

## How did the company respond to reviews on twitter? Es teh indonesia' case

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**Abstract** These days, consumers can easily and quickly express their opinions through social media. This has a big impact and need to be responded wisely by the company. At the end of September 2022, PT Esteh Indonesia Makmur issue a subpoena to the account @ghandoyy due to the use of language and criticism which was considered misleading. Researchers want to see the analysis of social networks and network discourse formed through the concept of issue management and reputation on Twitter using applications such as Netlytic, Gephi, Brand24, DNA, and Visone. The network formed shows that there are many actors and discourses involved. Several clusters form a relationship and a higher degree, in which there are dominant actors who are connected to each other. Future research may shed lighter and more expected to analyze deeper to discuss network analysis using different tools and social media.

**Keywords** : issue management; reputation; social network analysis; discourse network analysis; esteh indonesia

### INTRODUCTION

To paraphrase the founding father who served as the first president of the United States, George Washington: "with a reputation you can do anything, and vice versa, without one you can do nothing". Reputation considered as the most valuable asset for the company (Haywood, 2013). Like any other valuable asset, reputation needs to be handled properly (Doorley & Garcia, 2015). Another area of increasing importance is that of social media. In the past 10 years, social media has transformed the internet (Carr & Hayes, 2015; Hew, 2018; Nations, 2017; Susilo & Putranto, 2018; Yunus et al., 2019; Zhao et al., 2020). Previously, companies relied on website and emails. Currently, companies have the opportunities to engage, communicate, and collaborate with stakeholders who have the ability to create and share content instantly to all platforms, through the use of social media. The more use of social media, the greater impact company has as an investment in their business (Carroll, 2013).

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The evolution of social media have enhanced the sharing of information among people, one example is word-of-mouth (WoM) (Coritama et al., 2022). Active vocal publics can share their opinions and experiences through social media. It can be any positive or negative statement and what is being said about companies can have reputational consequences. WoM through social media is said to have a major impact on all stages of customer decision making including brand evaluation, brand selection, purchase behavior, and brand loyalty (Duarte et al., 2018). Negative WoM can harm the brand and reputation, its viral nature which spreads quickly may pose several threats with potentially unforeseen and uncontrollable consequences. In fact, some cases have attracted media attention (Lappeman et al., 2018).

It is important to pay attention to what consumers convey about the brand, considering things that are earned and obtained are more effective than something that is paid (i.e.: advertisement and other kind of promotions). In responding complaints, companies must respond in an appropriate manner because their post could be witnessed not only by the dissatisfied customer but also by many people, possibly their future customers (Béal & Grégoire, 2022). According to (Haywood, 2013), an incorrect choice of sentences can result in a loss. Reputation is vital and can be damaged/ destroyed by just one wrong step or thoughtless action. In fact, responding customers is not that easy. Communications is a complex and sophisticated process, which can be practiced well or badly in business. As with any discipline, it has rules, can be tested, measured, examined, and learnt (Haywood, 2013).

In Indonesia, there are potential and profitable chances for Food and Beverages (F&B) industry. Reporting from (Chaniago, 2022), currently the modern beverage business considered profitable. Apart from being popular, the manufacturing process is simple. The partnership and franchise fee offered is also affordable so with a broad segment and right target, companies can successfully expanded their business profit without taking long. It can be concluded that the franchise business in the field of F&B is in high demand in Indonesia.

Muadzin in (Chaniago, 2022), stated that total revenue from Indonesian F&B contributed of IDR 633 trillion in 2019 and 20 percent of total revenue came from beverage products. He added that every year the F&B data grows by 5 percent. Recent surveys have shown that Indonesian consumers like to try new F&B products. The contemporary beverage business is increasingly popular which can be seen from various type of drink innovations in each region. This is motivated by the population of Indonesia which reaches more than 267 millions. With rising incomes among the growing middle class and changing lifestyles, the F&B sector in Indonesia reaching USD 56,7 billion in 2022 and customers spent USD 23,1 billion on food (Muftiana, 2021).

Growth is an essential part of any beverage product development strategy. Offering more beverages has entered into coffee and tea shops, for example, one brand that sells tea also sells based on milk,

chocolate, coffee, and other kind of beverages. Diversify also empowers any development since curiosity is the thing that keeps customers intrigued. The trend for a certain drink may last for two or three years, but every year, the beverage business never dies and continues to grow following what is popular next (Chaniago, 2022).

