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The Transformation of Corporate Reputation Communication in the Digital Era

The Role of Presentation Techniques in Digital Public Relations at PT Kereta Api Indonesia

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ABSTRACT

This research examines the transformation of corporate reputation communication in the digital era, focusing on the practices of PT Kereta Api Indonesia (Persero). In an increasingly open and competitive digital environment, organizational reputation has become a strategic asset that requires systematic management through interactive and transparent communication. This study aims to analyze how digital public relations strategies and message presentation techniques are integrated to build and maintain corporate reputation. Utilizing a qualitative approach with a systematic literature review method, the research analyzes scientific publications, institutional reports, and contemporary case studies to provide a comprehensive conceptual synthesis.
The findings indicate that PT Kereta Api Indonesia (Persero) has successfully transitioned from conventional one-way communication to a digital public relations framework centered on multi-platform engagement, including social media, official websites, and multimedia applications. The implementation of digital strategies facilitates rapid information dissemination and fosters participatory dialogue with stakeholders. Furthermore, the study highlights that effective message presentation techniques, such as corporate storytelling, information visualization, and structured digital narratives, are critical factors in enhancing public engagement and strengthening positive organizational perceptions. These strategies allow the organization to manage crises effectively and reinforce its positioning as a modern, innovative transportation provider. This research concludes that the success of corporate reputation management in the digital transformation era depends on the ability to integrate technological innovation with persuasive

and accessible communication content. These findings offer practical implications for public relations practitioners in developing adaptive communication strategies to maintain organizational legitimacy in the digital sphere.

Keywords
Corporate Reputation
Digital Public Relations
Presentation Techniques
PT Kereta Api Indonesia
Strategic Communication

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Introduction

The rapid advancement of digital technology has brought significant changes to organizational communication practices, particularly within the field of public relations. Digital transformation encourages organizations to leverage various internet-based communication platforms such as social media, websites, and digital applications to deliver information more rapidly, interactively, and transparently to the public. In this context, the function of public relations is no longer limited to one-way information dissemination; it is now strategically directed toward managing relationships and organizational reputation within the digital sphere. Consequently, corporate reputation communication has become a vital aspect that must be managed systematically through effective communication strategies to maintain public trust in an increasingly open communication environment [1], [2].

In the digital era, corporate reputation is regarded as a strategic asset with a profound influence on organizational sustainability. A positive reputation can enhance stakeholder trust, strengthen corporate image, and support organizational success amidst global competition. Conversely, a reputation that is not managed effectively can trigger communication crises that diminish public confidence. Therefore, corporate reputation management must be conducted through planned and consistent corporate communication, supported by the utilization of digital technology. In this regard, digital public relations practices are viewed as a strategic approach that enables organizations to build more interactive relationships with the public while safeguarding the company's image and reputation in the digital space [3], [4].

One organization actively implementing digital transformation in its corporate communication management is PT Kereta Api Indonesia (Persero). As a national public transportation company serving millions of passengers annually, it is required to establish effective communication with the community. Data indicates that from January to May 2025, the company's services were utilized by over 198 million passengers, reflecting a high level of interaction between the company and the public [5]. Furthermore, the organization received an award as the State-Owned Enterprise (BUMN) with the best corporate digital

transformation at the 2025 BUMN Awards, demonstrating its commitment to developing innovative digital-based communication and services [6].

Within digital public relations practices, presentation techniques serve as a crucial element in delivering corporate information that is engaging, persuasive, and easily understood by the public. Effective message presentation through visual content, digital narratives, and social media platforms helps organizations build positive perceptions and strengthen corporate reputation. Therefore, analyzing the transformation of corporate reputation communication in the digital age and the role of presentation techniques in digital public relations practices is essential. This study aims to provide an understanding of how digital communication strategies can be optimally utilized to build and maintain corporate reputation in the era of digital transformation.

