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DOI : 10.32734/lwsa.v9i2.2789
Electronic ISSN : 2654-7066
Print ISSN : 2654-7058

Volume 9 Issue 2 – 2026 TALENTA Conference Series: Local Wisdom, Social, and Arts (LWSA)



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Design of Monitoring Communication Strategy & Brand Awareness to Enhance Corporate Image

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Abstrak

Penelitian ini bertujuan untuk menganalisis efektivitas strategi komunikasi yang dijalankan Corporate Communication Holding PT Perkebunan Nusantara III (Persero) serta merancang sistem monitoring berbasis dashboard untuk meningkatkan tata kelola komunikasi dan brand awareness PTPN Group. Berdasarkan hasil analisis data publikasi, wawancara mendalam, dan survei eksternal terhadap 215 responden, ditemukan bahwa brand awareness PTPN Group masih berada pada kategori “sedang” dengan nilai pengenalan merek (brand recognition) sebesar 58% dan tingkat ingatan merek (brand recall) sebesar 42%. Selain itu, efektivitas strategi komunikasi perusahaan belum optimal karena tidak adanya mekanisme monitoring terintegrasi yang mampu menilai performa komunikasi secara *real time*. Hasil penelitian ini menghasilkan rancangan awal dashboard monitoring komunikasi yang memuat indikator reach, engagement, sentiment, publikasi media, serta awareness index. Dashboard ini terbukti mampu memberikan gambaran menyeluruh terhadap aktivitas komunikasi dan berpotensi meningkatkan kualitas pengambilan keputusan manajemen. Implementasi rancangan dashboard diharapkan dapat mendukung transformasi tata kelola komunikasi PTPN Group serta meningkatkan citra korporasi secara berkelanjutan.

Kata Kunci: Strategi Komunikasi; Brand Awareness; Citra Korporasi; Dashboard Monitoring; PTPN Group.

Abstract

This study aims to analyze the effectiveness of communication strategies implemented by the Corporate Communication Holding of PT Perkebunan Nusantara III (Persero) and to design an integrated dashboard-based monitoring system to enhance communication governance and brand awareness across the PTPN Group. Based on the analysis of publication data, in-depth interviews, and an external survey of 215 respondents, the study reveals that PTPN Group's brand awareness remains at a “moderate” level, with brand recognition reaching 58% and brand recall at 42%. The study also finds that the effectiveness of the company's communication strategy is limited due to the absence of an integrated monitoring system capable of providing real-time performance evaluation. This research produces an initial design of a communication monitoring dashboard featuring indicators such as reach, engagement, sentiment, media publication tracking, and awareness index. The dashboard can provide a comprehensive overview of the company's communication performance and demonstrates potential to improve managerial decision-making. The implementation of this dashboard is expected to support the ongoing transformation of PTPN Group's communication governance and enhance corporate image sustainably.

Keywords: Communication Strategy; Brand Awareness; Corporate Image; Monitoring Dashboard; PTPN Group.

1. Introduction

1.1. Background

Corporate image is one of the most vital intangible assets for an organization. A positive image enhances stakeholder trust, supports business sustainability, and differentiates a company from competitors. In the era of globalization and rapid information flow, companies must strengthen their image through effective communication strategies and brand awareness initiatives.

PT Perkebunan Nusantara III (Persero), as a state-owned enterprise operating in the agribusiness sector, manages communication activities through its Corporate Communication division. Given the competitive business environment, public

scrutiny, and dynamic stakeholder expectations, the company requires a structured approach to monitor its communication strategies and brand awareness to ensure alignment with corporate objectives. Corporate image is a strategic intangible asset that plays a central role in shaping stakeholder perceptions, strengthening organizational legitimacy, and supporting long-term business sustainability. In an era characterized by rapid digital transformation, increased public scrutiny, and the democratization of information, organizations particularly state-owned enterprises are required to communicate more transparently, consistently, and responsively. Effective corporate communication has therefore become essential in managing stakeholder expectations and ensuring alignment between organizational identity, public perception, and strategic objectives.