Some of the contemporary beverage trends that have alternated over the past ten years in Indonesia are Thai tea, Taro, Cream Cheese, Red Velvet, Matcha (green tea), Brown Sugar, Bubble Drinks, and Dalgona Coffee. Despite the changing trends, the basic ingredients of these drinks are coffee, tea, milk, and some additional flavor. Among this various beverages, there is one thing in common which is crucial, the high sugar content. Based on data from Center for Indonesia's Strategic Development Initiatives (CISDI), Indonesians consumed 780 million liters of sweetened drinks in 2014. This data is equivalent to the volume of water in 312 olympic-size swimming pools, and has increased 15 times compared to 1996. With this rapid business development, the government plans to impose excise duty on sweetened drinks (Ulfa, 2022).

PT Es Teh Indonesia Makmur (Ltd.), through the brand "Esteh Indonesia" is fairly a new player in Indonesia. Established since 2018 with an initial capital of 8 million, as of September 2022 Esteh Indonesia has 945 outlets spread throughout Indonesia (Respati, 2022a). Four years after its establishment, founder Haidhar Wurjanto recruited Nagita Slavina, one of the famous Indonesian celebrity as CEO of Esteh Indonesia (Fadilah, 2022). This CEO public figure facilitate the exposure of the brand (Haywood, 2013).

The partnership fee offered is also relatively affordable and comparable to the popularity of the brand, starting from IDR 130 million (PT Es Teh Indonesia Makmur, 2022). Franchise opportunities also offer businesses to minimize the risk of loss because they don't need to start a new brand (Laras, 2022). These advantages put Esteh Indonesia as the top 5 most consumed contemporary beverage brands as of March 2022 from the Indonesian Stock Exchange research (Ulfa, 2022).

In the midst of its rapid development, at the end of September 2022 an Esteh Indonesia customer with the Twitter account @gandhoyy sent a tweet. Gandhi criticized one of Esteh Indonesia's product, Chizu Red Velvet, which was considered too sweet and said it contains 3 kilograms sugar, was excessive and could cause diabetes. Es Teh Indonesia responded to Gandhi's tweet with a subpoena so that on September 25, 2022 Gandhi apologized and deleted his tweet. This case caused a polemic in which many people considered Esteh Indonesia's actions are too much. Conversely, there were also netizens who criticized Gandhi's tweets which they felt used inappropriate language and contained misleading informations (Respati, 2022b). In line with the negative review, CISDI data states that the consumption of sweet beverages are increasing 15 times over the past two decades. This data is accompanied by the number of obesity and diabetes as the third rank

of the seven highest causes of death in 2019, which closely related to high consumption of sweetened drinks (Rostanti, 2022).

This is an interesting phenomenon. Based the numbers above, the increase in the market for consumption of sweetened drinks is directly proportional to the level of disease and the adverse effects that sugar can have on society, so what @gandhoyy reveals is true. Instead of responding to criticism with good understanding and communication, Esteh made a subpoena wrapped in threats to their customer. This negative response made Esteh a public spotlight and received various responses which affected the reputation of the brand itself (Abiyyu, 2022). In fact, according to (Doorley & Garcia, 2015), every organizations has events that risks reputational damage and one of the core roles of the corporate communications function is to help companies make decisions and communicate clearly when something goes wrong.

Researchers want to see network analysis and how the impact of handling issues in how company responds to customer's online review on Twitter, using corporate subpoena. The viral tweet from @gandhoyy made researchers analyze this connection using social network analysis, through network analysis at the actor and group level, and complementing it with discourse network analysis to find out the actors and discourse that emerged.

Studies on network analysis and how to manage issues and crises themselves have been carried out by several researchers. For example, how do companies respond to online reviews (Park & Allen, 2013), network analysis and mapping of important actors in the #BersatuLawanCovid19 campaign on Twitter (Fitriyah et al., 2020), post-crisis digital communication (Ardiyanti, 2021), how do observer react to companies' humorous responses to online public complaints (Béal & Grégoire, 2022), managing brand reputation during a negative WoM firestorm by responding to online complaints (Lappeman et al., 2018), responding to negative online reviews and how it affects customer inferences of trust and concern (Sparks et al., 2016), as well as network and text analysis on @WHO Twitter regarding public trust toward World Health Organization in managing Covid-19 pandemics (Nuriyati Samatan et al., 2022). What these studies have in common is how the research discusses the companies' response to complaints and negative comments submitted by customers and looks at how it influences customers or the public views after negative events and even crises, in which some of them use social network analysis.

