MBKM 2023 Program Media Relations Strategy in Building Image in the Digital Age

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Abstract
The study investigates the media relations strategy employed by the public relations team of the 2023 MBKM (Merdeka Belajar Kampus Merdeka) Program under the Indonesian Ministry of Education and Culture, Research and Technology (Kemendikbudristek RI) in their efforts to build a positive image in the digital era. The research acknowledges the crucial role of public relations in the government's success in socialising programs and implementing policies. This research utilises a qualitative methodology with a constructivist approach, involving in-depth interviews and documentation to examine the MBKM PR team's strategies. The study aims to understand how the PR team increases the visibility of the MBKM program among the media, reaches a wider audience, and maximises positive publicity, considering the influence of media and communication processes through new technologies, as understood by media ecology theory. The findings reveal that the MBKM public relations team, consisting of 28 members, employs various strategies, including collaborating with stakeholders, creating diverse content (news releases, press conferences, infographics, videos), and disseminating information through multiple media channels. The PR team actively engages in media monitoring and analysis of audience feedback. Their media relations strategy incorporates the PESO (Paid, Earned, Shared, and Owned Media) model, including paid advertising campaigns, securing earned media through news articles, and utilising shared media platforms like the "Merdeka Campus Story" website. The study highlights the team's efforts to build relationships with media partners at various levels and their adoption of digital platforms and technologies in their communication. The research concludes that the MBKM PR team's multifaceted media relations strategy, leveraging digital platforms and strategic partnerships, has been pivotal in building and maintaining a positive image for the program in the digital age, providing valuable insights for other governmental programs.

Keywords: Kampus Merdeka, Media Relations, MBKM Program, Government Public Relations, Digital Era

INTRODUCTION

The Merdeka Belajar Kampus Merdeka Program (MBKM) is a policy implemented by the Ministry of Education, Culture, Research and Technology of the Republic of Indonesia (Kemendikbudristek) which aims to encourage students to master

various sciences that are useful for entering the world of work (*Student Internship in the Framework of Kampus Merdeka*, 2021). In accordance with the Minister of Education and Culture Regulation No. 3 of 2020, giving students the right to 3 semesters of study outside their study program. Through this program, wide opportunities are open for students to enrich and improve their insights and competencies in the real world in accordance with their interests and aspirations (Dirjen Dikti, 2020). Run as the government's flagship program, MBKM implements self-management by working groups divided into several programs and fields according to the needs of program derivatives. The 6 *flagship programs* from MBKM include: Kampus Mengajar, Praktisi Mengajar, Wirausaha Merdeka, Indonesian International Student Mobility Awards (IISMA), MSIB (Certified Internship and Independent Study), and Independent Student Exchange (PMM).

The advantages and peculiarities of these 6 flagship programs are the opportunity for students to learn outside the classroom and even outside the home campus (Romadhona, 2023). The other MBKM programs, namely Bangkit and Guerrilla, even partnered with other Ministries, Energy and Mineral Resources, and with the private sector such as Google, Traveloka and GoTo (Direktorat Jenderal Pendidikan Tinggi, 2022) are also in addition to the implementation of the Merdeka Campus which further expands student opportunities to study outside the campus. Students, Universities, Practitioners, Lecturers, and the Business World and the Industrial World (DUDI) become stakeholders or stakeholders in each MBKM program. This is a challenge for the public relations of the Ministry of Education and Culture and Technology to create and maintain a representative and positive image in accordance with the objectives of the program.

Various communication efforts, both internal and external, have been implemented by MBKM public relations to ensure a positive image, including in the digital realm. Several online publications were also recorded as an output of these public relations efforts (Habibah, 2023; Yahya, 2023) and became one of the outputs resulting from good media relations between MBKM implementers and various elements and journalists.

