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Corporate Communication Strategy in Building Corporate Identity (A Study on RH Petrogas Company in Indonesia)

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Abstract

This study aims to analyze how the corporate identity and corporate communication strategies of RH Petrogas contribute to building the company's image, as well as how internal and external communication influence employees' understanding of the company's identity. Employing a qualitative approach with a case study method, the research reveals that while the company's external communication strategy has successfully built a positive reputation among stakeholders, internal communication still faces challenges in disseminating a consistent understanding of the company's values and philosophy to all employee levels. The findings indicate that many employees, particularly at the operational level, have not fully grasped the deeper meaning of the company's identity elements due to the lack of effective socialization and internal communication. Therefore, this study recommends improving the internal communication strategy to be more interactive and involve various organizational layers to enhance employees' comprehension and engagement with the company's corporate identity. To address these challenges, the study suggests that RH Petrogas should invest in more robust internal communication initiatives, such as implementing interactive forums, regular town hall meetings, and tailored training programs to ensure the company's values, philosophy, and identity are consistently understood and embraced by all employees across the organization. This is crucial for ensuring all employees can understand and internalize the company's corporate identity, enabling them to contribute more effectively in building the company's positive image among stakeholders.

Keywords: Corporate Identity, Corporate Communication, Internal Communication, External Communication, RH Petrogas

JEL Codes: M30, M31, M37

1. Introduction

1.1 Research Background

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In today's competitive business landscape, companies must continuously innovate and strengthen their corporate identity to establish a strong corporate image and differentiate themselves from competitors (Bahar 2019). Corporate communication plays a crucial role in shaping how stakeholders perceive a company through consistent messaging and strategic engagement (Frandsen & Johansen, 2017).

Effective corporate communication not only enhances external branding but also fosters internal alignment by ensuring employees understand and embody the company's values (Melewar & Karaosmanoglu, 2014). Research by Mustafa in BPR Aceh highlights that a strong corporate image positively influences customer loyalty, trust, and satisfaction. Additionally, Cornelissen (2017) emphasizes that corporate communication must align with business practices to build credibility and stakeholder trust.

As corporate communication evolves beyond traditional public relations into a multidisciplinary function (Edelman, 2020), companies must adopt a strategic and integrated approach to strengthen their corporate identity. This study explores the relationship between corporate communication and corporate identity, analyzing its impact on stakeholder perception and organizational cohesion.

1.2 Research Objectives

Based on the research questions, the objectives of this study are as follows:

1. To analyze the elements that constitute the corporate identity of RH Petrogas (RHP).

To examine the corporate communication strategies implemented by the company in shaping its corporate identity.

2. Literature Review

2.1. Corporate Identity

Corporate identity refers to the distinctive characteristics that define an organization, shaping its image and reputation among stakeholders. Melewar and Karaosmanoglu (2014) argue that corporate identity has evolved beyond mere visual elements such as logos and branding; it now encompasses a broader range of attributes that influence how an organization is perceived internally and externally. Van Riel and Fombrun (2015) describe corporate identity as a collection of attributes that define an organization's ethos, objectives, and values, which differentiate it from competitors. Corporate identity is typically communicated through three primary channels:

1. Communication: The use of verbal messaging to convey the organization's identity, often facilitated through branding and corporate storytelling.
2. Behavior: The actions and ethical conduct of employees that shape the company's reputation. Stakeholders judge organizations not just by their claims but by their demonstrated values and practices.
3. Symbolism: The visual and symbolic representations of the company, including logos, taglines, and corporate colors, which reinforce the organization's identity.

A well-developed corporate identity strengthens an organization's credibility, enhances brand recognition, and fosters trust among stakeholders.

2.2. *Corporate Communication*

Corporate communication serves as the strategic tool that bridges corporate identity with

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stakeholder perceptions. Initially, it evolved from public relations (PR), which primarily focused on external media relations. However, as organizations faced new communication challenges, corporate communication expanded to include internal messaging, crisis management, and brand positioning (Frandsen & Johansen, 2017).

Keller (2016) emphasizes that all employees should internalize corporate communication to ensure consistency in messaging and alignment with organizational values. At the macro level, effective corporate communication helps organizations manage uncertainty and maintain a positive reputation. At the micro level, it directly influences employee engagement and productivity. Gray and Balmer (2015) propose that corporate communication can be classified into three types:

1. Primary Communication: Includes direct interactions between employees and stakeholders, company culture, and customer service.
2. Secondary Communication: Comprises structured media such as advertising, PR campaigns, and promotional content.
3. Tertiary Communication: Uncontrolled communication, such as word of mouth, online reviews, and media interpretations, may strengthen or challenge corporate identity.