Ji & Lieber (2013) stated that products and services now spread faster, wider, and in more diverse forms. Concieved within this perspective, corporate reputation is determined by (1) a company's internal strength, (2) its history interactions with consumers as known to others, and (3) a corporation's mission statement. Thus, corporate reputation lies in its effect on consumer perception of a company's past communication to inform present decision making. Consumers will choose organisations with a better reputation and are able to spread the

WoM. On the other hand, they will also be reluctant to accept negative information from organizations with a good reputation. Customers who associate positive personality images with a company's products and services are more likely to form a positive attitude toward the company. These things will reduce company transaction costs and increase consumer trust and loyalty.

Poor corporate service and communication will pay the price, that not only current consumers are reluctant to make further purchases, as well as negative word-of-mouth communication is shaped through customer complaints, negative opinion, and adverse experience with the company and with the use of social media as voice instrument, it can propagate this criticism to a large group of people within a short time, and also to prospective buyers in the future (Ji & Lieber, 2013).

Reputation derives from the Latin word "re" which means "continuously repeated" and "putare" which means "to count". Reputation means recalculating the pros and cons of a subject, individual, organization and product. This rational process holds an emotional component where reputation holds significant perceptions regarding the degree of liking, positive feelings, and trust that individuals have towards other people, organizations, industries, or even countries.

According to Haywood, (2013), corporate reputation is potentially influenced and shaped by many people within and without the organisation. It is an information process that is influenced by the organisation itself, from the media, and which is no less important, based on personal experience. Measures of reputation are rooted in time, including past experiences and expectations about the future. However, reputation is not something permanent. It changes depending on what the company does or what happens in which the company operates.

A positive reputation can have a positive impact on a company's ability to do business. Reputation, while an intangible asset, provides a number of tangible benefits to the company (worth many billions of dollars in large corporations, for instance). Failure to acknowledge reputation as an asset and ignoring the factors that harm or help it, companies often behave and communicate in ways that cause harm to the reputation (Doorley & Garcia, 2015).

Therefore, corporate reputation is the feedback company receives from its stakeholders. Building and maintaining a corporate reputation requires attention from internal and external stakeholders. On the internal side, for example, employees play a significant role in influencing the image of an organization and contributing to corporate reputation (Carroll, 2013).

Building a reputation takes time, but losing it can happen overnight. Most scholars write about the effect of mass media on public opinion and describe the media as a hypodermic needle that easily influences the masses. Recent research shows that social media is

playing a key role in shaping public opinion where its influence is stronger than we thought in the past. The characteristics of social media user are groups that have specific interests and can guide issues. If in the past this group depended on conventional media, now they communicate/ express their opinions directly through social media. When their message reaches, the impact increases drastically and is echoed, followed by traditional media as news still carries influence. Old media validates what is shown on the new media.

Specifically, elevated synchronicity, interactivity, and uncertainty of social interactions mediated by these technologies exert a huge impact on the way product-related relationships are developed and maintained. New media technologies have given rise to new venues of mediated social interaction including social network sites, review/ feedback system which enable consumers to share with others information and/ or feelings about individual experiences at any time and any place. Sharing this could be synchronous, enabling positive or negative image to spread instantaneously like wildfire (Ji & Lieber, 2013).

Social media poses a constant threat to company's reputation if it is not managed properly. Reputations are made or destroyed online by any different kind of stakeholders. While companies invest million of dollars to build their reputation online, the same companies can see their reputation damaged and destroyed within a short period of time. Companies must invest in proactive communication and use issues/ crisis management to protect their valuable yet fragile corporate reputation (Cornelissen, 2020).

Doorley & Garcia, (2015) explained, effective crisis response including both in what a company does and what it says can provides companies with a competitive advantage and can even enhance reputation. Ineffective crisis response can cause significant harm to a company's operations, reputation, and competitive position. It's easy for company to realise that they are too late in a crisis. This is because usually organizations are not aware of it until the public outside the organisation feels its effects.