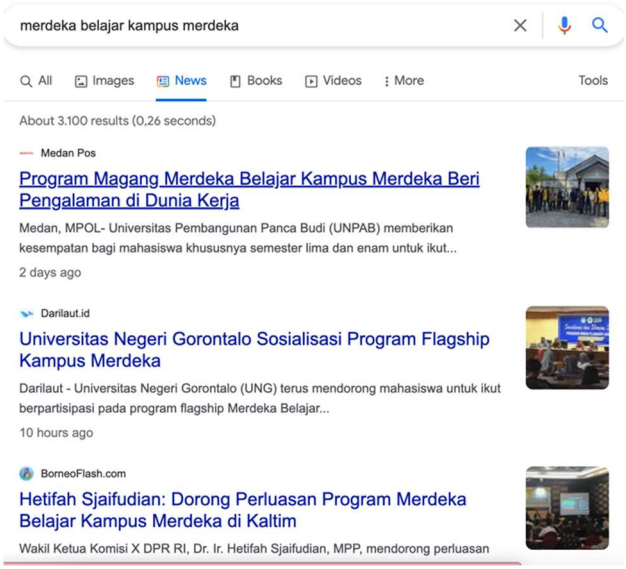


Figure 1. Google News Coverage of Merdeka Belajar
Source: Google.com, 2023

Establishing relationships with the media is an important step for an institution or organization that wants to build a positive image, increase visibility, and disseminate information. Media relations strategy is an effort to build, maintain, and improve positive relationships with mass media in a planned and measurable manner. Reddi (2019) stated that the purpose of media relations is to improve the quality of relationships and cooperation that has a positive impact on the organization and the media. In conducting media relations, Gregory (2020) emphasized the importance of strategically and sustainably maintaining these relationships. Given the need for a strong public presence, a well-executed media relations strategy is essential for institutions to effectively communicate their programs to a broad audience.

Beyond shaping image and reputation, media relations play a crucial role in building networks and fostering public trust in institutions and their initiatives. Darmastuti (2012) categorized media relations activities into two types. The first involves written communication, such as press releases, public program announcements, and digital media outreach. The second consists of direct interactions, including press conferences, which bring together Public Relations (PR) professionals and journalists, as well as call conferences that allow organizations to relay information directly via telephone.

What happens in the use of media in the process of disseminating information about the implementation of the MBKM program is also highlighted not only as a

report to the public. The implementation of MBKM, which also has a focus on attracting strategic and collaborative partners to support the program, is also part of the big agenda in creating direction and developing media relations (Dano, 2022). What becomes critical in this study is how the government works and implement their external communication and media relations strategies to the media to amplify the good intention and the programs comprehensive messages to the relevant stakeholders.

Key components of media relations strategy include understanding the media, creating newsworthy content, building personal relationships with journalists and media crews, and understanding media ethics and trends (Leinemann & Baikaltseva, 2017). Wilcox et al. (2015) also explain the importance of evaluating and updating media relations strategies continuously to remain relevant, especially with digital platforms and online realms.

LITERATURE REVIEW

Previous studies highlighting the importance of government public relations in socializing programs and implementing policies, may stem from the complex communication environment in which public sector PR operates (Erlich et al., 2021). This environment is influenced by factors such as politics, ideologies, legal restraints, the emphasis on public good, media scrutiny, and at times, a devaluation of communication, as well as poor public perceptions and lagging professional development (Fazal & Aslam, 2023). These inherent challenges within the public sector can contribute to the belief that government public relations have a limited impact on government institutions' performance.

Taylor (2000), reviews how the Bosnian government conducts media relations to maintain public trust and the general public. In practice, the government must also conduct strategic media relations like a commercial business. For the government, the role of public relations is strongly supported by good strategies and relations with the media, so that civil society understands government programs and policies. In Indonesia, Khusu et al. (2023), have researched and found that the Communication Protocol and Tangerang City Leaders have carried out media relations activities in the form of press rooms, press tours, press releases, press briefings, press conferences, and advertorials. According to the author, relationship management theory has a close relationship with media relations. PR has the function of making activities and determining sources of information that are considered important by the media, as well as trying to obtain as many publications as possible so that they can shape the image of the government. The existence of supporting and inhibiting factors of media relations has a role in determining the effectiveness of communication and the formation of a positive image of the

