COMMUNICATION PLANNING OF ICONNET 150678 CONTACT CENTER IN HANDLING CUSTOMER COMPLAINTS

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ABSTRACT

This study aims to analyze the communication planning employed by the ICONNET 150678 Contact Center in handling customer complaints through inbound call services based on Philip Lesly's communication planning model. The research method used is in-depth interviews with a qualitative approach involving three internal ICONNET informants. The results show that the ICONNET Contact Center plays a crucial role in managing customer complaints through inbound call services. ICONNET implements systematic steps such as customer data verification, complaint analysis, and the application of First Contact Resolution (FCR). Regular evaluations have led to increased customer satisfaction and a reduction in unresolved complaints. Innovations such as the MyICON+ application facilitate customers in checking bills and reporting issues. Overall, the effective communication strategies and systematic handling of complaints by the ICONNET Contact Center significantly contribute to enhancing customer satisfaction and loyalty.

KEYWORDS	Communication Planning, Contact Center, Customer Complaints, Customer Satisfaction.

INTRODUCTION

Customers are valuable assets in business, and maintaining good relationships and building their loyalty is crucial. One important approach is through customer service that covers a wide range of functions, such as providing product information, handling complaints, and building personal relationships with customers. Good communication skills are essential in this service, especially in handling complaints that can turn dissatisfaction into customer satisfaction.

The Contact Center is the center of communication between companies and customers through various channels such as telephone, email, and social media. Effective complaint handling requires empathy, speed, fairness, and ease of contact. PT PLN Icon Plus, through its ICONNET Wifi service, has successfully increased the number of customers in the West Java region, proving the effectiveness of their promotional mix strategy. This increase in the number of subscribers reflects the success of the integrated promotional strategy used by the company.

In 2023, ICONNET Contact Center achieved the achievement of 8th Runner Up in The Best Contact Center Indonesia (TBCCI) event, showing the improvement of their service quality. However, there are still issues related to estimated disruption handling and late bill delivery that need to be addressed to improve customer satisfaction. Research on the ICONNET Contact Center communication strategy aims to provide valuable input for PT PLN Icon Plus to improve service quality, respond better to complaints, and strengthen relationships with customers. Implementation of appropriate communication planning is expected to maintain ICONNET's position as a market leader in the telecommunications industry.

Basically, there are several previous studies or literature that discuss *Contact Centers* such as research conducted by Masruri Ramadhaniyah (2019) with the title "Communication Strategy of PT Kereta Api Indonesia (Persero) in Improving Service Quality through KAI 121 Contact *Center* Services" in his research *Contact Center* KAI 121 implements a communication strategy starting from selecting and determining communicators, the result of which is the recruitment stage and also gradual *training* for selecting credible communicators and then determining the method of delivering messages to customers using *canalizing*, *redudancy*, informative, *persuasive* and clarification methods. Based on the results of previous researchers, it can be seen that a communication strategy can help companies to improve their service quality so that they can handle customer complaints in accordance with customer expectations.

While research conducted by Elsa Ghitahasya Sabrina (2023) with the title "*Idevice Store* Communication Strategy in the #PilahPilihEwaste campaign to Reduce Electronic Waste" states that with a communication strategy, it can be seen that the adoption or practice of a lifestyle that is aware of the dangers of electronic waste can be initiated through small actions around us. Consistency in doing these small actions on an ongoing basis has the potential to have a significant impact on the surrounding environment. According to the researcher, if *Idevice Store* can continue to improvise on the communication strategy, then the campaign will expand more widely.

Therefore, the researcher is interested in conducting research with the title "Communication Planning of ICONNET 150678 *Contact Center for* Customer Complaints" for efforts to maintain and improve service quality. This research is expected to provide valuable input for PT PLN ICON PLUS in improving their service quality. The results of this study are expected to help PT PLN ICON PLUS in responding to complaints better and more efficiently, creating more positive interactions, and increasing their customer satisfaction and loyalty. In addition, this research is also expected to be a reference for other companies in the telecommunications industry to improve service quality and strengthen

relationships with customers. With the proper implementation of communication planning, ICONNET can solidify its position as a market leader and achieve sustainable business growth amidst increasingly fierce competition.