Some way to restore reputation is the timeliness of response. The need of speed means the sooner a company is seen as taking the event seriously, acting responsibly, and communicating clearly, the more likely it is that the company will emerge with its reputation and operations intact. Silence reinforces the public suspicion that a company must be guilty. Without any information from company, rumors and misinformation proliferate fast. A delay in crisis responding can be perceived not just as indifference, but as arrogance, and even an evasion that confirms dishonesty (Doorley & Garcia, 2015).

The manner is to speak completely and quickly to control the communication agenda and tell the public about steps the company is taking to resolve the underlying issues in the crisis. If such steps have not yet been determined, it is sufficient to outline the processes being put in place, for example "we have launched an investigation to be

completed soon, to discover the cause of the problem and identify the solutions as soon as possible" (Doorley & Garcia, 2015).

Companies have to tell the public when the crisis is over. Many companies are reluctant to open old wounds when a crisis is resolved. This instinct, while understandable, is counterproductive. If the crisis is past and the company has recovered, it needs to update those who matter to let people know that the crisis has been solved (Doorley & Garcia, 2015).

Austin & Jin, (2017) said that negative comments on social media can damage corporate reputation. As an image-repair medium, Twitter have advantages and disadvantages. One clear advantage of Twitter compared to other image repair media is its immediacy. More traditional image repair forums such as press conferences and press release require much more time and effort to construct. If there is a downside, it is that accused parties may risk sending inappropriate or poorly crafted messages in the heat of the moment without considering their message options.

Another advantage of Twitter in image repair stems from the fact that tweets are, by definition, short messages (even though sometimes image repair is spread over more than one tweet). This means that they are relatively easy for the audience to process. Twitter allows accused parties to speak directly to their stakeholders without the filter of media organizations. Furthermore, Twitter messages are reproducible. Messages on Twitter can be reproduced instantly by a wide audience, even outside of the company's followers. This can be both an advantage and a disadvantage of Twitter.

Twitter is multimodal. Users can post text, images, small videos, and links to other websites, which is a potential source of supporting evidence for a company image repair strategies. Democratization is also a characteristic of Twitter where people are free to communicate and express their ideas.

The most glaring disadvantage of Twitter as an image repair medium is its 140-character limit. Straightforward denials and apologies may work well on Twitter, but more nuanced image repair strategies may not. In addition to democratising communication, Twitter also de-professionalises communication. Social media give communicators the ability to quickly craft and send messages on their own, regardless of their communication skills, abilities, and experiences. Twitter encourages a do-it-yourself attitude that may not be wise in all image repair situations. Accused parties need to know when to consult with strategic communication professionals, so as not to risk exasperating already difficult circumstances.

This research complements previous research by using several tools that analyse groups, actors, texts, and monitor sentiment towards brands. The uniqueness of this case lies on the wrong response taken by the company. Therefore, this case is considered significant and useful to discuss because as a public relations (PR)/ corporate communications

one must have the ability to monitor and formulate communication strategies on issues that can benefit reputation, especially in an era where social media is integrated. Unforeseen issue and crises can threaten the company, so PR practitioners should focus on shaping public perceptions when dealing with issues, especially in the context of using social media, considering that this case was first went viral on Twitter. Through this argument, social network analysis and discourse analysis are significant.

## **METHODOLOGY**

This research uses the method of social network analysis and discourse network analysis, by combining quantitative and qualitative research approaches. The research was conducted through a digital platform, using Netlytic and Brand24 websites, and further processed using Gephi application. The research aims to find out how the analysis of social networks in the case of how company (@esteh\_indonesia) responds to customer negative tweet (@gandhoyy) using subpoena. Researcher is trying to associate the results with issue/ crisis management and reputation concept. The social network used is Twitter, where this case first went viral on Twitter and since then, has been shared tens of thousands of times. Due to the large amount of data, it is necessary to find out quantitatively the number of tweets and the actors involved. On the other side, in qualitative, because of the large amount of text researchers will use few examples. Qualitative analysis is carried out through reading the text that appears, whether it is more positive/negative to then analyze the discourse network (Putri et al., 2022).