institution. Government PR has also been a practice carried out by the Ministry of Religious Affairs of the Republic of Indonesia in socializing and implementing the use of the SISKOPATUH application for prospective Hajj and Umrah pilgrims as a medium for forming the image of government public relations (Larasaty & Afriyanti, 2020). The SISKOPATUH application was launched and implemented to ensure prospective pilgrims and families who will perform Hajj and Umrah feel safe and secure administratively and their welfare during worship. In addition to the media, the approach to agencies and institutions such as associations is also a strategy for image formation through applications (Larasaty & Afriyanti, 2020).

Government public relations (GPR) are characterized by a complex communication environment influenced by politics, ideologies, legal restraints, public good, media scrutiny, devaluation of communication, poor public perceptions, and lagging professional development. Mandatory purposes involve integrating public relations into public administration through media relations, public reporting, and citizen responses. Optional purposes aim to enhance public administration efficiency through strategic communication efforts, while dangerous goals aim to secure stronger public support to increase government autonomy and minimize political interference (Dong et al., 2023).

From the three previous studies, it can be concluded that public relations need to carry out strategies and planning in establishing relations with the media in order to get good benefits and support for the reputation and image of an institution or organization. Jo (2019) adds elements of digitalization and the digital era in media relations practices where organizations or companies must start seriously considering all online features such as buzzwords, search engine optimization, and social media algorithms. Research by Rizqiyah et al. (2021) also proves that digitalization and artificial intelligence used in media relations have a major impact on image creation, information delivery and interactivity with the public.

This study aims to learn more about the media relations strategy carried out by the Public Relations team of the Merdeka Belajar Kampus Merdeka (MBKM) Program for the 2023 period under the Ministry of Education and Culture, Research and Technology, in an effort to build a positive image in the digital era.

Media Ecology Theory and the Role of Government Public Relations

Strate (2019) refers to McLuhan's idea that media, technology, and other symbolic forms all play a major role in human affairs. "Media is a message" can be classified by showing that any technology is gradually creating an entirely new human environment. The environment is not a passive wrapper but an active process. So

that technology and media cannot be separated just like that, they influence each other. In terms of the use of media technology, the role of PR is affected and reflected in the output or form of communication disseminated to the audience. Both in terms of content and distribution, media technology is one of the important elements considered by public relations practitioners in delivering messages (Medina et al., 2017).

Media ecology is very essential because it sees media as a social environment, analogous to a physical social environment. Since people are constantly connected to social media platforms, happening interactively through mobile devices, the media environment may become a central social space just as much as a physical space. Many studies show that most people spend their time on social media and the internet (Ruotsalainen & Heinonen, 2015).

So that in the end all parties related to media performance inevitably have to see how media technology itself becomes important and inevitable. When media technology moves towards digital, all things internet media, then Public Relations (PR) actors whose daily lives are related to the media must also see media performance change. The relationship with the media and its stakeholders has also undergone significant changes. Even in the simplest process, namely when PR writes and prepares press releases, they must understand the writing technique with the approach and philosophy of media ecology (Anwer, 2020).

In relation to government public relations or GPR, Suprawoto (2018) explained that the function of public relations in government runs in several layers such as executive, judicial and legislative. One of the goals and functions of government public relations is to maintain public trust and communicate bidirectionally to create understanding and good relationships (Suprawoto, 2018). Because the government public relations movement is to create relationships and provide services to the public, one approach is to practice media relations (Jefkins, 2018). As an amplifier or loudspeaker for a message, government public relations can carry out several activities such as media gatherings, media visits, media releases, media briefings, media conferences, media interviews, media pitching and media events (Komarudin, 2014).