This research focuses on the implementation of communication strategies, challenges in handling customer complaints, and evaluations conducted by ICONNET Contact Center. The objectives of this research include analyzing the application of communication, identifying the main challenges, and assessing the evaluation in handling customer complaints. Research questions focus on the implementation of communication strategies, challenges faced, and evaluation of strategies carried out by ICONNET Contact Center operational management.

This research has theoretical and practical benefits. Theoretically, this research can be a reference in communication planning and customer relationship management. Practically, the results of the research are expected to help ICONNET Contact Center improve services, improve customer satisfaction, and identify efficient technology and information systems. This research took place from October 2023 to February 2024, and was conducted at PT PLN Icon Plus Mampang office in South Jakarta.

RESEARCH METHOD

Research Methods

This research uses a qualitative case study method, which allows for an in-depth analysis of ICONNET 150678 Contact Center's communication planning in handling customer complaints. According to Sugiyono (2012), a research method is a scientific way to obtain data with a specific purpose. A case study was chosen to explore in detail a specific topic over a period of time. Qualitative research emphasizes the importance of in-depth interviews to collect relevant data and understand the context, perceptions, and experiences of respondents.

Subjects and Objects of Research

The research subjects include individuals directly involved in ICONNET's Contact Center services, while the research object focuses on the communication planning implemented by ICONNET's Contact Center. The research subjects involved internal informants who provided insight into the communication strategy and customer complaint handling process.

Research Analysis Unit

The unit of analysis of this research is ICONNET Contact Center communication planning in handling customer complaints. Analysis indicators include analysis and research, policy formulation, planning and implementation programs, communication activities, feedback, and evaluation and adjustment. This approach uses the Philip Lesly Model to identify and evaluate the communication strategies used.

Research Informants

This research used purposive sampling to determine informants. Key informants included Arssye Luluana, an ICONNET Contact Center agent, and

Viona Avissa, ICONNET Voice Service Team Leader. The expert informant was Rully Fauzan, ICONNET Contact Center Operations Coordinator. They were selected based on their direct involvement and authority in decision making and communication processes at the Contact Center.

Data Collection Methods

Data was collected through in-depth interviews with internal parties of ICONNET Contact Center and browsing materials from the internet. This qualitative method allowed the researcher to gain an in-depth understanding of communication planning and the associated customer experience.

Methods of Analyzing and Maintaining Data Validity

Data analysis was conducted using thematic analysis, where key themes were identified from the interviews. Data validity was maintained through triangulation, independent analysis by more than one researcher, and researcher reflectivity. This approach ensured consistent and representative results from the data collected.

RESULT AND DISCUSSION

Overview of Research Objects

This research was conducted at the Head Office of PT PLN ICON Plus which is located at Jl. Kh. Abdul Rochim No.1, RT.9 / RW.1, Kuningan Bar., Kec. Mampang Prpt., South Jakarta City, Special Capital Region of Jakarta. PT PLN ICON plus is a subsidiary of PT PLN (Persero) which is in the field of telecommunications and information technology providing ICONNET *Broadband* Internet products since 2021. In this study, researchers chose the ICONNET 150678 *Contact Center* division because it is responsible for implementing services for customers using PT PLN ICON Plus Internet services.

Characteristics of Interviewees

This research aims to find out the communication planning of ICONNET 150678 *Contact Center* in handling customer complaints. The sources in this research are the main sources and supporting sources who voluntarily share information with researchers. Researchers conducted in-depth interviews based on the elements of Philip Lesley's Communication Planning Model theory, namely the two main components of the organization that drives activities and the public who are the targets of activities. In the organizational component there are four stages, namely Analysis and Research, Policy Formulation, Planning and Implementation Programs and Communication Activities. While the Public has two stages, namely Feedback and Evaluation.

