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The Communication Strategies Of The Pr Staff Of Bumh Foundation In Socializing The Vaccination Center Program As An Effort To Form The Image Of The Corporation

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Abstract – The BUMN Foundation is a foundation under the auspices of the Ministry of BUMN since December 31, 2018. The main purpose of establishing the BUMN Foundation is to provide optimal services and assistances in various regions in Indonesia, especially the outermost, frontier, and the borders. The centralized vaccination center program is one of the programs initiated by the BUMN Foundation with the Ministry of SOEs, the Ministry of Health, the Indonesia Healthcare Corporation, and the Regional Government in 5 (five) cities, namely DKI Jakarta, Surabaya, Bandung, Semarang, and Medan. This program is the first centralized vaccination center activity held in Indonesia since the discovery of the Covid-19 vaccine. This research aimed to see how the public relations strategy of the BUMN Foundation in conducting socialization and realization of the self-vaccination center program with the purpose for forming the image of the foundation. The method used in this research is a qualitative descriptive method, the data findings came from the results of interviewing one of the public relations staff of the BUMN Foundation. The results showed that the Public Relations of the BUMN Foundation had carried out the stages of public relations with communication strategy. It is supported with theoretical references according to John Phil regarding the image of the organization, starting from the stages of strategic analysis and planning, strategic planning design, strategy implementation including controlling problems in the field, sustainability, and commitment, as well as following results and embedding strategies.

Keywords – Strategy communication, public relations, foundation, socialization.

I. INTRODUCTION

Economic, business, social, and political organizations facing the important problems, which occurred after the industrial revolution, the problem, are related to the relationship. The dependent of every individual with the companies and the government with the social organizations have created the philosophical need and new functions in the management, namely public relation, henceforth will be abbreviated into public relations. For the business world or organizations and institutions, PR is not only just a rhetoric but also it includes the management and strategies of the company. According to Ruslan (2015: 23) PR duties include the inside and outside relations to either organization or institution, Yulianita (2011:57) stated that the relation is called stakeholder.

In the future, PR is foreseen to extraordinarily growing. It is quite in line with a large number of growing organizations or institutions and the more complexities of the internal and external communication processes. In the future, The PR duties itself will become more complex with the emergence of the massive digitalization.

Recently, PR is not only discussed about the clipping news and the same thing constantly but also furtherly it has become the tip of the spear of the company, getting into the mediating relations of the external and internal of the company. PR is able to play on issues, to counter attack against various institutional related issues, make the relation with every investor for the company with the status TBK, also to apply the best communication strategies that benefit the image and future of the company or institution.

On 1 December 2019, on the Wuhan city, China, there was a very contagious virus emergence on public. Until now, the contagion of this virus, namely Novel Corona Virus Disease 2019 (covid-19), is still spreading widely and significantly across country's border, not to mention Indonesia. The data of Kompas, Indonesian news brand, (11/05/2020) said that on 2 March 2020, for the first time, the government of the Indonesian Republic announced the first two patients of covid-19 positive case, which located in the Depok region. The patients were known to be making contact with the infected foreigners. Since the announcement until July 2021, it has been recorded that 2.31 million cases on Indonesia along with the total of 1.94 million cured patients and 61,140 death of patients. According to the JHU CSSE COVID-19 data, on the global level, the amount is 170 million patients along with 3.54 million death of patients.

Fortunately, not long ago, some countries on the world have discovered the covid-19 vaccines, which are valued to be able to fight against the corona virus. The countries, respectively, China, US, Europe, and Russian, have succeeded in designing the vaccine with the measurement, dosage and certain contents which able to decrease the effect from the virus. So far, the vaccination processes have been continuing. According to data from Katadata.co.id, Indonesian news website, (8/9/2021) said that there is more than 69 million Indonesians have been vaccinated. Even so, various field issues are still occurring which is one of the factors that make the vaccination program is not equal. The government tried to cooperate with various parties to hold the self-vaccination centers.