Literature Review

The concept of corporate reputation within organizational communication is understood as a collective perception formed through public experiences, information, and interactions with an organization. Reputation serves as a strategic asset that significantly influences stakeholder trust and long-term organizational sustainability. From a corporate communication perspective, reputation is built not only through operational performance but also through consistent, transparent, and relationship-oriented communication processes. Consequently, the public relations (PR) function is positioned as a vital element in constructing and maintaining corporate reputation through planned strategic communication [7]. Furthermore, organizational standing is heavily influenced by the level of public trust cultivated through open and sustainable dialogue between the organization and its stakeholders [8].

As information technology evolves, PR practices have undergone a transformation into digital public relations, utilizing digital media as a primary organizational communication channel. In this context, communication is no longer a one-way flow; it has evolved into a participatory two-way interaction through platforms such as social media, websites, and online applications. This transformation compels organizations to develop communication strategies that are more adaptive and responsive to the information dynamics in the digital sphere. Digital PR is viewed as a strategic approach that enables organizations to foster interactive relationships while managing corporate reputation in real-time within the digital communication environment [9], [2].

In the practice of digital PR, social media has been identified as a cornerstone platform for building organizational image and reputation. Through social media, organizations can disseminate information, strengthen public engagement, and establish more personal communication with their audience. Research indicates that social media utilization allows

organizations to increase visibility and build a positive image through creative and persuasive messaging. Innovation in social media communication is thus considered a vital strategy for building organizational reputation in the digital era [10], [11]. Furthermore, the effectiveness of reputation communication is influenced by message delivery; presentation techniques, including digital narratives and multimedia content, enhance audience comprehension and strengthen positive perceptions [12], [13]. Ultimately, the integration of digital PR strategies and effective communication presentation techniques is essential for establishing a positive corporate reputation in an increasingly competitive digital landscape.

Material and Methods

This research employs a qualitative approach using a systematic literature review method to analyze the conceptual transformation of corporate reputation communication in digital public relations. This qualitative framework is chosen to provide an interpretive understanding of organizational communication phenomena through the analysis of scientific literature and secondary data [14]. The study focuses on identifying research trends and core concepts in digital PR that have evolved significantly in recent years [15], [16]. Data collection was conducted by gathering reputable journal articles, academic books, and institutional reports sourced from scientific databases such as Google Scholar and ScienceDirect, specifically targeting publications related to corporate reputation, digital PR, and presentation techniques [12], [17].

The data analysis process follows a four-stage systematic approach: literature selection, conceptual classification, thematic analysis, and conceptual synthesis. In the initial stage, sources were screened for credibility and topical relevance, followed by the classification of key themes regarding digital communication strategies. Thematic analysis was then performed to identify patterns in digital PR practices, while the final synthesis formulated a comprehensive understanding of reputation transformation in the digital era [18], [19]. This study utilizes secondary data, including case-specific information regarding PT Kereta Api Indonesia (Persero) [6], [5]. While ethical approval was not required due to the absence of human subjects, academic integrity was maintained through rigorous citation and the use of credible sources to ensure the validity of the conceptual findings.

Conceptual Framework

To clarify the analytical structure of this study, the following conceptual framework (Fig. 1) illustrates the relational dynamics between the three core variables: digital public relations as the independent variable, presentation techniques as the mediating variable, and corporate reputation as the dependent variable. This framework situates all variables within

the broader context of the digital transformation era (Industry 4.0), reflecting the environmental conditions that shape and constrain organizational communication practices.