A total of three ICONNET *Contact Center* informants were involved in a series of interviews conducted by researchers, consisting of *Contact Center Agents*, then part of the *Middle Management Team Leader* and part of *Operational Management*, namely the Operations Coordinator. The following is the profile of the informants involved in the research carried out:

KEY INFORMANTS	
Informant	Description
Full Name: Arssye Luluana Status: *Agent Contact Center Inbound*	Arssye is a *Voice* Service *Contact Center Agent* who has served for 2 years. Arssye is in charge of handling customer complaints and ensuring that the services provided are in accordance with the SOP.
Full Name: Viona Avisa Status: *Team Leader*	Viona is the *Team Leader of* ICONNET 150678 *Voice* service who has served for 3 years at ICONNET. Viona monitors the performance of *Contact Center Agents* and assists *Contact Center Agents* in handling customer complaints in accordance with applicable SOPs.
EXPERT INFORMANT	
Full Name: Rully Fauzan Status: Operations Coordinator	Rully is ICONNET's *Contact Center* Coordinator who has been in office for 6 months. With his experience as a *Contact Center Agent* and *Team Leader*, he has now worked for 3 years at ICONNET. Rully is someone who has the authority to make decisions and supervise the achievement of ICONNET *Contact Center* performance.

Research Results

The results of this study are the results of the researcher's findings in the field related to how ICONNET 150678 *Contact Center* communication planning in handling customer complaints. Researchers will summarize the information obtained in the form of qualitative description data. During the research, researchers experienced obstacles such as the difficulty of meeting informants to adjust the time with researchers so that they could conduct interviews or other busyness of both informants and researchers. The research results obtained come from informants who directly handle customer complaints at the ICONNET *Contact Center* such as *Contact Center Agents*. Then the informant who is in charge of directly monitoring the performance of the *Contact Center Agent* and expert informants who have the authority to make decisions and supervision so that the performance of all parts of the *Contact Center* operation runs according to the company's operational standards.

About ICONNET Contact Center

ICONNET Contact Center is an important part of PT PLN ICON Plus, serving as the main line of communication between customers and the company. Based on interviews with several interviewees, this Contact Center handles various complaints and customer education through six services, namely Digilive (via DM

and WhatsApp), Voice (telephone 150678), Email, Outbound, Negative Solver, and Back Office. The Voice service has its own challenges as agents have to handle customer complaints directly and quickly, in contrast to other services that focus more on writing and follow-up. All of these services have specific roles, but all of them aim to ensure that customer complaints can be handled quickly and accurately, with coordination between internal divisions to fix the problems faced by customers.

Analysis and Research

In handling customer complaints, ICONNET Contact Center takes the initial step of verifying customer data such as Name, Customer ID, and Address. This verification is important to ensure that the reported complaint matches the registered customer data, as well as to maintain data confidentiality. This step also helps in recording tickets and customer history, as well as identifying the complainant in case of disconnection.

After verification, ICONNET Contact Center conducts further research known as probing. This process involves eliciting information from customers through questions that match their statements. The aim is to identify the specifics of the problem, such as finding out the cause of internet interruption by asking the color of the indicator light on the modem. Probing assists agents in understanding the reported problem and ensuring that reporting tickets are created accurately.

This probing is part of the customer attributes set by the company to keep the flow of transactions with customers directed and communication effective. Agents ask open or closed questions depending on the information needed to understand the customer's problem. Thus, ICONNET Contact Center can ensure proper recording and provide appropriate solutions based on existing customer data in the company's system.

Policy Formulation

After identifying customers and probing to understand the types of complaints or problems faced, ICONNET Contact Center formulates policies through SOP (Company Operational Standards). This policy includes Customer Attribute (CA) and First Contact Resolution (FCR), which regulates communication from opening greetings to closing. With a clear SOP, agents can interact with customers in a directed manner and in accordance with company standards, including the use of certain words such as specific apologies.