1 The BUMN foundation is the foundation under the auspices of the Indonesian ministry of state-owned enterprises since 31 December 2018. The brief data on the official website of the institution stated that the establishment of the foundation is to optimally serve and help on various Indonesian regions, especially the outermost, the frontier, and the borders. For now, 11/8/2021, the BUMN supervisor is led by, Erick Thohir, the minister of state-owned enterprises. In addition, Harjawan Balaningrath leads the manager. Various duties have been held by BUMN foundation, for instances; the 1000 BGR aid, school establishing aid on Sigi on 2020, the social aid packages for public and wild animal, Medical device support admission from New York, and self-vaccination center programs under the auspices of the ministry of BUMN and the Indonesian ministry of health.

The presence of the program held by BUMN foundation in the form of self-vaccination center under the auspices of the BUMN minister has a little bit helped the society needs of vaccine. However, the socialization of the vaccine program needs the proper communication strategies, so that it would target in to all right communities equally. Some of the studies in the past likewise studied about the communication strategy on either an organization, institution or company. According to Dewi, P. A. I. C. (2017) it showed that PT PLN when tried to socialize the 900 VA electricity revocation program, they applied the communication strategy by grouping and categorizing the society, respectively, internal company's staff, regional government staff, mass media, students, university students and public society. There are no total differences between Dewi's research and this research, the only difference is the object in this research.

Other related article by Roza, D. O. (2016) it showed that The Joint United Nations Programme on HIV/AIDS (UNAIDS) for Pekanbaru community applied the communication strategy by identifying the communication targets, respectively, prostitutes, students, university students, workers and housewives, whereas the used media are brochures, banners, books, even face-to-face conversation. In this research as well explained how the foundation communicator played role in choosing the communication targets, proper media, coordination with stakeholders and message purpose assessment. The only difference between this study and the author's study is the object.

Therefore, the author is interested in seeing and knowing how the communication strategy was applied by BUMN foundation in socializing the self-vaccination centers. The attempt aimed to form the image in the middle of society, certainly based on the theoretical framework as the research reference in determining the subject used in this study so that it would fit with what the author want to research.

II. THEORETICAL FRAMEWORK

A. Communication Strategy

Strategy is one part of the planning, where the plan is the product of the planning and the plan itself correlated with the basic management function. Additionally, the strategy is in fact a plan management in order to achieve a certain goal. Strategy is an effort to look for the right formula while doing something (Zainal AG, Toni Wijaya, Andy Corry, 2021:36). Therefore, it can be concluded that strategy in the basic is the properly formulated effort by an individual or organization to achieve the determined purpose. With the presence of the strategy as aforementioned, then the launched plans will work well and effectively as well as all the probabilities could be predicted early.

As can be seen from afore that the statement about strategy is leading to the similar core namely the strategy is the effort to determine long-term goal of either an organization or an institution. Strategy in the basic is the tool to achieve a goal, so that having some characteristics as described by Jauch and Glueck below

1. Unified, forming the unity overall part of the institution.
2. Complex, having the whole trait related to the aspect of the institution
3. Integral, the whole launched strategy will fit in all the levels

Based on the aforementioned traits of the strategy, then in its application can produce a well and effective coordination and planning. This strategy will affect the track of the institution, without the strategy, the purpose and the process in achieving them will not work well and effectively. In setting a strategy, then it needs communication (Zainal AG, Toni Wijaya, Andy Corry, 2021:37), according to Effendy, communication is the process or the occasion related to delivering an idea from one to another with certain media, as well along with the certain purposes. Beside of it all, communication is the machine that is able to push the social life process and probably make the interaction between every human happened also it makes human become social being.

Based on the aforementioned definition of strategy and communication, it can be concluded up based on Chris Fill that communication strategy is divided into three main theory. Firstly, the put strategy, it is focused on reaching audiences with the purpose for the audiences are able to see, consider and get into the related public relations. Secondly, the push strategy, it focused on the worker performances, which is heading to the creation of power that pushes the faithfulness and the commitment. The last is the pull strategy, which is focused on maintaining the group's image as well heading to the purpose of making contact with colleagues and consumer

To discuss this more clearly, Muhammad Arni (2004: 65) said that communication strategy is the whole thing related to the planning and tactics or used steps to give smoothness in communication by visualizing the sender, the message, and the receiver to reach the determined purposes. Based on the aforementioned statements, it can be concluded that communication strategy is the planning processes, tactics and designs used for smoothing the communication process that boils down to the determined purposes. Jones in his book *Communication Strategy* revealed that the communication strategies are divided into 5 steps as follows:

1. *Strategic analysis and planning*

In this first step, the executed communication strategy focused on analyzing duties also the first step planning. The PR should conduct beneficial analysis for a specific purpose. The analysis covers all issues included the field detailed analysis, the competitors, external and internal environments and other factors that would hinder the program. More deeply, this first step is at once the formulation of the mission statement which according Austin and Pinkleton is the statement related to the philosophy and the purpose of an institution. Here, all of the staff including PR must know why and how an institution can reach beyond the profit program. Mission statement should be able to identify the products, offered services, also what kind of cultivated relationship. The deepened discussion can be conducted to minimize the miss communication that occurred on the staff related to group's duties.

2. *Strategic Design and Implementation Planning*

In this step, the planning from what have to be done based on the result from the survey needs to be prepared, so it can be communicated. The group must be able to formulate what message should be delivered as well how to communicate it. The PR must understand which position that their company is and what is lack and the solution to solve it all. Additionally, in this step, the PR should have the directed and clear program to support the strategy, which has been launched. Beside the media or the channel, which will be used, must be well prepared to deliver the message so that it is able to fit in the communicant.

3. *Launching the strategy*

After the result of the first research and the planning which is to be implemented are properly ready, then the next step is realizing it. The PR must hold the strong formulation about what to communicate, how, when, where and who is involved. A little bit of well-prepared planning has to be set for the next 2 - 3 months along with executing the plan. The PR additionally has to brief their staff as they are going to be the infield communicator. In addition, in this step, it is included the preparation for the communicators and their commitment to execute the strategy. Observing every progress can also be done to know the ongoing processes at least every week.

4. *Follow Up and Commitment*

In this step, the PR can observe the ongoing changes after a few days of executing the strategy. The practitioner can make the planning to strengthen the message and observe on the ongoing commitment, so that there is no confusion to the ongoing progress. If bad issue occurred and spread around, the practitioner can make a wise decision in order to minimize the disseminating issue in the middle of the public. The story of the strategy can be applied by the practitioner to ensure that all of the programs are being live by all of the media in order to disseminate the information to the public.

5. *Embedding the strategy and tracking result*

In this last step, the practitioner can see the result from the strategy process, which has been realized. It is important for the practitioner to execute the strategy in order to maximize the outcomes as well to deliver the message to all party such as investor, supplier, consumer, and stakeholder. This step additionally covers the evaluation where the outcomes obtained from can be re-analyzed, so that it can be learnt for other group for re-implementing the strategy, which will be applied to the next programs.

B. Public Relation

Syarifuddin (2016:11) stated that public relations is a process to form a public opinion as an beneficial input to the party and society as well to inculcate the understanding, to give some motivation, and to gain public participation. Edward Bernays on his book titled *The Engineering of Consent* stated that PR is the effort to convince public in the sense of supporting and good purpose. So, it means that PR in the beginning has the duty to convince public to understand and support a group

Whereas, Cutlip, Center and Broom on his book *Effective Public Relations* () stated that Public Relation is the effort to affect one's view through a responsible characteristic. It is based on satisfying bilateral communication, furthermore Cutlip, Center and Broom stated that there are four functions of PR that must be known, respectively, first is the management ancillary for achieving the purpose of the group. Secondly is forming bilateral communication for both the group and the society. Third is serving the public as well advising the leader of the stakeholder. Lastly, harmonically guides between the group and the society.

Ruslan Roesady (2015: 80) mentioned that image is the set of beliefs related to ideas as well the individual impression of a certain object. Image as mentioned here has the abstract traits; it is because it has the connection with things above, which perceived directly either by all fifth senses or by other resource. Image can be a good or positive response along with support, participation, active role or other positivity. However, image as well can be a negative response such as rejection, rivalry, hatred, or other negative actions. Image will be attached to every either individual or group along with the forming process of as well the meaning of image forming objects. Every individual has the right to give image meaning of individual or group. Frank Jefkins (2003) on his book *Public Relations* stated that image is divided into some types as follows:

1. Mirror Image

This kind of image is the depiction of the correct image as seen by certain group that the image of another group is already true, even though not every view from outside is always true, because of the differences between desire and reality on the society toward other groups.