Additionally, PESO (Paid, Earned, Shared and Owned Media) Model initiated by Dietrich (Quesenberry, 2024) will also be employed to examine if MBKM government public relations strategy implementation. Paid media, a form of commercially contracted content between organizations and mass media, refers to any promotional content that is paid for by a company to advertise its products. This can include various forms of advertising such as pay-per-click (PPC) campaigns

and requires financial investment to reach an audience (R. D. Smith, 2019). Owned media refers to publications and digital sites controlled by organizations, such as corporate magazines, newsletters, reports, and official websites, while earned media refers to editorial publicity generated through media releases, interviews, and other relations activities (Stephen & Galak, 2012). Lastly, shared media, including popular social media platforms like Facebook, Twitter, YouTube, Tumblr, Instagram, and Pinterest, allows followers, friends, and subscribers to contribute and comment. While some digital media use moderation, social media typically has minimal moderation, limiting offensive content like sexist and racist comments, abusive language, and vilification (Díaz & Hecht-Felella, 2021).

METHODOLOGY

This study used qualitative methods with a semi-structured interview approach. A semi-structured interview is an in-depth interview where the interviewee must answer pre-set open-ended questions. Knott et al. (2022) explains that semi-structured and in-depth interviews are used as an interview format with individuals or groups. This type of interview is conducted once with a duration of 30 minutes to 1 hour to get a schematic representation of the question or topic and needs to be explored by the interviewer. To achieve optimal use of interview time, interview guides have a useful purpose to obtain information from sources more systematically and comprehensively and keep the interview focused on the desired goals (Knott et al., 2022).

The questions in the interview guide consist of core questions and many related questions related to the central question, which in turn, are further improved through pilot testing of the interview guide. In order for interview data to be captured more effectively, interview recordings are considered the right choice but sometimes become a matter of controversy among researchers and respondents. Handwritten notes during interviews are relatively unreliable, and researchers may miss some key points. Interview recordings will be used by the researchers to focus on interview content and verbal clues and thus allow transcriptions to produce "verbatim transcripts" of interviews (McGrath et al., 2019). The use of interview guides will be employed to systematically obtain information and the decision to use interview recordings for more effective data capture, interpretation and analysis.

The key informants who will be interviewed are: Arin Ardina - Head of Public Relations and Marketing of Kampus Merdeka; Hestining Kurniastuti - Narration & public relations supervisor, Firza Putra as Marketing Coordinator and Ester as reporter from one of Kompas.id online media. The results of the interviews with the four informants will be triangulated to check their validity before being

analyzed with media ecology theory and government public relations concepts. The data presentation will be made systematically in accordance with the process carried out by MBKM public relations.

The collected data mainly from in-depth interviews and documentation will be systematically interpreted through a rigorous process. This involved implementing a systematic coding process to organize and categorize the data based on the research questions and key concepts from media ecology theory and government public relations. Following this, thematic analysis was conducted to identify broader patterns and recurring themes related to the MBKM program's digital image-building strategies. These themes were then interpreted through the lens of media ecology, examining how the digital media environment shapes MBKM's communication and through government public relations concepts, evaluating the effectiveness of their media relations activities in building a positive image and maintaining public trust. Finally, triangulation was utilized to compare and contrast insights from different data sources, enhancing the credibility and validity of the generated findings.

RESULTS AND DISCUSSION

In the team, the number of MBKM public relations team members under Arin Ardina as Head of Field is 28 people. This team is divided into public relations and marketing sections, where the scope of work includes internal and external relations and communications at the Belmawa Directorate and the environment of the Ministry of Education, Culture, Research and Technology. Internally, the challenge that must be faced is how to communicate and synergize with many parties in the Ministry and between Directorates and all their bureaucracies (interview with Arin Ardina, 2024).

From the results of interviews with two internal speakers, namely the Head of Marketing and Public Relations of MBKM and the Manager of Public Relations and Media, the main tasks and functions of public relations in the MBKM program are (1) designing messages or information related to policies, activities, programs or other things to be conveyed, can be in the form of news releases, press conferences, photo content, infographics, and videos, (2) disseminating information and news through various media, uploading messages to be conveyed in the form of photos, infographics, and videos through the media, (3) conducting media monitoring both print, electronic media, and social media so that they can be interactive, (4) analyzing audience input as feedback and evaluation for improvement and follow-up of these inputs.