According to key informants, these strategies and policies help agents provide consistent and structured services. In addition to CA and FCR, there are also Work Instructions (IK) that provide technical guidance on the use of work tools. This policy not only ensures that agents know what to do, but also assists operational management in adapting SOPs to field situations, such as new product launches.

Innovations from employees are also welcome in this policy process. For example, agents can provide input on aspects such as the timing of ticket recording or specifications. This growing company prioritizes openness to innovation, which allows for changes and adjustments in SOPs to improve the effectiveness of customer complaint handling.

In conclusion, ICONNET Contact Center uses SOPs consisting of CA and FCR as the main guide in interacting with customers. This policy ensures that communication between agents and customers runs smoothly and according to standards. The company also values innovation from employees, allowing flexibility and adaptation in policies according to developments and existing needs.

Planning and Implementation Program

After policy formulation is carried out, it is necessary to plan the implementation program. At this stage, researchers asked more detailed questions about what kind of SOPs were set to handle complaints at the ICONNET *Contact Center*. This is attached to the *Customer Attribute* which must be followed by the ICONNET *Contact Center Agent:*

No.	Parameters	Description	Weight
1	**Opening Greetings**	Completeness in the pronunciation of the opening greeting **"ICONNET Good Morning / Afternoon / Evening / Night, with (CSO Name) can I help you?"** Good morning : 00:01-10:59 Good afternoon: 11.00 - 14.59 Good afternoon: 15.00 - 17.59 Good night: 18.00 - 00.00	**2**
2	**Customer Data Verification / Non Customer Data Confirmation**	Verification of customer data or confirmation of non-customer data *refer to SOP / IK related to data verification / confirmation Mandatory Confirmation: PEL ID, Ticket ID, Phone number (Is it true customer ID xxxxx)	**5**
3	**Listening to Customer or Non-Customer Requests**	Listen and understand the needs of callers for ICONNET services	**10**
4	**Probing**	Exploring the problems faced by callers according to the provisions	**10**
5	**Intonation, Volume, Speech Clarity & Speaking Speed**	no dialect, loud-weak, high-low volume, clear articulation, speaking speed within reasonable limits, emphasis on certain information, speaking with a smiling voice.	**5**
6	**Word & Sentence Usage**	Selection of words and sentences that are effective and in accordance with the rules of the Indonesian language / KBBI and easy to understand Foreign language terms / terminology allowed: isolir, upgrade, downgrade, speed test, password, username, WiFi, LAN, restart, reset, refund, capture, cellphone, download, upload, traceroute	**5**
7	**Magic Word**	Say words of empathy or appreciation according to the customer's case	**5**

8	Accuracy of Information/Solution	Appropriate decision-making on caller issues	30
9	Calling Customer or Non-Customer by Name	Ask and say the caller's name as a courtesy to the caller and show respect for the caller.	3
10	Akad Transaction	Confirm customer data on requests or submissions	5
11	Confirm Clarity of Information & Offer Further Assistance	Confirm clarity of information and provide other offers in accordance with provisions	3
12	Communication Ethics	Ask for permission, thank the caller after the hold and do not clear your throat/ mumble Hold Time Provision: 1-2 minutes	5
13	CRM Logging	Record in CRM	10
14	Closing Remarks	Completeness in the pronunciation of the closing greeting along with other provisions such as campaigns and / or other promotions that have been determined by ICONNET. If the customer is clear and does not need other assistance based on the results of confirming the clarity of information and offering other assistance, then the CSO is not allowed to add any sentences / words either before / after the closing greeting. **"To build a clean Indonesia, please do not give tips or additional fees to our officers"** **"Thank You for Contacting ICONNET Services, Good Morning / Afternoon / Night"** 00:01-10:59: good morning 11.00 - 14.59: good afternoon 15:00 - 17:59: good afternoon 18:00 - 00:00: good night	2