2. Current image

This image closely related to the process of word of mouth or the information obtained from other individuals. It can be exemplified when an individual has an image forming experience of other groups. This surely has no problems if what has been told is positivity, however it will be an issue otherwise.

3. Wish image

As how it is named, then the wish image is the image, which become the purpose or wish of a group and agreed by society. This image is directly proportional with expectation and outcome, where the group has a wish of having a positive image and then accepted by the society as positive image as well.

4. Corporate Image

This image at once becomes the effort of corporation about what is the future purpose of corporation on their societal view, as well speaks of how to obtain the positive image as well known and properly acceptable by society. In this image, the PR played a big role in the process of corporate in order to form positive image in the middle of society.

5. Multiple image

This image completed the image of certain corporation or group. It can be logo, attribute, names, uniform, or their employees who are responsible of forming the corporate image.

6. Performance image

This image related to the subject of a group or corporation such as the performance or the self-appearance of every staff of group so that it is able to bring the image of the organization. Another example of this kind of image is greeting, attitude, as well interaction with society.

Based on the definition about the strategy, communication public relation and image above can be known that this research is useful for seeing how the communication strategy, as stated by Jones and as the part of the PR staff of BUMN related to the self-vaccination center program in order to form the image of the institution. Theoretical framework become the theoretical criteria of how this research would be conducted and heading to the purpose, intended to not expand the meaning between the subject and object used in this study.

III. RESEARCH METHODOLOGY

The methods used in this study are qualitative and descriptive, the descriptive method here is trying to describe, explain, and deeply give an overall figure about the social phenomenon, which is being analyzed, such as the ongoing condition or situation on the social life and then it is being analyzed and interpreted. This research is focused on analyzing and studying how the communication strategy is used by the PR of BUMN foundation on socializing the self-vaccination center program with the purpose for forming the image of the institution. So, this research is expected to result as a beneficial comprehensive understanding about the communication strategy (Ardial, 2014: 249). All of the research findings will be processed and descriptively presented. The descriptive writing fits in the presentation of analyzing the social phenomenon, especially on the analysis that studies about social event, news, and article.

The informant of this study is the PR of BUMN foundation. The object of this study is the communication strategy used by the PR to socialize the self-vaccination center program with the purpose of forming the image of the institution. In this study, the informant is the main focused which will help the author out to study the meaning of the informant toward the issue which will be analyzed (Bungin, 2014: 78).

In this study, interviewing with one of the PRs, who is directly observing and executing the program, is conducted and initiated together with a number of party. The data in this study are obtained from the result of the interview as well observing the brief documentation of the self-vaccination center program from the BUMN foundation. The data will be reduced according to the needs of this study which next the data organizing will be executed as well drawing the conclusion from the result of the study.

IV. RESULT AND ANALYSIS

A. The result

BUMN foundation of Indonesian republic is a foundation under auspices of the minister of state-owned enterprises since 31 December 2018. Based on the official website, this foundation was established with the purpose for optimally serving and helping on the various regions of Indonesia, especially the outermost, the frontier, and the most isolated. The vision of the foundation is to be the social institution, which its existence is to be perceived and its role in giving the sustainable and effective assistance of social, humanity, and religious.

The organizational structures are consisted of some levels, respectively, are the board of trustee, the supervisory board, the board of administrators and some of divisions under the boards. The main founder is the minister of state-owned enterprises, Mr. Erick Thohir, with his staff, whereas the chief of supervisory board is Mr. Carlo B. Tewu with his staff. The chief of board of administrators is Mr. Harjawan Balaningrath, the secretary is Mr. Agus Suharyono and the treasurer is Mr. Rudi As Atturridha.

This research focused on the communication strategy, which is executed by the PR from the self-vaccination center program. On the PR division of BUMN foundation, there are four staff and one head division who handled the internal and external of the foundation. briefly, the PR of BUMN foundation has some duties, respectively, managing the social media of the foundation, monitoring the BUMN-related ongoing issues, maintaining the relation between the stakeholders of the foundation and the minister, and realizing the programs which is already launched by the managements.