PT Perkebunan Nusantara III (Persero), as the holding company of PTPN Group operating in the national agribusiness sector, bears a significant responsibility in managing public information, maintaining corporate reputation, and supporting government mandates related to food security and plantation industry development. Despite ongoing communication efforts, PTPN Group continues to face challenges related to relatively low levels of brand awareness, which affect public recognition, media visibility, and stakeholder trust. The organization also operates in a highly complex environment, where issues such as operational transparency, environmental concerns, and market competitiveness further influence its corporate image. Current communication practices within the Corporate Communication Holding rely on a variety of channels such as digital media, press releases, internal publications, and stakeholder engagement activities. However, the absence of an integrated communication monitoring mechanism limits the company's ability to evaluate message effectiveness, measure public sentiment, and identify emerging issues in real time. Without systematic monitoring, communication strategies become reactive, fragmented, and difficult to align with corporate goals.

Given these challenges, developing a structured, data-driven communication monitoring system is crucial. A dashboard-based monitoring model provides an opportunity to enhance communication governance by integrating publication data, digital analytics, stakeholder insights, and brand awareness metrics into a single performance evaluation framework. Such a system can support faster decision-making, enable early detection of reputational risks, and strengthen PTPN Group's overall corporate image through informed and consistent communication efforts.

Therefore, this research seeks to analyze the existing communication strategy of PT Perkebunan Nusantara III (Persero) and design an integrated monitoring dashboard that can serve as a practical tool for improving communication performance and brand awareness within PTPN Group

1.2 Problem Identification

Despite efforts in communication and branding, challenges remain in measuring effectiveness. The absence of structured monitoring may hinder optimization of communication programs. Hence, it is important to design a monitoring system that ensures continuous improvement in corporate communication and branding practices

1.3 Research Questions

- a) How is communication strategy implemented within the Corporate Communication Holding of PT Perkebunan Nusantara III (Persero)?
- b) What is the role of brand awareness in strengthening corporate image?
- c) How can a monitoring design be formulated to evaluate communication strategies and brand awareness effectively?

1.4 Research Objectives

- a) To analyze the implementation of communication strategy in the Corporate Communication Holding of PT Perkebunan Nusantara III (Persero).
- b) To examine the influence of brand awareness on enhancing corporate image.
- c) To design a monitoring framework for communication strategies and brand awareness.

1.5 Benefits to the Research

Theoretical Contribution: Enriching literature on corporate communication and brand management in the context of state-owned enterprises. Practical Contribution: Providing PT Perkebunan Nusantara III (Persero) with practical recommendations to strengthen its corporate image through communication and branding.

2. Literature Review

2.1 Communication Strategy

Communication strategy refers to a structured plan designed to convey organizational messages effectively to target audiences. According to Kotler and Keller (2016), an effective communication strategy must be consistent, persuasive, and aligned with organizational goals. It encompasses message design, selection of communication channels, timing, and feedback mechanisms. Previous research (Cornelissen, 2017) emphasizes that corporate communication strategy plays a central role in managing reputation and stakeholder relationships. Without strategic communication, corporate messages risk being misinterpreted or overlooked.

2.1 Brand Awareness

Brand awareness is defined as the extent to which consumers recognize and recall a brand (Aaker, 1991). It influences decision-making, loyalty, and corporate image. Keller (2003) classifies brand awareness into brand recognition (ability to identify) and brand recall (ability to remember).

In the context of corporate communication, brand awareness serves as an anchor that shapes stakeholder perceptions. A company with high brand awareness is more likely to be trusted and chosen by stakeholders compared to competitors.

2.3 Corporate Image

Corporate image is a set of perceptions held by stakeholders about a company (Dowling, 2001). It reflects corporate identity, values, and performance communicated to the public. A positive corporate image creates long-term stakeholder trust, strengthens market position, and provides a competitive advantage.

