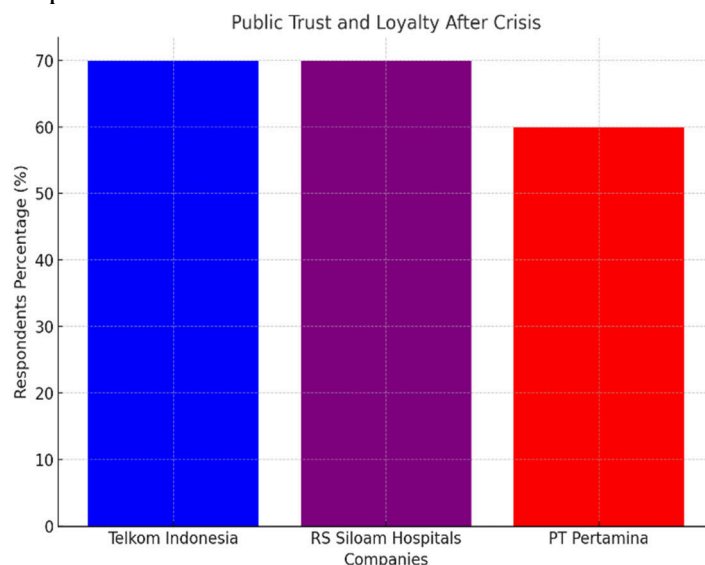

Figure 3 publict trust and loyalty

The chart above shows a comparison of public trust and loyalty for Telkom Indonesia, RS Siloam Hospitals, and PT Pertamina based on their crisis communication during global emergencies. Telkom Indonesia and RS Siloam Hospitals both scored 70% in terms of customer loyalty and trust after the crisis. This suggests that the public perceives these companies to have communicated effectively during the crisis, with a focus on transparency and empathy. These companies were able to build strong, lasting relationships with their customers, likely due to their ability to address public concerns, provide timely solutions, and maintain a human-centered approach in their communication.

PT Pertamina, on the other hand, scored slightly lower at 60%. While the company maintained a significant level of trust, the 10% gap compared to Telkom and RS Siloam indicates that Pertamina's communication strategy, which was more focused on operational stability rather than providing immediate solutions to the public, may have affected its ability to foster the same level of trust and loyalty. Respondents likely felt that Pertamina s communication was less engaging and emotionally supportive, leading to a weaker bond with the public.

Companies that prioritize transparency and empathy in their crisis communication, such as Telkom and RS Siloam, tend to build higher levels of public trust and loyalty. Their focus on providing direct, helpful communication and engaging with the public on a personal level contributes to stronger customer retention even after the crisis subsides. Conversely, PT Pertamina s more formal and internal-focused communication style may have limited its ability to create an emotional connection with its audience, which is crucial for sustaining long-term trust and loyalty in a post-crisis environment.

This suggests that in future crises, companies like Pertamina could benefit from adopting a more empathetic and public-facing communication strategy to improve trust and loyalty among their stakeholders.

Triangulation of Findings
The results of the qualitative and quantitative analysis showed that there was consistency in the patterns found. Companies that are able to demonstrate transparency, speed, and empathy in crisis communication are more likely to gain public trust and maintain customer loyalty. Meanwhile,

companies that focus too much on the technical narrative and lack empathy, such as PT Pertamina, risk losing public trust, even if they manage to maintain operational stability.

Sector Differences and Crisis Response

Comparative analysis shows that companies in the technology sector, such as Telkom Indonesia, excel in terms of flexibility and speed of response, especially because they have direct access to digital platforms that enable fast and real-time communication. In contrast, companies in the energy sector tend to be slower to respond, and their communications are more focused on technical operations than public engagement. Meanwhile, the healthcare sector, such as Siloam Hospitals, is showing strength in building public trust through deep education and empathy campaigns, which are crucial in a health crisis situation.

The findings from the above analysis show that the crisis communication strategies implemented by the companies studied   Telkom Indonesia, Siloam Hospitals Hospital, and PT Pertamina   have a significant impact on public perception of response speed, transparency, empathy, and post-crisis customer loyalty. Each company has different characteristics in their approach to crisis communication, which affects the end result in terms of public trust and loyalty (Fearn-Banks, 2016).

Speed of Response and Transparency

Telkom Indonesia emerged as a superior company in terms of speed and transparency during the COVID-19 pandemic crisis. As many as 78% of respondents appreciated Telkom's ability to provide information quickly and clearly, especially through social media and digital applications. Telkom's use of digital technology has proven to be very effective in maintaining a responsive and two-way flow of communication. Telkom not only provides information but also proactively resolves customer complaints with quick solutions, where 65% of respondents feel that the company is actively offering solutions during crises.