Vaccination center is a program, which firstly is initiated by the minister of state-owned enterprises by centered coordination to the President of Indonesian Republic. On 8 March 2021, this vaccination center program is officially executed, this program as well became the pioneer program of centered vaccination which is on Indonesia since the first vaccine of Covid-19 is available. The vaccination program is the result in the initiation between the minister of state-owned enterprises and *Indonesia Healthcare Corporation*, provincial government of the related regions, and Indonesia Health ministry. It is recorded that the vaccination program is executed on five Indonesian cities, respectively, DKI Jakarta, Surabaya, Bandung, Semarang and Medan. In addition, there is a number of 1.5 million people which have been vaccinated, approximately, a number of 5 up to 6 thousand of people vaccinated daily as well at least 1000 health workers are involved in.

In an outline, the executed program in the purpose for easily supporting society to be vaccinated is smoothly done and succeeded. however, behind it all, there is some issues on the field that needs to be handled by the teams on the field such as the number of spreading issues because of vaccine-related hoaxes, and the data of citizens which is not integrated so there is some citizens from outside the recommended region participated. The author successfully got the source person, Tuhibagus Syahrasiddin, who is directly handling the realization of the vaccination center program. He is one of the PR staff of the foundation who got involved in the vaccination center program; some of his presentation will be used as the references of the finding in this study.

The BUMN foundation became the foundation, which participated in helping out the program to be executed by either handling on the field or realizing the financial budget. The PR staff of the foundation has the participation in realizing the program; additionally, by executing the program on various regions as mentioned before, it surely will need a strong and integrated communication strategy so that the program will maximally execute.

Before the program was being executed, the PR staff of the foundation got a special instruction from their superiors about the plan of creating the centered vaccination program, it took place at Istora Gelora Bung Karno on 08 march 2021 with the criteria public servant, and elder people aged above 59 are those who allowed to be vaccinated. The implementation of the vaccination center was held during the middle of the spreading hoaxes related to the vaccine from either health view or other controversies such as the Islamic view of halal and the effectiveness level. It made the PR staff of the foundation become extra careful in handling the developing issues, coordinating about some of the information, which is incoming and growing in the

society, with the related stakeholders such as the special staff of the minister of state-owned enterprises and emphasizing the positive information of how the vaccine works and its effectiveness via social media.

In term of the realization to some of the cities as aforementioned, BUMN foundation will designate one person to be responsible for controlling the program outside from DKI Jakarta; this person will be directly coordinating with to the regional event organizer and reporting it weekly to the PR of BUMN foundation. While it is executed, all of the reports will be analyzed by the PR staff of the foundation as well researching the ongoing issues and problems during the execution of the program. The monthly meeting will be held by the stakeholders related to coordinating of what should be done, what is the current issue, what information should be brought up, even doing the snapping for the 15 posts of social media in the future.

In term of coordination, BUMN foundation under the auspices of the Indonesian ministry of state-owned enterprises sustainably coordinated with Indonesia Healthcare Corporation and Indonesia Health Ministry related to the execution of the program as well coordination would be done with those regional governments as aforementioned and the event organizer staff who executed the program. All of those coordination are integratively executed through the delegation of the foundation which is allocated on those five regions to the center of the PR staff as well is coordinated with the chief of the stakeholder and the ministers. In term of the execution, there are some issues occurred on the field such as the people who are not fulfilling the vaccination criteria, the spreading hoaxes around the society, the difficulties to convince elder people to get vaccinated, some regions with higher participation level which made the stock of vaccines running lower and other dynamics.

In order to cope with the issues above, the PR staff of BUMN foundation cooperated with other event organizers in the purpose for minimalizing the current issues such as the spreading hoaxes. The issue can be handled with several ways such as continuously telling educative information about the vaccine through social media, socializing the information related to vaccine, and asking regional influencer to spread the truth around the society. In order to handle the vaccine stock issue, the foundation staff will coordinate with the Indonesia Health ministry to cope with the issue. The Efficiency and the effectiveness of the message are highly needed considering the vaccination process, which is running quickly.

According to the presentation from source person, the vaccination center program will last until August 2021. All the documentations of the vaccination program can easily be seen on the social media of BUMN foundation and its official website. In spite of the vaccination center program has ended, other social humanity programs related to covid-19 in the purpose for helping out the affected society are still being held. the other social humanity programs are giving the personal protective equipment to the health workers on various Indonesia regions, the distribution of free medicine and vitamin, as well the counselling and spreading the information about Covid-19 vaccine.

