

Corporate Communication Strategy for Business Repositioning A Case Study in PT Garuda Indonesia Tbk.

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Abstract

The purpose of the research is to determine the role of corporate communication strategy in the process of repositioning the business of PT. Garuda Indonesia, Tbk in achieving a Five Star Airline (2015-2018). The research method in this study was a descriptive study with a qualitative approach. The sampling technique in this study using purposive sampling technique. The results showed that corporate communication has significantly speed up and strengthen the repositioning of Garuda. There are 7 areas to be repositioned as follows: the vision and mission of Garuda, Garuda business positions, HR Garuda, Image / image of Garuda, Garuda investment, IT Garuda, Garuda and the Organization of the Garuda. Garuda Indonesia Corporate Communication Division has chosen Direct formats messages through activities, face to face with consumer well in the event of travel fair, gathering family and funwalk and Focus Group Discussion with the members of the media, while indirect with engine development information as communication channels based on technology from the company. P.T Garuda Indonesia Tbk within its organization does not own a Public Relation section as a center / central establishment and the flow of communication activities within the organization, however all is managed by the Public Relations Division (Company Corporate Communication), however PR function still perform the function of public relations. As for external communications related to consumers and stakeholders and business associates, Garuda involving business marketing unit.

Keywords: PT. Garuda Indonesia, Tbk, repositioning, focus group discussions, corporate communication

1. Background

Communication has a very important role in the ASEAN free market era in 2013-2015, competition among airline world is getting tougher and race each other in *business track competition*, And it makes every other company with any type of business seeks to break new ground in efforts to improve or change and to anticipate crisis situations notwithstanding

In an organization, strategy and communication processes obviously plays a role, be impossible in an era of modern day convenience of a business / organization was formed without any communication strategy. As is the case with PT. Garuda Indonesia Tbk, which had been stagnating in its business and communication processes within the organization are not going well, which resulted in the airline weak, helpless and has failed for along period of time(apparent death) in 1998-2005.

In 2016 Garuda decreased profits up 89% this is because the competition in the airline business, particularly in Asia. But Garuda can recover (overcome) the majority of the projected loss (expected losses) it, so there are still remaining profitable. In the first quarter of 2016 Garuda suffered huge losses. While in the second quarter, three and four that they recover a large portion of his loss and still have the rest of the net profit (net profit) bit, because of a decline than the yield (revenue) in all types of Garuda, whether it is a low-cost carrier (budget airline) and full service (full service airline).

Based on International conditions occur tight competition in the industry airlines, such as Singapore Airlines is highly dependent on its long haul markets (long-distance). Moreover, from Australia to the European market with fierce competition among airline Qatar, Etihad and Emirates. So their business model was also under stress (problematic). However, Garuda has a chance to survive because Garuda had a domestic market. (Excess) where there is a domestic market.

Other than that very often the company had to respond to the internal and external public demand either type of desired expectations or not. The constant need on the quick response means that resources need to be dedicated to managing the flow of information. This function is often referred to as corporate communications. Sometimes a change of environment requires companies to change the vision and mission, the change of leadership or even to restructure the company. Often this leads to do repositioning. In this context, the strategic function of corporate communications become essential to be run by the management in order to support the repositioning and rebranding process run by the company.

Based on the research results Ayu et al., (2014), which examines the corporate communications strategy PT Garuda Indonesia in maintaining the image of Garuda Indonesia as the best airline in Asia 2013-2014. Ayu et al., (2014) found that the corporate communication becomes important in building the organization or company in order to generate a positive image in the public mind. The results of this study indicate that the strategy undertaken by the Corporate Communication Division PT. Garuda Indonesia begins with determining the object of the company first. After that, the company empowers three large potential resources to achieve corporate objectives.

According to Pace and Faules (2000), states that companies that want to reposition must conduct business communications. Companies must prepare a process of interaction and measures through effective communication: message creation, interpretation and management of messages into meaningful messages to suit the company's expectations. Meanwhile, according to Juanita (2013) there are three main stages in the process of repositioning and rebranding that includes background factors, process, and outcome of the repositioning and rebranding.

Based on the above results a few researchers have examined the influence of corporate communication, repositioning and reputation (Ayu et al., 2014; Hardjana 2008; Foreman, and Argenti, 2005; Pace and Faules, 2000), but no one has discussed the link between the role corporate communications, business communications and marketing communication thus forming repositioning. This is what distinguishes the previous research with this study.