Media Relations on Government PR

Various activities are carried out by the MBKM public relations team, including collaborating with various stakeholders both internally and externally from the Ministry of Education, Culture, Research and Technology. MBKM Public Relations works as Cutlip (2013), explaining the core tasks of public relations into 4 categories, namely analyzing public opinion and obtaining data, informing management about developing trends, helping to realize operational factors that hinder management's image, and being a forum for understanding ideas to realize connections. Structurally, MBKM public relations is under the auspices of the Independent Campus Center Executive and the Directorate of Learning and Student Affairs, and its special tasks include all flagship programs of Kampus Merdeka, namely: Independent Student Exchange (PMM), Teaching Campus (KM), Teaching Practitioners (PM), Independent Entrepreneurship (WMK), Certified Internship and Independent Study (MSIB), Indonesian International Student Mobility Award (IISMA). From the entire program, MBKM's public relations team admitted that the standard public relations activities carried out included making releases, holding press conferences, and establishing regular media relations.

When focusing on activities with the media and established relationships, MBKM public relations create strategies based on program needs, stakeholders and objectives of each information communicated (interview with Firza Putra, 2024). Based on the PESO (Paid, Earned, Shared and Owned Media) Model initiated by Dietrich (Quesenberry, 2024), MBKM public relations applies several specific approaches that are relevant to the current program.

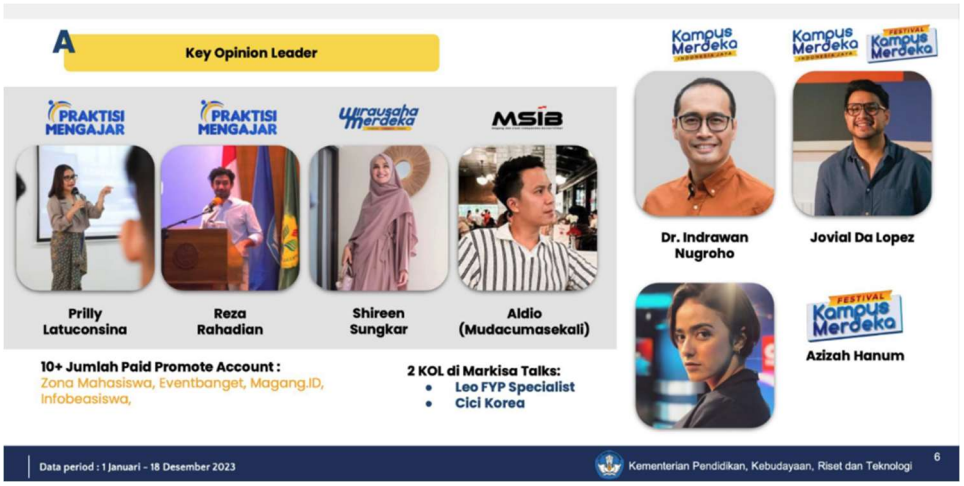


Figure 2. KOL List for content plan of MBKM program
Source: Primary data, 2023

Paid media, MBKM public relations scheduled 11 ad campaigns or paid advertising campaigns. In the implementation of paid media, MBKM public relations allocates a budget to ensure that publications and information are received by the widest possible audience while reaching the intended public in each of their respective programs. The following is a summary of paid media reports conducted by MBKM under the Digital Marketing category:

Earned media of MBKM gets several publications from news articles, both activities and general information such as the following picture:



Figure 3. News Coverage in Online Media Portal
Source: (Bona, 2022)

The news from Beritasatu.com is one of the results of media coverage and sending article releases to media partners regularly. In shared media, MBKM public relations try to create publicity by involving stakeholders to fill in content and share it with a wide audience about Kampus Merdeka programs. One of the platforms created and continues to be active until now is the Merdeka Campus Story site which contains personal stories of stakeholders, especially students, participants of the Merdeka Campus program.