Strategic corporate communication not only enhances brand image but also aligns internal and external messaging, ensuring coherence across all organizational channels.

3. Research Method

This study adopts a constructivist approach to examine how employees interpret and understand the company's internal communication efforts in shaping its corporate identity. The constructivist paradigm views social reality as a social construct, shaped by individuals' engagement in understanding, interpreting, and defining that reality (Karman, 2015). This research focuses on how employees understand corporate identity through internal corporate communication. Additionally, this study explores the public perception of CSR implementation in Munduk Village by Puri Lumbung Cottages, which is also considered a social construct influenced by public understanding of CSR, their participation in CSR programs, and the perceived benefits or impacts. This approach primarily emphasizes individual attitudes, opinions, and behaviors.

Data collection in this qualitative study is conducted through in-depth interviews, which will be elaborated further in the following chapters. A qualitative approach allows researchers to delve deeper into the nuances and complexities of the studied phenomenon. This qualitative research adopts an exploratory case study method, focusing on gathering detailed and in-depth data to understand the research issue. The case study method is a qualitative approach in which researchers explore a specific system (case) or multiple related systems (cases) over a certain period, collecting comprehensive and detailed data. This process involves multiple sources of information, including observations, interviews, audiovisual materials, documents, and reports (Djamba & Neuman, 2002).

4. Findings and Discussions

As part of its long-term vision, RH Petrogas aspires to become a leading independent energy company in the ASEAN region, focusing on sustainable exploration, development, and production of oil and gas. The company is committed to optimizing exploration and production by integrating modern technology to enhance efficiency and profitability.

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In its operations, RHP prioritizes high standards of safety, health, and environmental protection, aligning with its commitment to sustainability in the energy industry. Additionally, its business strategy includes expansion through strategic acquisitions of oil and gas assets, establishing strong partnerships with governments and other energy companies, and continuously investing in technological innovations such as Enhanced Oil Recovery (EOR) to maximize production from managed assets. Through these strategic initiatives, RH Petrogas reinforces its role in ensuring energy security in the ASEAN region while contributing to the growth of Indonesia's oil and gas industry. In the strategic choice dimension of corporate identity, Abratt and Kleyn (2014) highlight that mission, vision, strategic approach, values, culture, strategy formulation, and implementation serve as key indicators. Based on interviews and observations conducted during the data collection process at RH Petrogas, the researcher has compiled the findings into the following table.

TABLE 1. Strategic Choice Dimensions of Corporate Identity at RH Petrogas

Indicator	Findings
Mission	1. Optimizing Exploration and Production 2. Conducting Efficient and Responsible Operations 3. Prioritizing Health, Safety, and Environment (HSE) 4. Building Strategic Partnerships 5. Expanding and Diversifying Asset Portfolios 6. Investing in Technology and Innovation 7. Contributing to Energy Security in ASEAN
Vision	RH Petrogas aspires to become a leading independent energy company in the ASEAN region, focusing on the exploration, development, and sustainable oil and gas production. The company aims to be a key player in the upstream energy sector by leveraging regional expertise, innovative technology, and an aggressive yet responsible growth strategy that upholds sustainability and environmental responsibility.
Strategic Intent	To become a leading independent energy company in the ASEAN region, primarily focusing on sustainable, efficient, and responsible exploration, development, and oil and gas production.
Values	The company upholds the core values of SPIRIT, which stands for: • Safety – Prioritizing workplace security and operational safety • Performance – Commitment to excellence and efficiency • Integrity – Upholding ethical business practices • Respect – Fostering inclusivity and compliance • Innovation – Embracing technological advancements • Teamwork – Encouraging collaboration and synergy These values are embedded within the company's management system and corporate culture, ensuring their implementation across all RH Petrogas employees in daily operations.
Corporate Culture	RH Petrogas' culture is rooted in principles of safety, operational excellence, ethics, innovation, collaboration, and social responsibility, serving as the foundation for its business operations in the oil and gas sector. The company instills a strong safety awareness through stringent Health, Safety, and Environment (HSE) standards and is committed to environmental sustainability.