By repositioning the company must build trust by actively cooperating with the public, customers, employees and partners in the achievement of social, financial and lingkungan. If this function can be run properly, the repositioning will run smoothly and achieving the company's objectives can be accomplished.

History of literature review, some studies suggest that the repositioning started on building public trust, employees and partners through social, financial and environmental. The functions of this kind have been carried by Garuda but has not been disclosed in repositioning thus theory research, development theory of repositioning the airline serves important and extensive to develop corporate communication theories are bridged by the theory of repositioning the company to achieve sustainability of the company.

From the above researchers wanted to knowhow the strategy of Corporate Communications PT. Garuda Indonesia to maintain the performance and image of Garuda Indonesia as the best airline to perform its institutional repositioning the corporate communications strategy that delivers PT Garuda Indonesia Tbk is now successfully become a 5-star airline in the ranks of world aviation business.

2. Literature Review

Corporate Communication Strategy

Anoraga (2002) emphasize on the required strategy planning, implementation plan, monitoring plan and evaluation plan. Similarly, in the theory of communication to Kotler (2003) is identical to the Shannon-Weaver (1949) that the communication process is determined by the message as an idea (product), which is delivered by the communicator (individual / organization) to the communicant (kalayak) using media (print, electronic) with a variety of disorders that cause the message was not conveyed properly (noise) and the response as to what would be given by the communicant (feedback / impact / effects) as an evaluation of the communication process. So that when viewed from the main concept of a strategy is integrated with the theoretical basis of the communication submitted by Kotler and Shanon, the plan is the message content (product, brand, vision, mission), implementation of the plan into two (2) phases:

1. Process communicator (organizations, companies, individuals) to convey the message content to the communicant (kalayak, partner business organizations),
2. Using the media / channel / channel in conveying the message content (print, electronic), monitoring the implementation of the plan: there is no disruption in the delivery of the message so that the results of the process affect the response of the communicant to the contents of the message / idea / information products, with feedback / impact / implications desirable and in accordance with the contents of the message as an evaluation planning.

Ross (1970) stated that communication is a process of sorting, selecting and sending symbols in a way that helps the listener evoke meaning or response of mind similar to that which was intended communicator.

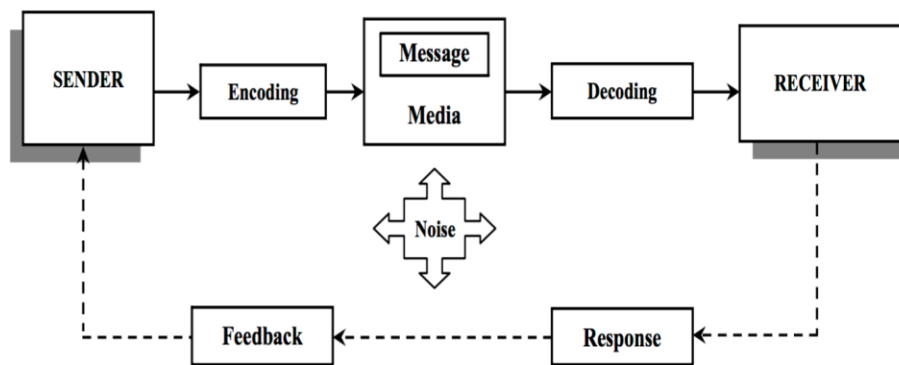


Figure 1 Model Process Communication (Kotler, 2003)

Corporate Communication and Public Relations

Many ordinary people see the Public Relations (PR) or Public Relations (PR) until recently as an office tool, but in fact the corporate and social development of the media. PR is the predecessor of the function Corporate Communication (Corporate Communication) are grown for their needs (Morissan, 2014).

PR is a series of processes for strategic management of corporate communication with the public. According to Riel and Fombrun (2011), stating that the communication corporation can be defined as a series of activities including: (1) management strategy, (2) execution of strategy, and (3) the strategy of analysis of the internal environment (ALI) and external (ALE) addressed to create a favorable starting point with the stakeholders, where companies relythrough a (4) evaluation of the strategy.

Public Relations(PR) or Human Resources, the predecessor of the corporate communications function (CC), grew out of necessity. Although the company did not have a specific strategy for communication systems, they often have to respond to external constituents whether they want it or not (Coombs and Holladay, 2012). Consuemen, organization and communication and can not be separated, the trio is an integral and interrelated in influencing (Weick, 1995).