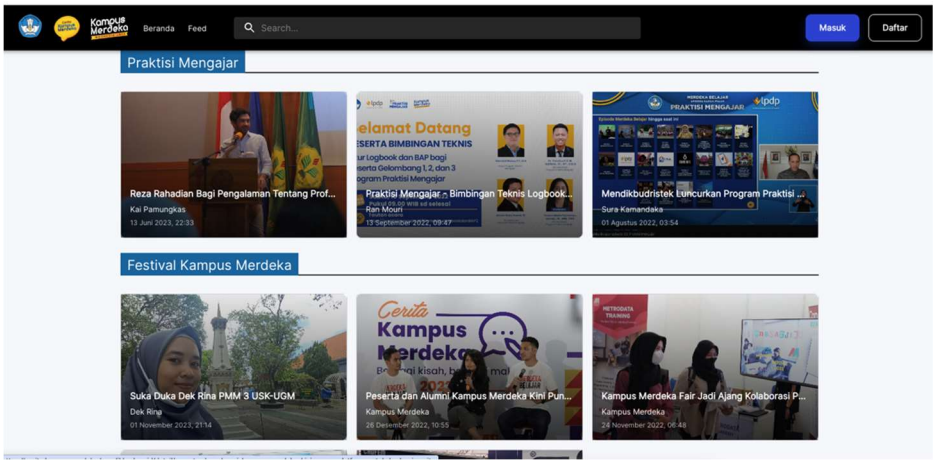


Figure 4. Homepage of Cerita Kampus Merdeka Website
Source: cerita.kampusmerdeka.kemdikbud.go.id, 2023

In an effort to shape the image and maintain the existence of MBKM programs, the MBKM public relations team collaborates with several stakeholders within the Ministry of Education, Culture, Research and Technology such as, Blue Cooperation and Public Relations, LLDIKTI in various regions, universities, and of course the media. In coordination and communication to these stakeholders, MBKM's public relations team acknowledges that several channels must be actively used in addition to direct communication. Among the channels that are often used are WhatsApp, email, newsletters, and social media.

The role of government public relations is no longer merely a conveyor of information, but must also be able to create a reputation for good governance performance in the eyes of the public, so that the demands are increasingly numerous and heavy in various matters (Lani & Handayani, 2021). This has been tried by the MBKM Public Relations Team in an effort to further improve the image of Higher Education. In this case, especially in the MBKM activity program.

Online Media and Media Ecology

Every party invited to communicate, especially when dealing with mass media or online media, the MBKM public relations team applies tactics and ways that are dynamic and not rigid, "Each university has its own media partner, each LLDIKTI region also has its own media partner, and each of them has a different approach. That's why the way of communicating there is also a different treatment to work together" (Arin, 2024). Including for the media, in an interview with Firza (2024), it was explained that the public relations team at MBKM was involved in activities such as media gatherings and program socialization. The relationship with the

media, especially alternative media such as Volix, Dagelan, and Infipop, is very intense, with paid promotion in these media to improve the image of the program. MBKM uses measurement tools such as Fanpage Karma and SEMRush to evaluate the success of relationships with digital media.

MBKM has cooperation with media partners in various regions, especially with Higher Education Service Institutions (LLDikti), to increase coverage. MBKM's public relations team manages various digital platforms, including social media, microsites, WhatsApp blasts, and email blasts. Each member of the PR team is responsible for multiple social media accounts, totalling about 6 to 8 accounts per person. Content for social media was created after consultation with supervisors and reviewed by Firza before it was released.