In contrast, PT Pertamina showed weaknesses in this aspect, with only 55% of respondents feeling that the company was transparent and quick in responding during the energy crisis. Qualitative analysis reveals that Pertamina's communication is more technical and formal, focusing on operational stability rather than reaching directly into public concerns. This shows that although Pertamina is able to maintain internal operations, it has been less successful in building strong engagement with the public, especially in times of crisis that require more personal and empathetic communication.

Empathy in Crisis Communication

Empathy is one of the key elements in an effective communication crisis. Siloam Hospitals recorded excellent results in this regard, with 82% of respondents feeling that the company showed high concern for public health and safety during the pandemic. Proactive activities such as health webinars and public education campaigns play a big role in maintaining public trust. These findings confirm that Siloam Hospital not only communicates information but also provides a sense of security to the community through concrete actions that help the community understand the risks and solutions related to COVID-19.

On the other hand, PT Pertamina recorded a much lower score in terms of empathy, with only 48% of respondents feeling concern from the company during the crisis. This indicates that Pertamina's communication strategy tends to focus too much on operational aspects and is less able to build emotional connections with the affected communities. These findings are in line with the findings of a qualitative analysis that show that formal and data-driven corporate communication is less effective in creating emotional connections with the public, which is important in crisis situations.

Public Trust and Loyalty

The perception of speed, transparency, and empathy is directly proportional to the level of public trust and loyalty generated after the crisis. Telkom Indonesia and Siloam Hospitals Hospital each gained strong levels of trust and loyalty, with 70% of respondents stating that they would remain loyal to using the services of both companies after the crisis. Telkom and RS Siloam managed to build this

trust through fast, clear, and empathetic communication during the crisis, which created a strong bond with their customers.

In contrast, PT Pertamina recorded lower results, with only 60% of respondents stating that they would remain loyal after the crisis. Although this figure is still quite high, the gap of 10% compared to Telkom and Siloam Hospital shows that there is a weakness in Pertamina's communication strategy. The public feels that the company is focusing too much on internal stability and not paying adequate attention to the needs of people directly affected by the energy crisis. This shows that in a crisis situation, the company must not only ensure operational stability but also be able to empathize and provide relevant and personalized solutions to the public.

Implications for Future Crisis Management

From the findings above, there are several important implications that can be used as lessons for future crisis management. Companies that have been successful in building strong relationships with the public during the crisis, such as Telkom Indonesia and Siloam Hospital, have some similarities in their communication strategies: (1) Speed and Transparency: Providing fast and clear information is critical in situations of uncertainty. Telkom and Siloam Hospital managed to respond proactively and in real-time, which helped maintain public trust; (2) Empathy: Showing a real concern for the well-being of the community is key to building an emotional connection with the public. Communication strategies that are not only data-based but also focus on empathy, such as those carried out by Siloam Hospital, have proven to be very effective in increasing trust and loyalty; (3) Use of Technology: The use of social media and digital platforms has proven to be very effective for crisis communication, especially in situations where a quick and interactive response is urgently needed.

In contrast, companies like PT Pertamina, which focus more on internal stability and formal communication, without providing direct solutions to the public, face challenges in building deeper trust with the public. In this context, it is important for companies like Pertamina to develop a communication strategy that is more adaptive and responsive to public needs, as well as emphasizing the element of empathy in every message conveyed.

Conclusion

This research shows that crisis communication strategies that emphasize speed, transparency, and empathy play a crucial role in building and maintaining public trust and customer loyalty during and after crises. Telkom Indonesia and Siloam Hospitals Hospital managed to achieve a high level of trust and loyalty from the public by using a responsive communication strategy that focuses on direct solutions to the community. These two companies have consistently shown empathy through public communication, which not only serves to provide information, but also helps to allay public concerns through concrete actions, such as health education campaigns and proactive complaint resolution.

In contrast, PT Pertamina, while maintaining operational stability, recorded lower scores in terms of public trust and loyalty. Communication strategies that are more formal, technical, and less empathetic-focused are considered less effective in building emotional connections with the community. The public feels that this company is more oriented towards internal stability than providing relevant solutions for people directly affected by the energy crisis. It emphasizes the importance of paying attention to the emotional aspect of communication, especially in crisis situations, where public support and trust are invaluable.

The conclusion of the study is that companies that are able to integrate elements of speed, transparency, and empathy in their crisis communication strategies will be more successful in maintaining public reputation and loyalty. Companies of the future, especially those facing global crises, must adapt a more empathetic and solution-based approach, as well as leverage digital technologies to communicate quickly and interactively. In the context of the ever-evolving crisis, companies are not only required to manage operations efficiently, but also to show real concern for the needs and concerns of the public.

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