Due to new laws forcing companies to communicate in many situations they would normally not unusual confronted, the need continually to respond means that dedicated resources are needed to regulate the flow of communication systems. PR is the activities of the organization or company that planned and sustainable (Cresti 2009). PR should be able to build and maintain a positive image of a company.

Communication in an organization must be a communication that is integrated into the strategy of the company, such a system helps the organization to be able to compete in this new century. Corporate Communication (Joep Cornelissen, 2004) is a communication technique performed in an institution or company organization to establish activities related to kalayak interaction or communication with the public or community activities, more in marketing say without communication will not work. Komkor into the center / core of the activity stream strategy / management company, and clarify its function which is as integrated communication and unified communication (Argenti, 1994)

Corporate communications should be closely linked with the overall vision and strategy of a company. Companies that successfully connect the communication strategy through the structure, such as asking the head of corporate communications to report directly to the CEO. The advantage of this relationship is reported as communication professionals can take direct corporate strategy of those who are in the top level of the organization. As a result, all company communications systems will become more strategic and focused. As corporate communications strategy works submitted by Argenti (2010).

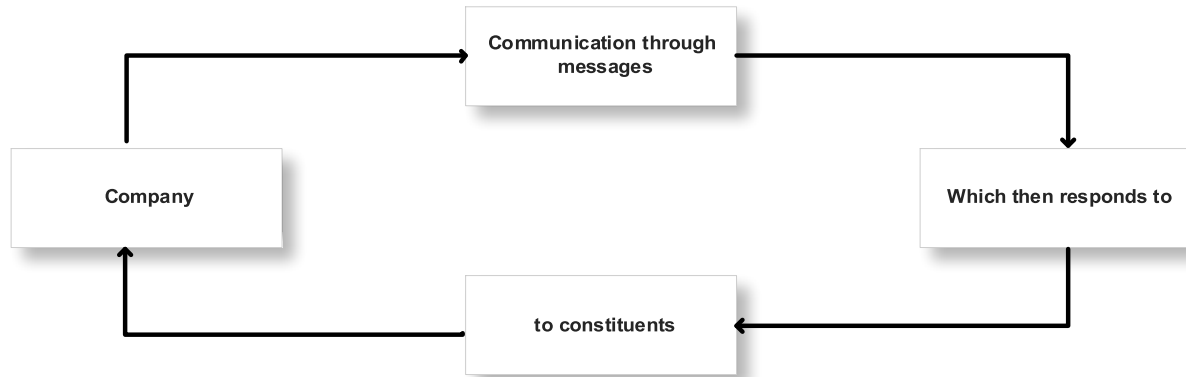


Figure 2. Framework for Corporate Strategy (Argenti, 2010)

Public Relations is therefore a very common word, do not be surprised if the organization / company / institution different function named differently. Said communication and Corporate Communication (corporate communications) are now often used to refer to the Public Relations function in many organizations / companies / institutions.

Repositioning

Repositioning have a definition with some references from experts who have a background (background) communications repositioning treated in the marketing literature as a process implemented by the company that aims to transform their image and consumer confidence about the brand or product attributes. It needs to be done immediately by the airline to restore its image as one of the major airlines in the southern hemisphere (the Biggest Airline in South Hemisphere) in 1985.

Now in the era of globalization, PT. Garuda Indonesia Tbk, saw a great opportunity to become a Five Star Airlines, this is the Global brand prestigious in the world of aviation, and it is very possible to answer the big challenges where the airline is able to regain its former glory, and also become companies that are profitable and predicated global performance, As revealed by Kotler (2003), he defines repositioning as measures to restore the image of the product / image product from a company that offered to consumers, so get special attention in the mind of the target / goal setting. The repositioning is done on three (3) strong aspects (Kotler, 2010): crisis, competition and change, not only Garuda experiencing financial crisis, conditions are difficult and backward country. It is experienced by Turkish Airline in the 1994 crisis since the gulf war is prolonged. Turkish state is in the territory amid the conflict (the Gulf War, SARs epidemic), so that Turkey had difficulty gaining access to relate to foreign countries to get food and clothing supplies, the economic capital crisis, and position Turkish Air participate shaken, to rationalize a whole. After the war ended, and in 2010 Turkish Air has bounced back with a fleet of cutting-edge fleet and have already joined one of world the alliance airline businessStar Alliance in 2008. Now Turkish Airline has a vision and mission to be one an expander airline in middle east mainland. (Turkish Air, Annual Report 2011).