From confirmation with one of the media crew who had been in contact and covered MBKM's public relations activities, Ester, one of the journalists at Kompas.id admitted Kompas Online pays special attention to educational issues. Interesting things about MBKM may be published in the Humanities rubric in print media or in educational and cultural channels in Kompas.id. Kompas Online has covered a number of MBKM programs, especially the MSIB Program sponsored by Google and the Merdeka Campus Festival which gathers participants from all MBKM flagship programs. However, communication between Kompas Online and the MBKM program is not too intense. "They rely more on press releases than direct communication, which sometimes interests them and sometimes not" (Ester, 2024). Here's one Coverage in Kompas.id which was written by Ester based on an Merdeka Campus event at the end of 2023.

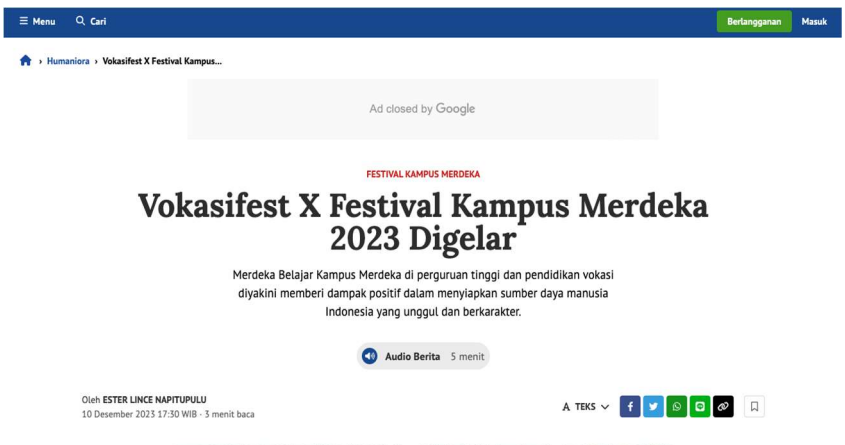


Figure 5. News Coverage in Kompas.com
Source: (Napitupulu, 2023)

Ester also mentioned that ministries/stakeholders related to the MBKM program rarely hold regular media events. These events usually depend on the Merdeka Belajar festival and sometimes conference events, which are used to inform program achievements. However, integration with mass media relies heavily on one-way releases, which are considered less embracing media crews to cover MBKM activities and publications (Ester, 2024).

MBKM Public Relations has not collaborated with online media associations, but Firza considers it necessary to expand the cooperation network in the future. Arin also admitted that there has been no cooperation with the cyber media association or the Indonesian Journalists Association (PWI), and will be considered in 2024 and beyond.

The implementation of the use of media and communication technology in carrying out the role of public relations has become a must in today's digital era. The availability of technology tools and platforms needs to be optimally utilized by PR in increasing engagement with the public, strengthening the image of the organization, and managing information efficiently. The use of social media, webinars, and virtual conferences allows public relations to respond more quickly to changes and communicate directly with audiences. In addition, multimedia content such as photos, videos, and audio help convey messages in a more engaging and understandable way for the wider community. Technology adoption also allows PR to monitor news and trends, keep information secure, and respond effectively to crises. With an innovative and integrated approach to media and communication technology, public relations can play a key role in building and maintaining positive relationships between organizations and their public (Luoma-aho & Canel, 2020; Munz et al., 2024).

The development of communication technology that entered the 4.0 era, inevitably requires government public relations to continue to improve their digital capabilities. Including his digital media literacy skills. It is necessary to establish a harmonious relationship with the public to achieve sympathy, trust, teamwork, and support in the implementation of government policies (Afrilia et al., 2023). This situation is also sought by the MBKM Public Relations team in carrying out their daily duties. Mastery and competence in the use of digital media are important things to consider in carrying out their duties.

Marketing and Public Relations

One interesting application of MBKM Public Relations is to form a work unit that focuses on marketing and public relations. Firza described specifically that the

marketing work unit creates great opportunities in its aim of expanding the image of the MBKM program, as well as dealing directly with the public. This work unit has tasks and functions in managing social media for the MBKM program, as well as simultaneously working with the public relations work unit in holding media gatherings. In addition to managing digital marketing media and initiating annual media gatherings, "MBKM Public Relations also has a role in holding webinars in the form of a series of socialization and technical guidance, as well as a series of offline and online events related to the MBKM program" (Firza, 2024).