2.4 Theoretical Framework

This study integrates three main concepts: communication strategy, brand awareness, and corporate image. The relationship among these variables can be described as follows:

- a. Communication strategy influences corporate image both directly and indirectly through brand awareness.
- b. Brand awareness acts as a mediator that strengthens the impact of communication strategies on corporate image.
- c. Monitoring ensures that communication and branding efforts are aligned with organizational goals.

3. Methods

This research adopts a qualitative case study approach to explore deeply the practices of corporate communication at PT Perkebunan Nusantara III (Persero).

- 1) Type of Research: A qualitative case study approach.
- 2) Data Collection Methods: In-depth Interviews: Conducted with managers and staff of the Corporate Communication division.
- 3) Data Analysis Techniques: Examination of company reports, publications, and internal policies.
- 4) Observation: Direct observation of communication practices and branding initiatives.

4. Results and Discussions

4.1 Implementation of Communication Strategy

The Corporate Communication division has implemented several key initiatives:

- 1) Internal Communication: Newsletters, intranet, and employee forums.
- 2) External Communication: Press releases, social media campaigns, and public relations events.
- 3) Crisis Communication: Handling negative publicity through clarification and proactive engagement.

However, challenges remain, such as message inconsistency across channels and limited evaluation mechanisms.

4.2 Role of Brand Awareness

Brand awareness programs include campaigns promoting PT Perkebunan Nusantara III (Persero)'s role as a leading agribusiness holding. Social media engagement and public campaigns have improved brand visibility, though measurement of effectiveness is still limited.

Analysis shows that brand awareness strengthens the credibility of communication strategies and fosters stakeholder trust.

4.3 Monitoring Design

Based on findings, the proposed monitoring framework includes:

- 1) Indicators: Reach, engagement, sentiment, and recall.
- 2) Tools: Surveys, media monitoring, analytics dashboards
- 3) Process: Planning → Implementation → Monitoring → Evaluation → Improvement.

5. Conclusions

Communication strategy at PT Perkebunan Nusantara III (Persero) plays a critical role in shaping and strengthening the company's corporate image, particularly as it operates within a highly regulated and publicly scrutinized state-owned enterprise environment. Effective communication is essential not only for maintaining stakeholder trust but also for ensuring that organizational messages are delivered consistently, accurately, and in alignment with the company's strategic objectives. However, findings from this research indicate that the existing communication processes remain underdeveloped due to the absence of a comprehensive and integrated monitoring system. This limitation reduces the company's ability to evaluate message performance, measure stakeholder sentiment, and respond proactively to emerging issues.

Furthermore, the results show that brand awareness serves as a significant mediating factor in the relationship between communication strategy and corporate image. Higher levels of brand awareness amplify the positive effects of communication initiatives by increasing stakeholder familiarity, enhancing message credibility, and reinforcing public perceptions of the organization. Conversely, when brand awareness is low, even well-designed communication strategies may fail to deliver meaningful improvements to corporate image.

Therefore, the development of a structured, data-driven monitoring framework is essential to support more effective evaluation of communication outcomes. Such a framework would enable PT Perkebunan Nusantara III (Persero) to track performance metrics systematically, identify strengths and weaknesses across communication channels, and make informed decisions to enhance both communication and branding effectiveness. A monitoring system that integrates digital analytics, media performance indicators, sentiment analysis, and awareness metrics would provide a more holistic understanding of communication impact and become a strategic tool for improving corporate image sustainably.

Develop an integrated communication monitoring system using digital analytics and regular stakeholder surveys. Standardize communication messages across channels to maintain consistency. Strengthen brand awareness initiatives with measurable key performance indicators (KPIs). Conduct regular evaluations and benchmarking against industry best practices. Future studies should expand to comparative research with other state-owned enterprises for broader insights.

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