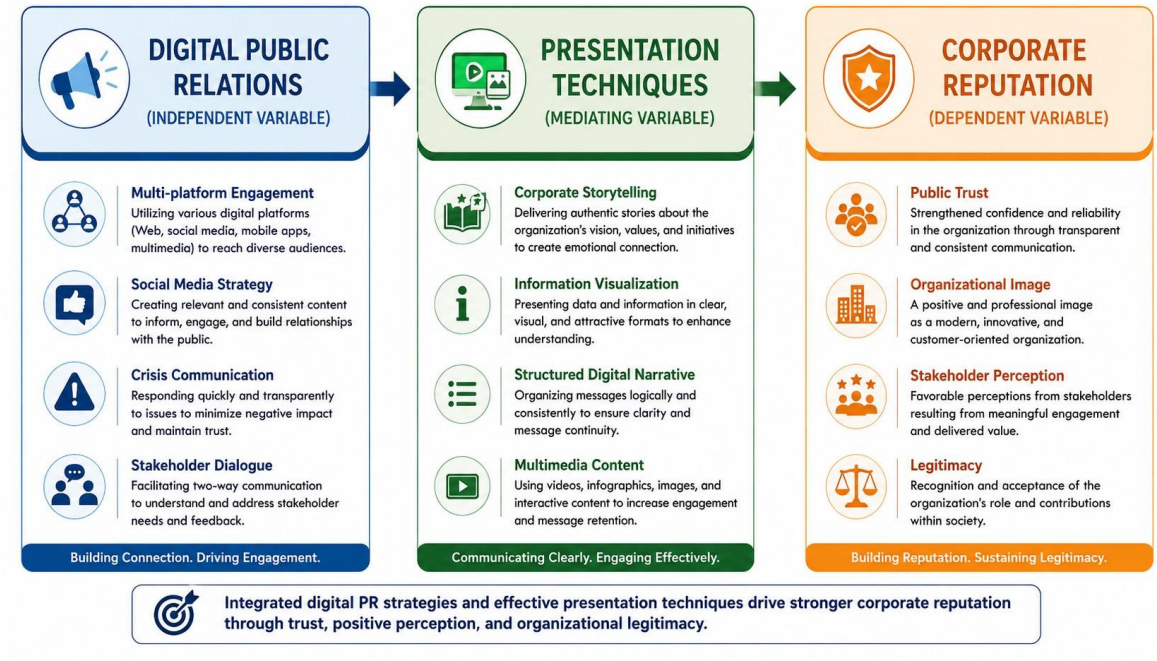


Fig 1. Conceptual Framework

As illustrated in Fig. 1, digital PR strategies directly influence how presentation techniques are selected and deployed, which in turn shape the construction of corporate reputation. The digital transformation context serves as the overarching environment within which these variables interact, emphasizing the importance of platform adaptability, real-time responsiveness, and multi-channel communication integration.

Results and Discussions

The transformation of corporate reputation communication in the digital era at PT Kereta Api Indonesia demonstrates a substantial transition from conventional one-way communication patterns toward interactive, technology-based digital communication systems. This transformation reflects the growing importance of digital public relations (PR) practices in shaping organizational legitimacy and strengthening stakeholder engagement in highly connected societies. The findings reveal that PT KAI has actively integrated digital PR strategies through various communication channels, including social media platforms, official websites, mobile applications, and multimedia-based digital content. Through these channels, the company can disseminate information rapidly, transparently, and efficiently to broad segments of the public. Such communication management is systematically organized through planning, implementation, monitoring, and evaluation stages, reflecting the classical PR management framework consisting of fact-finding, planning, action and communication, and evaluation [24]. This indicates that PT KAI does not merely adopt digital media as

communication tools but strategically integrates them into its broader corporate communication management system.

The implementation of digital communication strategies also illustrates how PT KAI adapts to the evolving communication behavior of modern audiences. Digital audiences increasingly demand instant information access, responsive interaction, and transparent organizational communication. In response to these demands, PT KAI utilizes social media not only as an information dissemination platform but also as an interactive communication bridge connecting the organization with its stakeholders. Platforms such as Instagram, Twitter/X, Facebook, YouTube, and TikTok enable the company to maintain direct engagement with customers and the wider community. Through these platforms, the company can quickly respond to complaints, clarify misinformation, and communicate service updates in real time. This finding supports previous studies emphasizing that social media significantly contributes to strengthening public trust and improving organizational image through participatory communication patterns [21]. The transition from one-directional communication to interactive communication further reinforces the company's ability to establish long-term relationships with the public.