Source: Processed by Researchers, 2024 (Company Archives)

From the *Customer Attribute*, it can be seen that the ICONNET *Contact Center* has a policy that requires *Agents* to communicate in handling customer complaints in a directed manner. Starting from the opening greeting to the closing is regulated in *Customer Attribute*. Apart from these provisions, there are other policies such as FCR (*First Contact Resolution*) which is a reference for *treatment to* evaluate transactions carried out by *agents*. If it is not appropriate they will not reach FCR (*First Contact Resolution*) and there are several categories that can make the transaction not FCR (*First Contact Resolution*). This is something that is important for the company because if it is not FCR (*First Contact Resolution*) it can cause losses to the company, namely losing customer trust or financial losses and company image. So that the ICONNET Contact Center sets FCR (*First Contact Resolution*) as follows:

Category	Hashtag	Description
No Tolerance	**#LessAttitude**	The CSO was not willing to assist the complainant and advised the complainant to contact other channels for transactions with the CSO's authority.
		CSOs say bad/negative things about ICONNET products or other parties (competitors)
	#Rude	CSO said rude/rude/dirty words to the complainant
		CSO emphasizes the sentence to the reporter (indicating that the CSO is upset/angry at the complainant) whether the complainant's response is complimentary or not.
		The CSO was heard fighting/provoking the complainant during the conversation.
	#EndTransaction	CSO ended the call/chat unilaterally, giving the impression that they did not want to help the complainant without a valid TS Minutes
		CSO ends the call/chat without reminder when the reporter does not respond
	#NoDeal	The CSO did not reconfirm the submission of the request
	#NoAction	CSO does not follow up on authorized requests (registration, deactivation, etc.)
		CSOs do not escalate or follow-up
		CSO does not record tickets
	#WrongAction	CSO incorrectly selects category and or sends ticket to another field (Complaint/Disruption)
		CSO chose the wrong Information category
		CSO is wrong to escalate or follow up
		CSOs incorrectly follow up on requests that are within their authority (registration, deactivation, etc.)
	#WrongInfo	CSO misinforms the reporter/customer resulting in financial, operational, image, legal risks
	#PrivacyPolicy	CSO leaks confidential information (e.g. internal processes, personal data of other customers or company data)
	#Fraud	CSO intentionally manipulates reporter/customer data without a request
		CSOs abuse their authority without request (open isolation, etc.)

Source: Processed by Researchers, 2024 (Company Archives)

Based on the *Customer Attribute* attachment and also the *First Contact Resolution* described, it can be seen that the provisions have been set by the company in order to facilitate transactions carried out by agents and customers.

At ICONNET Contact Center, SOPs covering Customer Attribute (CA) and First Contact Resolution (FCR) are designed in detail to ensure that interactions between agents and customers are clear and purposeful. These SOPs cover the entire process, from opening greetings to closing, using straightforward and effective sentences. Informants emphasized the importance of clarity and detail in this documentation to make it easier for agents to understand and apply the policy.

In addition to written documentation, explanations are also provided verbally in simple language to ensure agents can convey information clearly to customers without using technical terms that may be confusing. This detailed SOP supports

consistency and effectiveness in handling customer complaints, ensuring that agents are able to follow procedures properly and provide appropriate services.

Based on information from the three informants. It can be concluded that the SOP (Company Operational Standards) in handling customer complaints set by ICONNET is in the form of *Customer Attribute* and also *First Contact Resolution*. The SOP is regulated in detail from the opening greeting to the closing which is explained in effective, easy to understand and straightforward sentences.

Communication Activities

In communication activities, researchers ask questions about what actions the ICONNET *contact center takes* in creating and disseminating information on handling customer complaints. ICONNET Contact Center applies two main methods to disseminate information regarding customer complaint handling: Employee Information System (SIP) and Interactive Briefing (IB). SIP is a digital platform that allows agents to access the latest guidance and information on SOP, CA, and FCR in writing. Meanwhile, IB is a short session conducted before each shift, where the latest information is delivered verbally and agents can discuss and ask questions on relevant matters. These two methods ensure that agents are always informed and prepared to handle customer complaints effectively.