To crawl social media data, the analysis is carried out through the site netlytic.org. The data was retrieved on September 29 2022, and traced back four days, starting from September 25 2022, during which @gandhoyy 's first tweet. Using "Esteh Indonesia" as the query, there are preview of the number of posts uploaded by netizens regarding the keyword. Then, 30 top words that often appear in Twitter posts will be displayed. Researcher also use Brand24.com to see brand sentiment. These data will be seen through qualitative perspective and categorized as positive, negative, or neutral. Therefore, it needs analysis from a qualitative point of view.

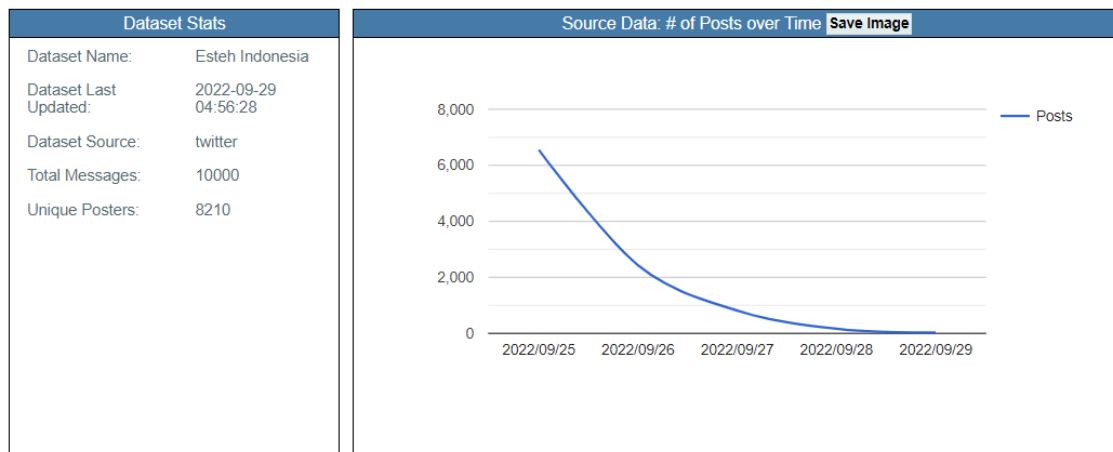
For the social network visualizations, researcher filter and process the data uses Gephi, an open-source software package. Filtering was necessary because large complete networks are too complex to meaningfully visualize the detected pattern. More importantly, large sample of nodes create too many communities. There are several types of measurement used for actor-level measurements using degree, closeness, betweenness, and eigenvector. As for the measurement system level using cluster count, diameter, density, reciprocity, centralization, and modularity, as well as some other data forms a visualization with various layout algorithm networks.



As a development of previous research, this research provides novelty where apart from using network analysis using Netlytic and Gephi, brand sentiment with Brand24, it also uses a discourse network analysis method which will be assisted by DNA and Visone applications. DNA research uses the DCF theoretical framework to describe the arguments that develop and how the actors suggest different discourses in this case. This discourse formation process occurs in the media and public opinion channels. Sources of DNA data were obtained from online media to show statements from important figures such as companies, experts, and so on. After carrying out data inclusion and exclusion, a total of 60 statements from 17 actors were analyzed and given inductive coding for the discourse analysis.