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	In its operations, efficiency, productivity, and technological innovation are emphasized, including the adoption of Enhanced Oil Recovery (EOR) techniques to improve production. The company upholds integrity and transparency, adhering strictly to regulations and maintaining zero tolerance for corruption. Furthermore, RH Petrogas fosters a collaborative work culture by establishing strategic partnerships with government agencies, industry partners, and local communities to ensure sustainable growth and long-term success.
Strategic Formulation	1. Analyzing market conditions and the energy industry in Indonesia, including government regulations related to the oil and gas sector. 2. Defining strategic objectives to increase production, expand assets, and maximize operational efficiency. 3. Increasing market share and energy reserves through the acquisition of new blocks and collaborations with local partners. 4. Implementing advanced technology and the latest exploration techniques to enhance efficiency and productivity.
Strategic Implementation	1. Ensuring that all assets and operational blocks in Indonesia function efficiently and productively. 2. Collaborating with SKK Migas and local business partners to ensure compliance with regulations and achieve production targets. 3. Identifying new exploration blocks in Indonesia with high potential. 4. Implementing strict risk management to mitigate operational and financial risks. 5. Monitoring operational performance, production output, and financial metrics to ensure that every strategic step aligns with the company's long-term goals and objectives.

The company's vision and mission serve as the foundation for its actions, shaping its behavior, visual representation, and verbal communication to establish the desired corporate image and reputation (Balmer 2017). In terms of behavioral manifestation, RH Petrogas has developed core values as a standard for corporate thinking and behavior, expected to be embraced by all employees.

According to interview respondents, RH Petrogas' core values are summarized in the acronym SPIRIT, representing:

- Safety: Ensuring safety-oriented behavior in all work environments.
- Performance: Completing all assigned tasks efficiently and on time.
- Integrity: Consistently supporting company initiatives, fostering trust by always maintaining professionalism.
- Respect: Providing colleagues with opportunities to perform their roles, trusting them with responsibilities, and offering support when needed.
- Innovation: Introducing new solutions and enhancing processes, particularly in system functions.

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- Teamwork: Fostering a collaborative work environment through effective communication and colleague coordination.

These values encourage all employees to exceed expectations by adhering to RH Petrogas' behavioral framework, SPIRIT, as part of their daily professional conduct. The company integrates these core values into its corporate culture, reinforcing them through various management initiatives, including annual employee performance evaluations. By incorporating core values into performance assessments, employees are incentivized to align their actions with company expectations, ensuring a high standard of work. Additionally, RH Petrogas actively promotes these values internally through training sessions, posters, and banners displayed across workplace locations.

Beyond core values, RH Petrogas fosters a corporate culture that combines strong ethical principles, adaptive leadership, and a commitment to innovation and sustainability in the oil and gas industry. As an independent energy company, RH Petrogas upholds safety, integrity, and collaboration to ensure efficient and responsible operations. Safety is a top priority across all operational aspects, aiming to minimize workplace accidents and ensure environmental sustainability. The company also enforces business integrity through transparent and ethical practices in interactions with both internal and external stakeholders.

A collaborative work environment is strengthened through open communication among cross-functional teams and strategic partnerships with government agencies and industry peers, supporting long-term business growth. Additionally, RH Petrogas emphasizes innovation in energy exploration and production, leveraging advanced technology and data-driven approaches to enhance operational efficiency and maintain a competitive edge. The company's Corporate Social Responsibility (CSR) initiatives are integral to its culture, actively engaging local communities around its operational areas. Thus, RH Petrogas' corporate culture extends beyond business objectives, balancing economic, social, and environmental considerations in every strategic decision.

In an interview, HD explained that RH Petrogas' corporate culture is not just limited to documented principles but is actively implemented through practical initiatives. One notable example is the annual Safety and Health Month (K3 Month), observed from January 12 to February 12. This program is designed to instill a culture of workplace safety and health (K3) across all operational levels, raising employee awareness about safe and efficient work practices in alignment with oil and gas industry standards.

4.1. Corporate Identity

According to Melewar & Saunders (in Abratt & Kleyn, 2014), corporate visual identity includes the company name, logo, symbols, typography, and colors. The selection of visual elements, colors, and symbols reflects the company's image and personality, each carrying a distinct philosophy and purpose. Corporate visual identity consists of visual cues that help audiences recognize and differentiate a company from competitors.

RH Petrogas' logo incorporates key elements that symbolize its corporate identity:

- The layered green leaf design represents the company's commitment to environmental sustainability and responsible energy resource management.
- The color green conveys growth, harmony, and prosperity, aligning with the company's vision of creating long-term positive impacts for the environment, society, and

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stakeholders.