Feedback

In this case, the researcher asked more in-depth questions such as how ICONNET customers responded to the implementation of the ICONNET *Contact Center* communication strategy. This was responded to by Arssye Luluana as the Agent who directly handles customer complaints every day.

Based on the statements of the *Team Leader* and Operations Coordinator, it can be seen that the results of the customer response survey regarding the ICONNET *Contact Center* have provided a high scale. Outbound Call agents conduct surveys by telephone to contact customers with several question indicators such as:

INDICATOR	QUESTION	DESCRIPTION
CSAT	From a scale of 1 to 4, scale 1 for very dissatisfied and scale 4 for very satisfied. Is our ICONNET service overall satisfactory to you?	Scale 1 - 4
NPS	On a scale of 1-10, how likely would you be to recommend ICONNET to your friends, family or business associates?	Scale 1 - 10
Advice	Mr./Mrs. (Name) Please feel free to make suggestions to improve ICONNET's services.	*Open Question*
Closing	If you need other ICONNET information and services, please contact our Contact Center which is	Sentence cannot be changed

| | available 24 hours at 150678. Thank you for your time, happy activities again {Madam/Madam ... Customer Name}. |

Source: Processed by Researchers, 2024 (Company Archives)

ICONNET Contact Center has received positive feedback from customers regarding their complaint handling. According to management, although the newly launched MyICON+ application is still under development and has received several suggestions, customer feedback is generally good. The increase in the number of incoming calls is in line with the increase in customers, but does not reduce the quality of service provided.

In terms of social impact, improvements in the SOPs, CA, and FCR have reduced the number of customers filing strong complaints. In the past, without clear SOPs, many customers were angry and threatened the company, but now, with clear guidelines in place, interactions between agents and customers are more purposeful and friendly, which makes complaints easier to manage. This shows that the communication policies and strategies implemented by the ICONNET Contact Center have produced positive results, making transactions between agents and customers more efficient and satisfying. It can be concluded that the responses, *feedback* and social impact provided by customers regarding the handling carried out by the ICONNET *Contact Center are* getting better from year to year. This is thanks to the communication strategy policy implemented by the *Contact Center* which increasingly makes transactions between *agents* and customers clearer and more directed.

Evaluation and Completion
Monitoring and analyzing the effectiveness of the communication program and changing actions based on the feedback obtained is part of evaluation and completion. Based on this, the researcher asked whether customer responses were in accordance with the expected handling of customer complaints and also whether there were ideas or innovations from customers. This was responded to by ICONNET's operational *management,* namely *Team Leaders* and Operational Coordinators such as:

"So far the response from customers has been in line with our expectations. The response regarding service is good but we are trying to get better, now the ICONNET Contact Center is increasingly heading towards digitalization, so it launched the MyICON + application, even because of previous customer responses who said that the phone ran out of credit, or via WhatsApp it took a long time. Because we also always evaluate our performance every month, usually in the middle of the month which is attended by all *Middle Management Teams*. In March we are focusing on our new application at MyICON+ so we started adding questions to our CA and FCR. Now in our closing greetings there are some questions to ensure that customers have used MyICON+." (Interview with key informant 2, on Saturday, March 9, 2024)

"So far it has been in accordance with our expectations, there are fewer and fewer customers who scream when they call us. We also always conduct evaluations every month to evaluate for one month, then every three months for employee evaluations and at the end of each year for an overall evaluation. So that innovations such as the high telephone rates that customers complain about, we have launched the MyICON+ application. So it's like asking for a bill that hasn't been sent yet, you just have to call, so you can go through MyICON+ to see the bill more easily now. We also added to the CA about My ICON+." (Results of interviews with expert informants, on Saturday, March 9, 2024)

It can be concluded that so far the customer's response has been in accordance with what they expect, the number of customers who contact is indeed getting higher but the higher *incoming calls are* not comparable to *hard complaints* or customers who are not satisfied with ICONNET's services. ICONNET Contact Center also always listens to innovations from customers, one of which is the emergence of the MyICON + application which makes it easier for customers to check bills, make reports, and can also be directly connected to the *Contact Center Agent*.