All of the things above have positively affected the image of BUMN foundation on public view especially with all the helps that has been done as well the well-executed vaccination center program made the people especially the one who is affected by Covid-19 realized the existence of BUMN foundation as the social program facilitator of the minister of state-owned enterprises.

Along with the vaccination center program was being held, the evaluation of the outcomes is continuously being done via monthly meetings. Some of the stakeholders of the foundation fully evaluated the financial aid usage, the report of the program, and the spreading issues, which later will be handed over to the staff again as the material for the evaluation of the program. No exception on the PR staff, the evaluation of the program will be the lesson to learn as the communication strategy of how to execute the program as well become a highly attentive program and tend to be hoax on society in term of corporation image, vaccine socialization which is executed as well its implementation through vaccination center program has increased the image of the foundation in the middle of public, it can be observed by seeing of how high the anticipation of people who participated on the program and how many volunteers who went hand in hand in making the program successful, cooperation with some associated parties created an effective coordination, so the commitment in helping the affected society is sustainably executed.

B. Analysis

The presentation on the result sub-chapter has shown that how the process and the communication strategy which is executed by the PR staff of BUMN foundation on the vaccination center program. Step by steps are executed as shown in the purpose for making the vaccination program easily accessible for elderlies and public servants, more than that, the executed

communication steps has been able to create positive image of BUMN foundation. The author will try to interpret the research findings accordingly to the explained theoretical studies, this discussion will review the findings according to the theory of communication strategy by Phil Jones.

Phil Jones stated that there are some steps of communication strategy. The first step is analysis and strategic planning. In this step, the PR staff of BUMN foundation at the beginning conduct the analysis of how the vaccination program will be designed and realized by referring to the vision and mission of the foundation. Then the vaccination program will be an effort to accomplish their vision and mission that is as a social facility which intend to offer helps to the society especially on the regions.

Next, after all of the associated parties with the program put all understanding of vision and mission of the foundation together, then the next step is conducting the first analysis. Before the program is being realized on March, the confusion related to the vaccine is spread much around the middle of public, hoaxes became the illusive information and being consumed raw by society. All of the aforementioned issues made the PR staff of BUMN foundation became extra careful in making the right decision, so that no public commotion are triggered, moreover the vaccination which is being executed has its general criteria and focused on public service on either BUMN or BUMD. The coordination with both the stakeholders of the foundation and the ministry of state-owned enterprises is periodically executed, so that no misdirection or mispurpose are occurred. Nationally researching the news is conducted in order to identify the public attention related to the vaccine.

The second step is Strategic design and Implementation planning. In this step, the PR staff of BUMN foundation plans “to do list” of things what should be done during the execution of the program. even the PR staff of the foundation conducts some snapping for the 15 posts which will be brought up on their social media and then they coordinate together with the team and the stakeholder of the foundation about what kind of information or news would be brought up.

Beside of it, the PR staff of the foundation will as well coordinate with five candidates of the regional delegations, respectively, DKI Jakarta, Surabaya, Bandung, Semarang, and Medan related to the realization of the program. Certainly, all of the communication strategies launched by the internal of the foundation will be communicated to the program initiator such as the ministry of state-owned enterprises, the ministry of health, Indonesia Healthcare Corporation and the associated regional governments. The third step is launching the strategy. After planning the proper communication strategy, next is realizing the program becomes the main program from all of the communication strategies. The PR staff of the BUMN foundation start to coordinate the program with associated parties on several associated region.

The spreading issues related to the vaccine will be stacked with some of good information and massively socializing to society so that they want to be vaccinated. Not to mention the organizer try to make some influencers and mass media interested in more emphasizing informative message so that it can be accepted by society. the PR staff of the foundation as well coordinate with the regional delegations who control the program along with the event organizer on each region.

Beside the hoax issue, there is some other issues such as the vaccine stocks are running low on several region with people who are highly interested in vaccine. However, this issue was able to be handled by advanced coordination with the party of the ministry of health. Next is the fourth step namely Follow-Up and Commitment. In this step, it is known that the execution of vaccination center program is initiated by the BUMN foundation, the ministry of state-owned enterprises, the ministry of health, Indonesia Healthcare Corporation and associated regional government from March until August 2021.