## FINDINGS AND DISCUSSION

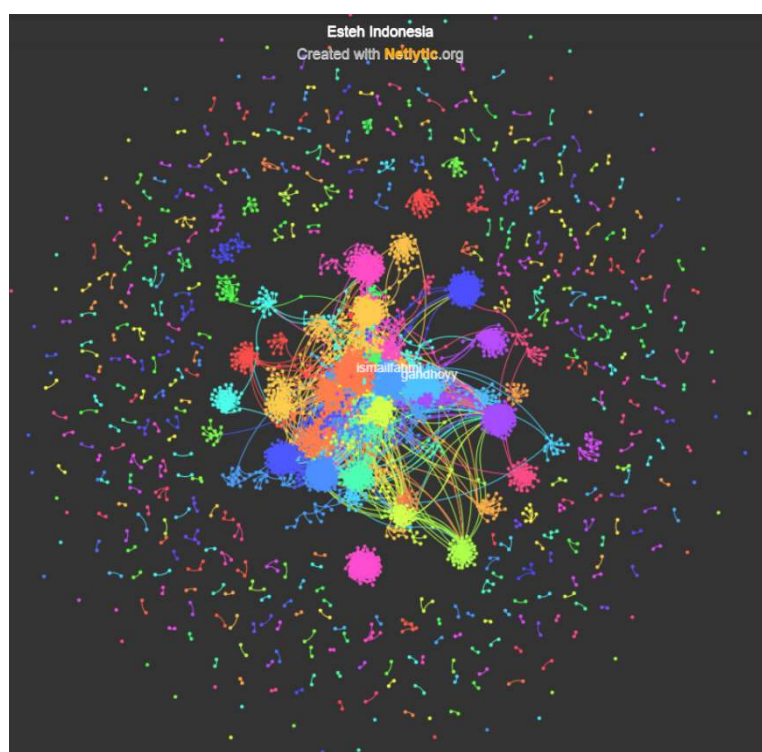
For this study, we focused on conversations on Twitter around the "Es Teh Indonesia" keyword. 10.000 tweets by 8.210 posters were collected in Netlytic.org from September 25 2022 to September 29 2022. Starting with a tweet from the @gandhoyy account which went viral and was socialized by EsTeh Indonesia, many re-tweets related to EsTeh Indonesia formed a network. In this periods, there was a decrease in uploads (which can been in Figure 1).



**Figure 1.** Dataset Stats and Graphics used the search terms "Esteh Indonesia" on Twitter

Source: (Netlytic, 2022)

Based on Netlytic analysis, there are many clusters formed for the term "Esteh Indonesia" (Figure 2). There are clusters that are related to each other in the middle (same color indicates actors in the same cluster), while there are also posts and single actors (at the edges that do not cluster).



**Figure 2.** Network Visualisation on Netlytic for the term "Esteh Indonesia"  
 Source: (Netlytic, 2022)

**Table 1.** Network Properties Measurement

Network Properties Measurement	Data
<i>Diameter</i>	23
<i>Density</i>	0,000130
<i>Reciprocity</i>	0,003471
<i>Centralisation</i>	0,123500
<i>Modularity</i>	0,811700

Source: (Netlytic, 2022)

We also wanted to examine different network properties include measures such as diameter, density, reciprocity, centralisation, and modularity. The system metrics describes the network as a whole and has not yet discussed actors or groups in the network. This system level measurement is useful for making comparative studies of several communication networks. In table 1, the diameter is recorded as 23. The diameter measures the farthest distance between two actors/ users in the network, counted in the number of nodes or Twitter user accounts that it takes to get from one participant to the other. Distance itself is the average step needed by all actors to be able to interact between actors in the network. Diameter 23 is relatively large and this means that the keyword indicates the spread of actors.

Then, density measures how close nodes are in a network, which shows the intensity between network members in communicating. This

intensity ranges from 0 – 1. The greater the value, the higher the density of a network. In the data, density is indicated by the number 0.000130 which means it is not dense and the interactions that are created are few or not so evenly distributed.

Furthermore, there is reciprocity which can be defined as mutuality, whether the interactions that occur between actors are one-way or two-way. Reciprocity measures 2-way communication or how many nodes are talking to each other. Just like density, its value ranges from 0-1. Because the reciprocity is only 0.003471, it means that the interactions formed are far from 1 and are one-way.

Meanwhile, centralisation or centrality measures the extent to which a few nodes dominate the conversation. It shows concentration on network structure and is not related to density. Centralisation is classified as fragmented to many actors and not too focused on one person because the number is 0.123500. Each node has a centrality measure: indegree which is based on times it has been mentioned or replied to; outdegree which is based on times it has been mentioned or replied to others; and total degree (the sum of both).

Finally, modularity measures the fragmentation of a network into distinct communities, which describes the network representing the same or different communities. Modularity values range from 0 (lowest) to 1 (highest). A high modularity value reflects greater separation between communities of conversation. Findings show modularity value of more than 0.5, namely 0.811700, which indicates that there is no dominant actor due to other conversations outside the cluster. Modularity shows the division of the community represented by clusters.