According to Kotler and Armstrong (2005), (1) the segmentation of the market (market segmentation) is defined as the division of the market into groups of smaller based on the needs, characteristics, or traits that require each product and marketing strategies -masing are different from each other. So indispensable power of communication externally, this task is the responsibility of the Corporate Communication (CC), in this case PT Garuda Indonesia's load share between Public Relations and Commerce.

3. Research Methodology

This research method is a descriptive study with a qualitative approach. Descriptive research can be defined as the process of solving problems examined by looking at the subject and object of research at the present time based on the facts that appear or as they are. Data collected from a descriptive qualitative research in the form of words, pictures, and not numbers (Moleong, 2010: 11).

In this study, researchers used a type of constructive interpretative research by describing the facts and events that occur in the PT. Garuda Indonesia, Tbk Cengkareng through interviews, field notes, and the results of the documentation, then the researchers describe and analyze one by one incident that occurred in the study for further analysis as a procedure to solve the problem. This study sampled at PT. Garuda Indonesia Tbk, the Services and Public Relations unit and its board, this technique uses purposive sampling technique.

Keynote speaker PT. Garuda Indonesia (services unit and public relations), which is equipped data from additional Informant: 1). Directorate General Civil Aviation undercommand Minister of Transportation (Safety aspects related to audit), 2). Indonesia National Air Carriers Association (relating to tariff), 3). Foundation of Indonesia Consumers and 4). Garuda Indonesia Community Services users.

4. Results and Discussion

Corporate communication significantly accelerate and strengthen the repositioning of Garuda. There are 7 areas to be repositioned as follows: the vision and mission of Garuda, Garuda business positions, HR Garuda, Image / image of Garuda, Garuda investment, IT Garuda, Garuda and the Organization of the Garuda. 7 to the area of corporate communication plays a role in all areas, especially in the re-positioning of the image / image of Garuda.

Further sources 1 explains Sky beyond, consists of three (3) step marketing strategy, namely: (1) excellent Indonesian hospitality, (2) return maximum, (3) group synergies expected with long-term program in 2020 to the position of the Sky Sky Domination beyond and organisationally, the airline has been able to resolve the pending debt payable in the previous year. To be a global airline that will continue to be sustainable, Garuda Indonesia should grow stronger, bigger, and especially more profitable. To realize the Vision 2020 as well continue the momentum of the success of "Quantum Leap" then we have set "Beyond the Sky" as the Company's Long Term Plan (RJPP) in the period 2016 - 2020. The theme "Beyond the Sky" was appointed as assessed in accordance with the continuous efforts of the Company to continue growing expansively but while maintaining a positive margin, in later life can be paralleled even exceed the global airline more developed countries are already plastered International exchange shares in the Hang Seng even Wall Street.

In 2008, Garuda Indonesia received the certification of the IATA Operational Safety Audit (IOSA), safety and security certification that is recognized internationally. In 2010, Garuda Indonesia successfully crowned the '4-Star Airline' and 'The World's Most Improved Airline' by Skytrax. In 2011 Garuda Indonesia became a public company by listing its shares on the Indonesia Stock Exchange (BEI) and do an IPO (Public Share). In 2014 Garuda Indonesia to join SkyTeam Global Alliance and was awarded 'The World's Best Cabin Crew' and obtain the highest honor to be one of seven 5-Star Airline in the world. In 2016, Garuda Indonesia renew certification as the first Indonesian airline and the only one that became part of a 5-Star Airline in the world. In addition, Garuda Indonesia also re-named as "The World's Best Cabin Crew" for the third time in a row and won the title "The World's Most Loved Airline".

As mentioned by Kasali (2010), there is a big company and go forward does not have debt, especially the debt designated as the capital in an effort to expand its business, but to note the company has the ability to repay debt obligations, so that there is growth either in the wheel business finance. GA can make a breakthrough so great, because there is great support from all of its employees, their emotional bond between the employee and the company makes every live program in the company's annual and carried on without any qualms. Strengthening of this bond is none other than the company's culture, when back in the previous chapter covers company culture, among others, a shared belief, values, and behaviors shared by all members of the organization. (Schein in Robbins and Barnwell, 2006).

Robbins (2001) also mentioned in the corporate culture also includes the values of the organization or company's vision and mission. Culture Organizations in approximation theory or cultural organization, Pacanowsky and O'Donnell-Trujillo (1982) refers to the idea that Clifford Geertz said that culture is the tissues of a variety of significant meaning and aims to share the values and communication is what creates reality to the world. Departing from the vision of company and corporate culture that is the strength of the GA, an absolute must undertake massive repositioning, changes in communication and strengthening the organization.