Even so the programs related to social aid for affected society is continuously executed, this is as the token of both sustainable cooperation and the commitment of BUMN foundation as well other organizers of the vaccination center program in order to help out the society which having difficulty caused of the covid-19 pandemic. The source person acknowledged that the BUMN foundation still distributed personal protective equipment to the health workers on various Indonesia regions, the distribution of medicine and vitamin. Additionally, the sustaining coordination with the party of the ministry of health is still being done if the vaccination center program organizer are running out of vaccines. This statement matched with the mission statement of the BUMN foundation where the purpose of the program is beyond the associated profit.

The last step is Embedding the strategy and tracking the result. After conducting all the four steps of communication strategy as previously mentioned, the organizing team can observe the outcome of the process of the executed program. The vaccination center program was held from March until August 2021. accumulatively, there is a number of 1.5 million people

which have been vaccinated, with the daily quota of 5 up to 6 thousand of people on each day as well at least 1000 health workers are involved in. It is recorded that the vaccination program is executed on five Indonesian cities. It shew the high societal participation and the succession which is achieved by PR staff of the foundation, and the cooperation from stakeholder of the foundation with the other organizers.

Evaluation meeting is monthly conducted with the stakeholder of the foundation related to the effectiveness of the program, the spreading issues, the financial budget, and the documentations. The result of the meeting will be shared to all divisions of the foundation including the PR division as the reference for the next program. Various issues on the field can be handled by coordinating systemically and effectively and even though the vaccination program has ended; however, the commitment to keep giving the helps to society is always being conducted. For the image of the corporation itself, the societal participation can be categorized as positive image which can form the good image for the BUMN foundation, especially the sustaining program is continuously being conducted so that it can continuously introduce BUMN foundation as the main guard of social aid distribution under the auspices BUMN foundation.

V. CONCLUSION

The BUMN foundation of Indonesia under the auspices of the minister of state-owned enterprises aims as the social institution which its existence is to give positive impact in the purpose for giving the effective and sustainable social, humanity, and religious aid. This is underlying the involvement of BUMN foundation with the minister of state-owned enterprises and *Indonesia Healthcare Corporation*, provincial government of the related regions, and Indonesia Health ministry in making the execution of the first centered vaccination program successful according to the reference of the president Republic of Indonesia. Beside distributing the funds, the BUMN foundation participated in executing the integrative socialization to the society in order to increase the information and participation of the vaccination process, moreover, coordination by coordination is conducted with various parties so that the program can be well executed.

The PR staff of BUMN foundation is one of the involved division in participating to make this vaccination center successful. Considering the main duty of one of the PR staff is to be the frontier guard of the institution, moreover, in forming the image of the corporation, so the PR staff of BUMN foundation has successfully applied the communication strategies to both the internal and external institution during the execution of the program. There are various steps of communication strategy according to Phil Jones. Those steps has been conducted by the PR staff of BUMN foundation in order to realize the vaccination center program. The first step is the strategy planning analysis where the PR staff of BUMN foundation at the beginning analyze about the spreading issue related to the vaccine. Nationally researching the issue is being conducted as well in order to get what is societal attention of the Covid-19 pandemic and lastly some of coordination with the stakeholder of the foundation to put the understanding together is being conducted as well. The second step is designing the planning and acknowledging the strategies. In this step, the PR staff of the foundation hold a monthly meeting in order to study everything that should be done during the execution of the program, including snapping the posting on social media, what issue or information would like to be brought up and which media and influencer would like to be ask for cooperation.

The third step is executing the strategy, this step is the momentum where the PR staff of the foundation will coordinate with the delegations from the five cities in order to observe the execution of the program. in this step as well, some issues occurred; however, a good coordination was able to handle the ongoing issue, the influencer and the mass media are being involved in continuously making the socialization related to the vaccination. The fourth step is the continuity and commitment where the PR staff of the foundation coordinated and participated in the committing to provide helps even the program has ended. The last step is embedding the strategy and tracking the result. In this step, the PR staff of the foundation as well all the organizing teams assessed the obtained result and evaluated it. A number of 1.5 million people has successfully been vaccinated on this program as well 1000 health workers and volunteers became the assessment that the communication strategy in socializing and giving the positive information related to vaccination has become successful, certainly in forming the positive image of the BUMN foundation in the middle of public.

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