**Figure 3.** Words Cloud Visualisation

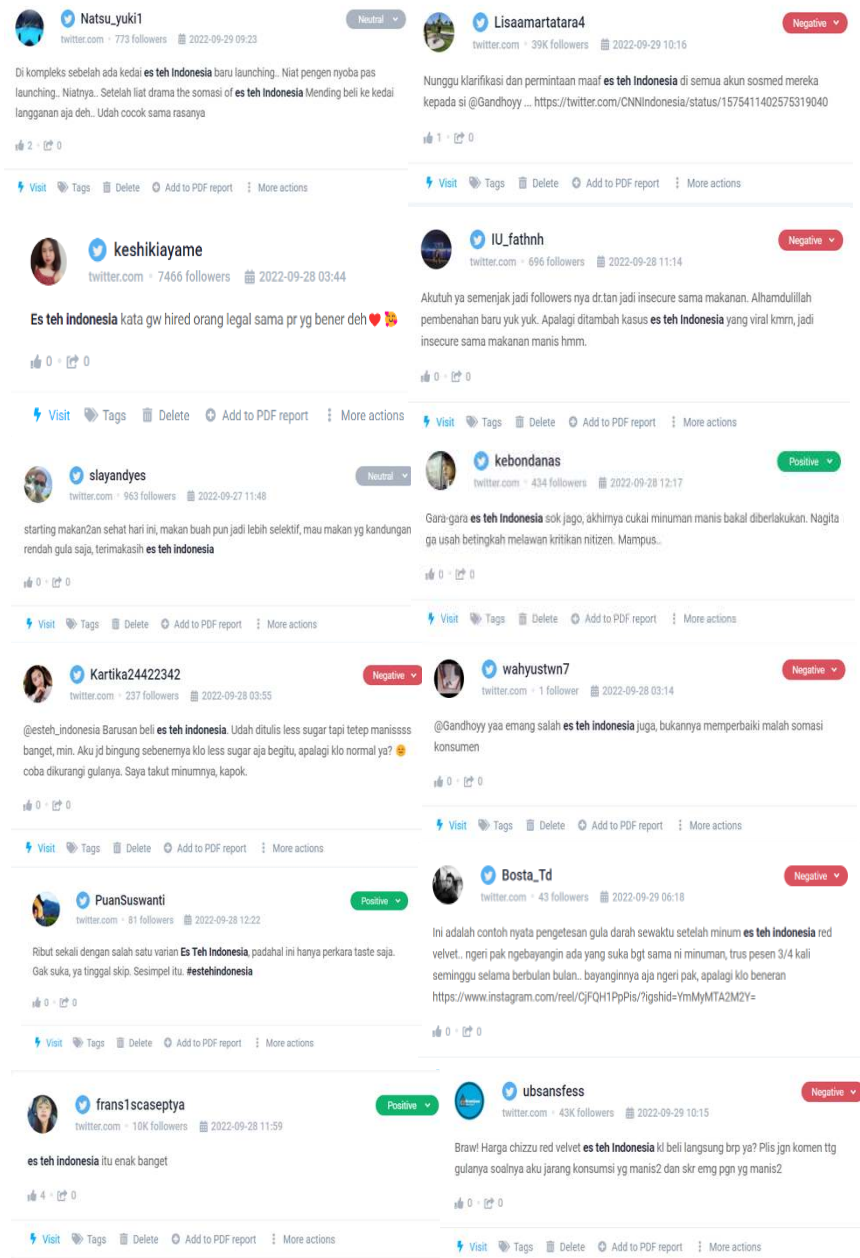
Source: (Netlytic, 2022)

In three of the top 30 most frequently encountered words that are often used in tweets related to Esteh Indonesia, they are all neutral. The sequence is "teh" (tea), "Indonesia", "produk" (products). However, if we look at other words, they tend to lead to negative sentiment towards the brand with words such as "gula" (sugar), "mencela" (criticise), "kerugian" (loss), "gulanya" (sugar content). The word "sugar" which is found twice leads to the assumption that the drinks are high in sugar, as stated by @gandhoyy. Word visualizations can be seen in detail towards Netlytic and Brand24. The word "tea" recorded 219 posts and "Indonesia" recorded 178 posts tended to be negative. For example, the account @keshikiayame with 7466 followers said "Es teh Indonesia kata gw *hired* orang legal sama pr yang bener deh 😊" (Es teh Indonesia should hire better legal and PR person 😊).