Informant 2 and 3, provide explanations and also the data on the content of the vision, mission and corporate culture that is currently in live GA, and this has been well communicated to all employees and is an integrated process and established communication between the company and employees.

Development is done on aspects of business support in 2016, among others carried out in line with one of the major strategies "Sky Beyond" the Indonesian Excellent Hospitality. In the aspect of Human Resources (HR), the development in 2016, among others, focused on the commitment to deliver superior service that offers typical hospitality of Indonesian culture as a competitive advantage. The success of the commitment is evidenced by the title he achieved a five-star airline and the award of The World's Best Cabin Crew from Skytrax for three consecutive years.

In addition, one of the technological aspects of development conducted by the Company to participate in promoting the quality of its services is to upgrade our e-commerce tools to be able to deliver seamless services to the passengers. While on aspects of procurement, development by the Company focused on improving the effectiveness and transparency of the procurement process through the use of e-auction (online procurement). With the procurement process that worked well and eisen the Company's inventory cost incurred can be kept to a minimum.

To maintain the airline attainment 5-star Airline and best cabin crew service the world level, it takes HR outstanding (high achiever) by way of preserving the culture of high performance (High Performance Culture). Therefore, to achieve that goal then the HR management of the Company based on three main strategic focus, namely: a global talent management, human resource development that is integrated, and the optimization of performance, productivity, and awards.

Resource 3 presents the results of the repositioning through the Skyteam alliance, resulting in a significant benefit. This is reinforced by Georgi & Philip (2013) which states that the strategic business repositioning a tools for the implementation of the strategy enterprenurial can help revitalize the company, thereby creating more jobs and stability in the world. Although there are some requirements for joining this alliance, to be followed by a GA management, namely: (1) has been registered licenses of safety in the body of the IOSA (IATA Organization Safety Audit), (2) is willing to be audited by an independent agency Skytrax, (3) comply with the provisions of the quality objective Skytrax program that includes nine domains:



Figure 3. Sphere Audit (Source: Skyteam Reference Report for PT GA, 2012)

Even the facilities for the comfort aspect Aiport (Ultimate Terminal 3 Soekarno Hatta International Airport) which standardize the Skyteam, also should be inspected by Directorate safety aspect from Minister of Transportation as organizers of the aviation business, all the operators who do not meet the prerequisite-based Skytrax, are not allowed to use.

Further informant 2 outlines that each domain that is mentioned above, be required to be audited every year and continuing, at the time of the GA are members of the alliance Skyteam is dated March 15, 2014, all the specified realm met, only one realm's new fulfilled in 2014, the Airport services, with built Terminal 3 Ultimate and inaugurated on September,19 2016, then complete all the criteria in the set and meet standards requirements Skytrax.

All infrastructure in the wake mengikutiketentuan an International Airport which has a class as directed by Skytrax and are allowed to use the facilities in the new terminal is only airline that has been incorporated from one of the alliances (Skyteam, One World and Star Alliance).

Described by the informant 3, saw it clear the government strongly supports the repositioning of the airline and great intentions to really be a Five Star Airlines have done seriously and with common goals to bring the nation of Indonesia in view of the World as the first developed nation to support sectors of the economy and tourism and so forth, because the world is already an open gate. Kotler & Armstrong (2012) mentions in a competitive market, the battle is not just in tariffs and products but also on consumer perceptions. Some products with quality, style, and features the same relative may have a different value in the market due to differences in perception in the minds of consumers.

Then the achievements that have been obtained by GA since incorporated into Skyteam members as repositioning steps, conveyed by the speaker 2, currently on 2016, Garuda Indonesia received 36 national awards, 13 awards International level, and 2 international certification. Among them: (1) five times consecutive as the Best Cabin Crew in the World, (2) The Most Loved Airline in the World, (3) The Most Improve Airline, (4) Zero Accident Award, (5) Indonesian PR of the Year, (6) Outstanding food service by Carrier, (7) Private Government Company Branding and Marketing Award

Schultz, et al. (2005), says in the series in the process of repositioning, the visual elements of the brand redefined in an attempt to reposition the brand as a whole, usually, logos, colors, and taglines changed or corrected. As with GA, also livery of the logo changes after a repositioning to become members of Skyteam. This is explained by the speaker 3, the changes to the logo is not so significant so still with eagle with color blue dominance.