- The tiered leaf design signifies collaboration between company units and stakeholders, including government agencies, local communities, and business partners, all contributing to the company's success.
- The modern and clean typography reflects professionalism and dedication to delivering reliable and innovative energy solutions.
- A curved green line beneath the "RH Petrogas" text symbolizes stability and balance, foundational elements for managing challenges in the global energy sector.

The company's corporate identity is deeply tied to its vision, shaping its brand image and reputation. As Balmer et al. (2017) explains, a company's vision must be embedded into its corporate identity, including its visual representation, to communicate its values and establish a strong public perception effectively.

4.2. Corporate Communication

Corporate communication at RH Petrogas is implemented through various initiatives, including corporate events, public relations activities, direct marketing (catalogs, calls, emails), and sponsorship programs. These initiatives help enhance brand communication and maintain strong stakeholder relationships.

RH Petrogas regularly publishes annual reports detailing financial performance, growth strategies, and sustainability initiatives. These reports serve as key communication tools for investors and regulators, ensuring transparency in company performance and strategic direction. The company also issues press releases to announce milestones, acquisitions, technological innovations, and community programs, reinforcing brand visibility and credibility in the oil and gas sector.

To maintain strong stakeholder relations, RH Petrogas actively engages with shareholders and potential investors through general shareholder meetings (GSM), quarterly financial reports, and investment forums. These efforts ensure transparency and give stakeholders a deeper understanding of the company's long-term strategy.

The company also integrates Corporate Social Responsibility (CSR) programs into its corporate communication strategy. These initiatives focus on five pillars:

1. Health programs
2. Education initiatives
3. Sustainable community economic development
4. Infrastructure development
5. Environmental sustainability

Community engagement is conducted through collaborative meetings with local governments and village representatives, ensuring alignment between corporate programs and community needs. RH Petrogas also partners with operational support services and other energy firms, reinforcing efficient project execution and sustainable impact on local communities. These efforts contribute to RH Petrogas' corporate identity as a responsible energy company committed to its vision and mission.

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The company's digital presence further supports its corporate communication efforts. The RH Petrogas website serves as a primary information hub, providing company profiles, annual reports, news updates, and sustainability commitments. While not as active on social media as B2C companies, LinkedIn is used to share insights on energy innovations, industry policies, and corporate achievements.

To maintain a positive media presence, RH Petrogas actively collaborates with journalists through press releases, executive interviews, and media coverage. The company also engages in industry forums, contributing as a guest speaker in major oil and gas conferences.

5. Conclusion

a. Corporate Identity of RH Petrogas

RH Petrogas, an independent upstream oil and gas company headquartered in Singapore, envisions itself as a leader in the energy industry across the ASEAN region. This vision is realized by increasing production, acquiring assets, implementing advanced technologies, and engaging in strategic partnerships with governments and business partners.The company's identity is also reflected in its commitment to environmental sustainability, safety, and ethical and transparent business practices. Its core values, summarized as SPIRIT, serve as guiding principles for all employees in their daily operations. The company culture, which emphasizes collaboration, innovation, and social responsibility, is an integral part of RH Petrogas' corporate identity.

b. Communication Strategy of RH Petrogas

RH Petrogas has implemented a comprehensive communication strategy covering internal and external communication.

- External communication focuses on building a strong reputation and fostering relationships with various stakeholders through annual reports, social media, and press releases.
- Internal communication aims to enhance employee awareness and understanding of corporate identity. Despite efforts in socialization and training, the more profound meaning and philosophy behind the company's identity remain unevenly understood, particularly at the operational level. This challenge stems from a lack of consistent and effective interaction between management and employees.

To strengthen its communication reach, RH Petrogas leverages digital media and technology as part of its strategy. Effective communication plays a crucial role in shaping RH Petrogas's corporate identity. While external communication has successfully built a positive public reputation, internal communication needs improvement to ensure all employees fully embrace corporate values and identity.

Employee engagement through training, socialization programs, and internal initiatives is essential in fostering a comprehensive understanding of the corporate identity and aligning company culture with its vision and mission. The success of RH Petrogas' communication strategy does not solely rely on visual branding but also on the effectiveness of internal communication in conveying the company's values, philosophy, and identity.

To strengthen corporate identity across all levels, RH Petrogas should enhance its internal communication efforts by fostering more interactive engagement between management and employees. Implementing structured training programs, digital communication platforms, and

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open discussions will improve understanding and integration of corporate identity. Additionally, ensuring consistency between external branding and internal culture will further solidify RH Petrogas' position as a reputable energy leader.

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