In addition, the study demonstrates that presentation techniques within digital communication significantly influence the formation of public perceptions regarding corporate reputation. PT KAI strategically designs its digital content by combining informative visual elements, persuasive storytelling, audience-centered messaging, and multimedia integration. These presentation techniques are intended to increase audience attention and improve message comprehension in highly competitive digital environments. Corporate storytelling is particularly important because it allows the company to present organizational values, service commitments, and transformation narratives in emotionally engaging forms. Moreover, PT KAI adopts a multi-platform communication strategy to maximize message reach across different demographic groups and digital user characteristics. This strategy effectively enhances public engagement while simultaneously positioning the company as a modern, innovative, and customer-oriented transportation provider. Such findings are consistent with prior research indicating that digital PR management through social media and online communication platforms is essential for maintaining organizational existence and competitiveness within the Industry 4.0 communication ecosystem [20].

Furthermore, corporate reputation communication at PT KAI extends beyond operational or service-related information. The company also actively constructs positive narratives concerning institutional transformation, digital innovation, sustainability initiatives, and social responsibility programs. These narratives are communicated through news releases, campaign content, video documentaries, customer testimonials, and educational content

distributed through digital channels. The emphasis on organizational transformation enables PT KAI to strengthen public perceptions regarding professionalism, accountability, and innovation. This approach aligns with the concept of corporate reputation communication, which highlights that organizational reputation is built through message consistency, transparency, credibility, and continuous interaction with stakeholders [23]. The findings therefore suggest that digital communication serves not only as a technical communication medium but also as a strategic instrument for constructing symbolic organizational value and maintaining institutional legitimacy in public discourse.

Another important finding is that digital PR strategies have become essential tools for issue management and crisis communication. In rapidly changing digital environments, public opinion can shift quickly due to the widespread circulation of information through online networks. Consequently, organizations must possess the ability to respond promptly and accurately to emerging issues. PT KAI utilizes digital channels to provide rapid clarifications, publish official statements, and counter misinformation during crisis situations. The company's crisis management process generally involves issue identification, internal coordination, strategic message formulation, and transparent information dissemination through official communication platforms [22]. This communication agility is particularly important in minimizing reputational damage and maintaining stakeholder confidence during operational disruptions or public controversies. By demonstrating responsiveness and transparency, PT KAI reinforces its image as a reliable and accountable public transportation organization.

Overall, the transformation of corporate reputation communication at PT KAI illustrates the integration of communication technology, adaptive digital PR strategies, and effective message presentation techniques in organizational communication practices. This transformation has significantly improved communication effectiveness while fostering a more open, participatory, transparent, and responsive relationship between the company and its stakeholders. In the contemporary digital communication environment, organizational reputation is increasingly influenced by the quality of digital interaction, communication consistency, and the organization's responsiveness to public concerns. Therefore, PT KAI's experience demonstrates how digital communication management can function as a strategic asset for strengthening corporate reputation and sustaining public trust in the digital era.

As demonstrated in Table 1, the integration of diverse digital public relations (PR) strategies with targeted presentation techniques collectively contributes to the development of a strong and positive corporate reputation for PT Kereta Api Indonesia. The company utilizes multiple digital communication channels, including social media, official websites, and multimedia platforms, to disseminate information effectively and maintain active engagement

with the public. These communication strategies are strengthened through the use of visual storytelling, audience-centered messaging, and interactive content tailored to digital audiences. As a result, PT KAI successfully enhances communication transparency, increases public trust, and improves stakeholder engagement in the increasingly competitive digital communication environment.

Table 1. Synthesis of Digital PR Strategies, Presentation Techniques, and Corporate Reputation Impacts at PT KAI