So far the pace of change GA, becomes essential if this is just in the feel internally, because the background of the repositioning of the informant 2, that the passenger as an external partnership was instrumental be a warning light or indicator of the extent to which the presence of GA is now really accepted, recognized and loved by the public as a brand and the change is perceived by the public as service users, both among the users of services in the Domestic and International. It is strengthened by the results of research Kotler & Armstrong (2012) mentions in a competitive market, the battle is not just in tariffs and products but also on consumer perceptions. Some products with quality, style, and features the same relative may have a different value in the market due to differences in perception in the minds of consumers.

Informant 2 adds the current GA still support government programs, such as the dispatch of pilgrims that every year nearly 50.000 pilgrims from 11 embarkation (Banda Aceh, Medan, Batam, Balikpapan, Banjarmasin, Solo, Lombok, Palembang, Padang, Makassar and Jakarta) and things pertaining to humanity, such as the repatriation of the workers who were deported without having the best tickets for the ground water, evacuation in the event of the loss of East Timor.

In the Hajj season 2016, the Company flew as many as 78.772 pilgrims who joined the 205 group flew from 8 embarkation consisting of embarkation Banda Aceh (3.192 worshippers), embarkation Medan (6597 congregation), embarkation Padang (4.929 worshippers), embarkation Jakarta (17.752 assembly), embarkation Solo (26.480 worshippers), embarkation Balikpapan (4.248 worshippers), embarkation Makassar (11.942 worshippers), and embarkation Lombok (3.632 worshippers).

Haj services are rendered at the request of the Indonesian government at the rates negotiated by the government is based on several factors including the value of Rupiah against the US Dollar, air charter rates and fuel prices. Ministry of Religious Affairs is responsible for arranging travel for the Hajj group, including travel arrangements and flights to and from Saudi Arabia.

3 (three) informants explained that 3 strategies of marketing in Garuda are part of the commitment services, the value of Indonesia excellent hospitality, focused on service to the passenger side with a touch of hospitality of the Indonesian nation and its cultural diversity. This was confirmed by the results of Black and Kim, (2012) which states that non-financial strategies such approach is expected to boost sales of your company and create Top of Mind (always be remembered as the best) in the minds of consumers.

Passengers became the center (guest centres as touch point) in service during the journey, the presence of the frontline of the check in counter, greeting service staff, flight attendant had way communication services and the same key word (care, polite, agility and honest). Thus the passengers very noticed and pampered, like Meyer (2014) a motivator founder of the Success Motivation Institute, said: communication and human connection are the key to personal and career success, that through communication and human relationships is the key identity and success.

Garuda Indonesia has so far remained accommodate all inputs or input from the user services, and it is followed up and a record of the performance of the future. Informant 2 provides data that pertain to their likes and complaints and feedback from penumpang for improvements to the service already rendered.

During the process of Corporate Communication, internal communications and external in relation to the activities of corporate communication companies to run all the plans and strategy of the company as stipulated in the vision and mission should be run, simultaneously, no longer walk alone by yourself in order Garuda reached at the point of success are: Sky beyond Sky Dominate (2019-2022).

Based on the background issues that have been presented, then reposition become a very important step to make major changes in the new birth of a product / brand for a company that has a world orientation in the era of globalization. Reposition be one process to rebuild the brand image or product that has been awakened. Because the purpose of the repositioning is to improve the image of Garuda, the corporate communication function is a very strategic and vital in the company's business repositioning Garuda.

Corporate communication significantly accelerate and strengthen the repositioning of Garuda. There are 7 areas to be repositioned as follows: (1) the vision and mission of Garuda, (2) Garuda business positions, (3) HR Garuda, (4) Image / image of Garuda, (5) investment Garuda, (6) Garuda Maintainance, and (7) Organization of Garuda. In thus seven areas of corporate communication plays a role in all areas, especially in the repositioning image of Garuda, as the picture below :