Research Discussion

The discussion of this research outlines the results of the analysis of the implementation of communication strategies at the ICONNET Contact Center, using Philip Lesly's Communication Planning Model theory. Based on interviews, observations, and documentation, this research details the results obtained in the context of the previously discussed theories.

Analysis and Research

The first stage, analysis and research, is important to determine the following steps in communication planning. ICONNET starts by verifying customer data such as Name, ID, and Address as the first step in handling complaints. This is done to ensure data security and facilitate ticket recording. Next, research or probing is done with relevant questions to dig deeper into the customer's problem, enabling specific identification of the problem and improving communication effectiveness.

Policy Formulation

The policy formulation stage involves devising communication strategies to address the issues at hand. ICONNET implements SOPs and Customer Attributes (CA) to ensure effective handling of customer complaints. The SOP covers details from opening greetings to closing, while FCR (First Contact Resolution) guides transaction evaluation. This policy aims to harmonize procedures and improve the effectiveness of communication between agents and customers.

Planning and Implementation Program

In the planning and implementation stages of the program, ICONNET established detailed SOPs, covering every aspect of communication with customers, from greetings to recording in CRM. These SOPs are designed to be clear and easy to understand, with the use of non-technical language to make

communication easier. FCR is used to evaluate service quality and prevent losses for the company, ensuring agents follow the guidelines.

Communication Activities

The communication activities stage involves the implementation and dissemination of information. ICONNET uses SIP (Employee Information System) for digital distribution of information and IB (Interactive Briefing) as a verbal medium before shifts. Both methods help ensure agents are kept informed of the latest policies and innovations, and allow for discussion and clarification.

Feedback

Feedback was obtained from surveys and interviews with customers. Responses indicated high satisfaction with ICONNET's services, despite an increase in the number of incoming calls. Customers provided positive feedback and suggestions regarding the MyICON+ application, which is continuously updated. Social impact is also evident from the decrease in loud complaints along with better SOPs and training for agents.

Evaluation and Completion

Evaluation is conducted regularly to ensure the effectiveness of the communication program. ICONNET conducts monthly, quarterly and annual meetings to assess performance and adjust policies. The launch of the MyICON+ app is one of the innovations based on customer feedback, aimed at making access easier and improving customer satisfaction. Evaluation showed that while the number of customers increased, serious complaints decreased, indicating that the strategies implemented were effective and responsive to customer needs.

CONCLUSION

Based on the results of in-depth interviews with three informants from the ICONNET Contact Center and the search for materials from the internet, this research aims to understand the communication planning of the ICONNET 150678 Contact Center in handling customer complaints. ICONNET Contact Center acts as the frontline in interacting with customers, not only handling complaints but also educating. With a variety of services such as Digilive, Voice, Outbound, Email, Negative Solver, and Back Office, Contact Center must have high product knowledge to support other divisions in improvement. The Voice service, with a phone number of 150678, has a big challenge because it requires speaking skills, in contrast to other services that require writing skills. The complaint handling process starts with customer identification through data verification and further research on the complaint, using guidelines such as Customer Attribute and FCR (First Contact Resolution).

ICONNET Contact Center also implements detailed SOPs, uses the SIP digital system, and IB (Interactive Briefing) activities to disseminate information. Customer response to complaint handling is getting better, supported by clear communication policies. In addition, the MyICON+ application makes it easier for customers to check bills and report. This research suggests the development of

future innovations and theories of communication planning models, as well as practical recommendations for expanding target customers and improving marketing strategies through social media and direct socialization.

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