Digital Strategy	Presentation Technique	Implementation at PT KAI	Impact on Corporate Reputation	Supporting Literature
Multi-Platform Digital Engagement	Social media content; multimedia posts; interactive posts	Active use of Instagram, Twitter, YouTube, and official website for public updates	Increased visibility, public trust, and positive organizational image	Wardhani et al. [10]; Ilyas et al. [11]; Aurahman et al. [3]
Corporate Storytelling	Narrative messaging; brand story; human-interest content	Publishing digital stories about service improvements and social programs	Strengthened organizational legitimacy and emotional connection with audiences	Prasetya [13]; Cornelissen [23]; Rahma [12]
Information Visualization	Infographics; data dashboards; visual reports	Publishing ridership statistics and operational data in visual formats	Enhanced public comprehension and transparency of organizational performance	Purba & Indainanto [9]; Rahma [12]; Prasetya [13]
Crisis Communication Management	Rapid clarification posts; official statements; proactive issue response	Swift digital responses to service disruptions and emergencies via social media	Mitigated reputational damage; maintained public confidence in crisis situations	Anggara [24]; Hapsari & Alfraita [4]; Cutlip et al. [20]
Stakeholder Dialogue & Two-Way Communication	Interactive Q&A; comment responses; community feedback integration	Engaging passengers through digital feedback mechanisms and community programs	Built participatory relationships and reinforced stakeholder trust and loyalty	Afifah & Suparman [21]; Nurlaila et al. [8]; Mahmood & Bali [7]
Digital Transformation Positioning	Innovation narrative; award announcements; thought leadership content	Communication of BUMN Digital Transformation Award 2025 achievement	Reinforced image as modern, innovative, and progressive transportation brand	ANTARA [6]; Azzahro et al. [22]; Septiyani [2]

Source: Compiled from reviewed literature and secondary data (2021–2025)

Furthermore, each digital PR strategy implemented by PT KAI produces distinct reputational advantages while simultaneously functioning in a complementary and interconnected manner. Informative social media content strengthens public accessibility to corporate information, whereas crisis communication strategies support organizational credibility during critical situations. In addition, digital campaigns highlighting innovation, customer service improvements, and social responsibility programs reinforce the company's image as a modern and adaptive public transportation provider. The synergy between

communication technology, strategic messaging, and responsive interaction enables PT KAI to maintain its institutional legitimacy and strengthen long-term stakeholder relationships. Consequently, the organization is increasingly recognized as a digitally progressive, transparent, and trustworthy national transportation company.

Conclusion

The transformation of corporate reputation communication at PT Kereta Api Indonesia Persero signifies a pivotal shift toward an interactive and responsive digital public relations framework. This study concludes that the company has successfully moved beyond conventional one way communication by prioritizing digital platforms such as social media, official websites, and multimedia content. This integration enables the dissemination of corporate information with greater speed and transparency, ensuring it remains highly accessible to the public. Furthermore, the application of sophisticated presentation techniques including information visualization, corporate storytelling, and structured messaging has proven essential in enhancing communication effectiveness and fostering a positive public perception of the corporate brand.

The findings also emphasize that corporate reputation in the digital era is built through the strategic construction of positive narratives regarding service innovation, quality improvements, and a steadfast commitment to public transparency. Rather than merely broadcasting service updates, digital public relations strategies have successfully strengthened stakeholder relationships through participatory and sustainable dialogue. This approach aligns with modern corporate communication theories where reputation is the result of consistent messaging and meaningful engagement. Ultimately, the success of reputation management in a transformative landscape depends on an organization ability to seamlessly integrate digital strategies with informative and compelling message presentation.

Limitation and Suggestions

Despite the insights provided, this study is primarily limited by its qualitative nature and reliance on a systematic literature review of existing documents and secondary data. While this approach provides a robust conceptual foundation for understanding the digital transformation at PT KAI, it may not capture real time shifts in public sentiment or the internal organizational challenges faced during the implementation of digital strategies. Additionally, the focus on a single state owned enterprise, while illustrative, may limit the generalizability of the findings to private sectors or smaller organizations with different resource capacities.

For future research, it is suggested to adopt more empirical and diverse methodological approaches to broaden the understanding of digital public relations effectiveness. Subsequent studies could utilize field case studies, longitudinal social media analytics, or quantitative

methods to measure public perception and engagement metrics more precisely. Exploring the impact of emerging technologies such as artificial intelligence in automated public relations responses would also provide a more comprehensive contribution to the evolution of public relations in the era of digital transformation. Such research would offer deeper practical implications for organizations striving to maintain legitimacy in an increasingly competitive digital environment.

Conflict of Interest

The authors declare no conflict of interest.

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