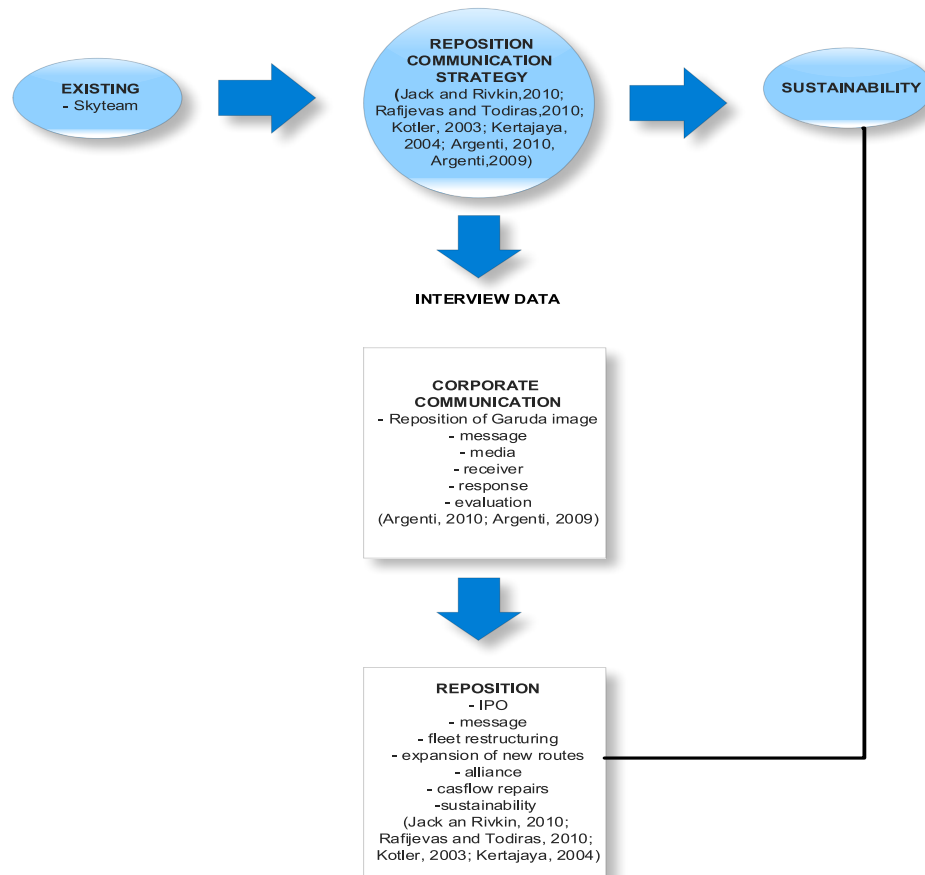


Figure 4. The repositioning process that occurs at the Garuda (Source: Researcher, 2018)

PT. Garuda Indonesia, Tbk, the organization does not have a PR (Public Relations), as the central formation of the flow of communication within the organization, but all managed by the public relations division as the central control communication flow (Company Corporate Communication), PR company is very much in the role of corporate communication in the first organization in the airline business segment, as the company already has a name and credence wide audience, the function of PR and PR function is done directly in the unit Integrated corporate Communication.

For the next target in 2021 is Garuda Indonesia will reach bottom. This is done so that Garuda Indonesia can reach all circles. To support these targets Garuda Indonesia will add 50 aircraft including the aircraft for Citilink. Citilink Garuda is one strategy in the Low Cost Carrier flights or low-cost. Although Citilink flights Low Cost but from quality aspect, comfort and safety are same with Garuda Indonesia.

Garuda Indonesia to prepare a strategy in the face of intense competition between carriers in particular the emergence of two new airlines that serve the market full service this year. Management plans to improve air service and post-flight. Public Relations Senior Manager of Garuda Indonesia said pre-in service of which reproduce the access network reservations and purchase tickets booking onlineserta simplify working with 16 banks. PT Garuda Indonesia Tbk (GIAA), through its subsidiary PT Citilink Indonesia took over the financial management and operational sectors of Sriwijaya Air and NAM Air.

This step is taken in the form of a Joint Operation (KSO) PT Citilink Indonesia (Citilink) with PT Sriwijaya Air and PT NAM Air. Through the signing of the KSO, Sriwijaya Air Group's overall operations, including finance will be under the management of the KSO.

Meanwhile subsidiaries with an ownership interest of more than 50% recorded a gain respectively as follows: Aerowisata Rp70.2 billion, PT GMF Aero Asia Rp51.1 billion, PT Abacus DSI Rp3.4 billion and PT Lufthansa Systems Indonesia Rp18.8 billion. These positive results can be achieved on the company's success in increasing yield, Seat Load Factor as well as an increase in production capacity through the optimization of the network in the middle of the condition of fuel prices continue to rise and the increasingly fierce business competition.

Marketing strategy undertaken in 2007 include network Effective, Reliable product and service quality delivery. This strategy operationalize product and service enhancement program and efficiency cost / revenue improvement as defined in rehabilitations strategy. Garuda Indonesia flight network connecting 24 domestic cities and 23 international cities, including nine cities flown by codeshare partners.