Arin described the public relations work unit as a unit that in addition to its function is an intermediary between the public and the MBKM program that is carried out, public relations also have a dominant role in forming and maintaining working relationships with print, online and community media in helping to present events and activities related to the running of the MBKM program. Although he did not hold a press conference in practice, Arin emphasized that the relationship between the MBKM program and the public comes from press releases carried out 2-3 times a week. Alternative press conferences in MBKM Public Relations are replaced with media gathering activities held once a year to update information about the course of the MBKM program (Arin, 2024).

The application of media and communication technology in dealing with the media has a crucial role in building effective relationships between organizations and mass media through public relations. By leveraging digital tools and platforms, organizations can expand the reach of their messages, deliver information quickly, and increase transparency. The utilization of social media, webinars, and virtual conferences provides flexibility in communicating with journalists and newsmakers. Multimedia content such as photos, videos, and infographics can give an additional dimension to the information conveyed, increasing appeal and understanding. In addition, media monitoring and data analysis tools can help public relations understand the impact of their digital activities and respond quickly to changes in public opinion or news trends. Thus, media and communication technology become a strong foundation for forging mutually beneficial relationships between organizations and media (Johnston & Rowney, 2020; P. R. Smith & Zook, 2019).

The relationship between MBKM Public Relations and the media is realized based on needs with a variety of cooperation. The form of cooperation, according to Arin, was agreed in the form of advertising in the media, paid promotion even though it was incidental, and cooperation with local and national mass media. Although it is undeniable, the partnership between the press and MBKM Public Relations is still dominated by online media with various segments (Arin, 2024).

The implementation of the use of media and communication technologies in dealing with media has changed the communication landscape of organizations significantly. With the increasing penetration of digital technology, organizations can now more effectively communicate with the media through various online channels. Social media, websites, email, and multimedia platforms provide new opportunities to deliver messages quickly and interactively, facilitating a more dynamic exchange of information between organizations and media. The use of this technology also allows organizations to monitor news in real-time, respond quickly to developments in issues, and build more open relationships with journalists and journalists. Thus, media and communication technologies are key in shaping organizational narratives and managing image through more dynamic interactions with media (H. J. Smith & Neff, 2018; Taylor, 2000).

This study holds significant importance because it directly addresses a common perception that Government Public Relations (GPR) in Indonesia lacks significant influence on government performance. The result also provides a case study that demonstrates the crucial role of public relations in socializing government programs and implementing policies effectively. This would further be advised as potential research to measure the success or effectiveness of the strategy used by the PR of MBKM.

CONCLUSION

The Media Relations Strategy implemented by the MBKM 2023 Program's Public Relations team has been instrumental in building and maintaining a positive image in the digital era. Through a multifaceted approach that strengthens relationships with both traditional and online media, leverages digital platforms, and fosters strategic partnerships, the team has successfully amplified the program’s reach and influence. By integrating media ecology theory and digital media tactics such as the PESO model, they have demonstrated adaptability and innovation in engaging diverse audiences. Their efforts, supported by targeted press releases, strategic media collaborations, and engaging multimedia content, align with the evolving digital landscape. Additionally, the use of media monitoring tools and data analysis has enabled continuous refinement of their approach to ensure sustained relevance and impact.

This study highlights the critical role of government public relations in leveraging digital media to foster trust, enhance transparency, and effectively communicate program initiatives. The insights gained from the MBKM PR strategy offer valuable lessons for other government programs seeking to optimize media relations in an increasingly digital world. As media environments continue to evolve, ongoing adaptation and integration of digital tools will be essential for maintaining public

engagement and reinforcing a positive institutional image. Ultimately, these findings emphasize the importance of strategic PR practices in achieving government objectives and provide meaningful implications for policymakers and public relations practitioners alike.

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