Network strategy for flights (route network) is directed to achieve the purpose of the Company is the leading carrier in the domestic market and the flag carrier in the international market. Flight network development based primarily on the development trafik, profitabilitas service, competitive conditions and resources managed fleet. Restructuring is done by consolidating these routes and divert resources to routes that are more profitable.

Garuda Indonesia to cooperate with a number of Foreign Airlines (MPA) in the form of code-sharing and special prorated agreement. With this partnership, customers gain the ease by using Garuda Indonesia ticket to reach cities destinations served by Garuda Indonesia and the dicode sharekan, or vice versa for customers MPA those partners. Currently, the Company did codeshare cooperation with eight MPA: China Airlines, China Southern Airlines, Gulf Air, Korean Air, Malaysian Airlines, Philippine Airlines, Qatar Airways and Silk Air.

Since repositioning with developing a market segment not only at the regional level or Europe but had reached the continent of Africa and the Americas, the target markets to also extends to networking that spread throughout the world after joining the global alliance of airlines (SKYTEAM), performance is also increased and is recognized as the airline worldwide. In this case the researchers imaged the steps repositioning of PT Garuda Indonesia Tbk.

Problems imagery as it turned upside down in 2013 and 2014, in which Garuda Indonesia managed to prove the performance of the positive through the service concept "Garuda Indonesia Experience" which received an award from APEX (Airline Passenger Experience Association) as Airlines Best in Asia in the event the Passenger Choice Awards. Garuda Indonesia also managed to beat four other airlines announced as finalists, namely: Singapore Airlines, Cathay Pacific Airways, Korean Air and EVA which is a carrier with international service standards for a long time. Determination of Garuda Indonesia as the winner of this category is based on an assessment of a product, service, and innovation of the company and the level of satisfaction (flight experience) of all users of aviation services in the world conducted an on-line via the website www.passengerchoiceawards.com,

Table 1. The Repositioning process in PT Garuda Indonesia Tbk

respondents	Description	Reposition	stages Repositioning
1	The company's goal (Vision and Mission) Based on the findings of internal and external (Corporate Governance) Create planning, implementation, monitoring, Controlling, evaluation	Reposition	Vision and mission Governance
2	Goal setting company Causing communication skills for business improvement Breakthrough restructurisasi		PR function is executed PR
3	The important of reciprocal communication between businesses and consumers Analysis of market needs Empowerment, interface, consolidation		Changing the concept of top down to 360o
4	PR function in live publicist (CC) In cooperation with the business unit marketing Trade director including mediation with people and other business entities (Banks, travel agents)		Cooperate Communication Build relationships with business unit marketing Good governance
5	A comprehensive change to internal communication Rate 360 ^o (topdown vs top down) Make periodic internal meetings		Sky dominance Sky beyond
6	Focus group discussion with media Build external communication via the travel fair per 3 months Controlled safety aspects Obey all laws regulator Good coordination Rutine report for service		
7	Flights expensive not to find profit, passengers buy prestige Humanity Remain the property of Private Government Company		

5. Conclusion

Based on research conducted on the implementation of corporate communication strategy in the repositioning of PT Garuda Indonesia Tbk, and supported the theory and data reference data. It could be concluded that;

1. Corporate communication significantly accelerate and strengthen the repositioning of Garuda. There are seven areas to be repositioned as follows: the vision and mission of Garuda, Garuda business positions, HR Garuda, Image / image of Garuda, Garuda investment, and Garuda Organization. The seven areas of corporate communication plays a role in all areas, especially in the repositioning process of the image of Garuda. Reposition be one process to rebuild the brand image or product that has been awakened. For the corporate communication function is a very strategic and vital in the company's business repositioning Garuda. PT Garuda Indonesia Tbk, repositioning steps to prepare the stage for nearly 7 (seven) years, each year in the travel has a program with the target image continuous improvement targets to repositioning implemented.
2. Garuda Indonesia Corporate Communication Division chose establish direct messages through Focus Group Discussions with the media crew and indirect with engine development information as technology-based communication channel belonging to the company. Human resources are developed Corporate Communications of Garuda Indonesia through a form of service that is capable of becoming identity Indonesian Garuda Indonesia namely Hospitality. PT. Garuda Indonesia, Tbk, the organization does not have a PR (Public Relations), as the central establishment of communication flow within the organization, but all managed by the Public Relations Division (Corporate Communication), however PR function still perform the function of public relations. As for external communications related to consumers and stakeholders and business associates, Garuda involving business marketing unit.

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