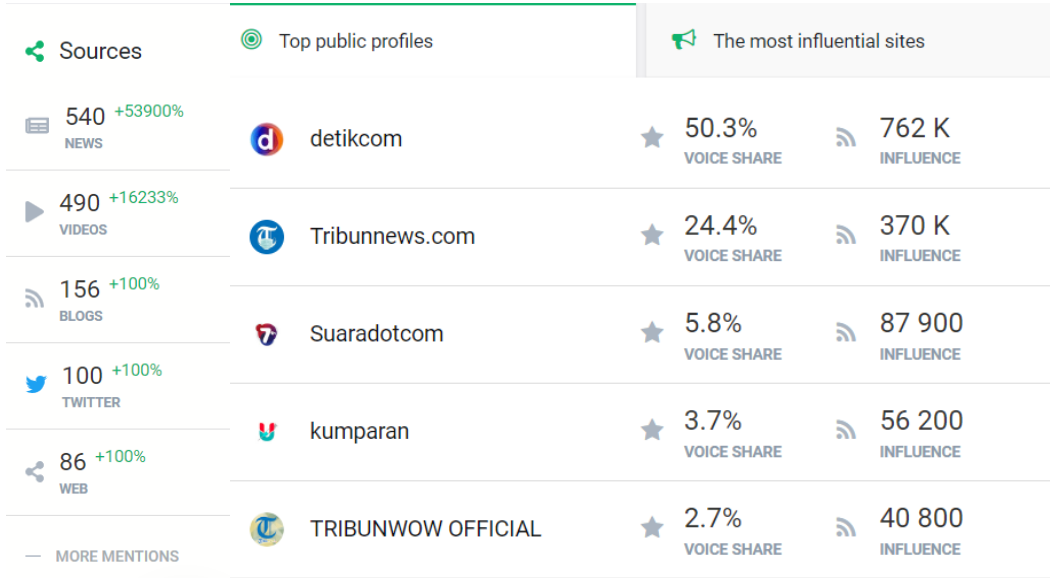
There was also a post from @slayandyes account with 963 followers which said "*starting* makan2an sehat hari ini, makan buah pun jadi lebih selektif, mau makan yang kandungan rendah gula saja, terimakasih es teh Indonesia" (Eating healthier today, becomes more selective even for fruits, I want to eat things which contains low sugar only, thank you Esteh Indonesia). There were also comments from the account @IU\_fathnh with 696 followers who said "*Alhamdulillah* pembenahan baru yuk. Apalagi ditambah kasus es teh Indonesia yang viral kmrn, jadi *insecure* sama makanan manis." (Thank God, let's make new habits. Moreover, with the Esteh Indonesia case which went viral yesterday, I am insecure about sweets). Even though there are words that tend to be positive such as "terima kasih" (thank you) and "*Alhamdulillah*" (thank God) but if you pay attention, the whole sentence contains a negative tone. The average comment tends to highlight the high sugar content, disappointed with the steps were taken by the company while responding to criticism, as well as threats to boycott or switch to other products/ shops.

The search term "produk" (products), contain more retweets from the initial tweet of @gandhoyy account. There was also a tweet asking for information on the sugar content in each product and found nothing. The @ismailfahmi account with 133.1 thousand followers says "mimin @esteh\_indonesia bisa dikasih info berapa gram kandungan gula di tiap jenis produk anda?" (admin @esteh\_indonesia, can you give me information on how many grams of sugar are in each of your products?). The keyword "product" also has relations to high rate of diabetes in Indonesia so that sweet beverages such as cola, boba, iced coffee milk, including iced tea must be strictly regulated.

Even though it is dominated by negative sentiments, there are also positive and neutral tweets such as @frans1scaseptya account with 10 thousand followers who tweeted "es teh Indonesia itu enak banget" (Esteh Indonesia is really good) or @PuanSuswanti account which said "Ribet sekali dengan salah satu varian Es Teh Indonesia, padahal ini hanya perkara *taste* saja. Gak suka ya tinggal *skip*, sesimpel itu. #estehindonesia" (It's just one variant, don't make it complicated, this is just a matter of taste. If you don't like it, just skip it, as simple as that. #estehindonesia). In addition, neutral sentiment is shown, for example, by the @ubsansfess account with 43 thousand followers who asked the price of Esteh Indonesia and just simply ignore the sugar content. There is also account @hollypoppy\_ which tweeted "wkwkw sorry nih ya, w ga tim siapa. Biasa aja juga sama es teh Indonesia, Cuma pernah beli sekali dan ya emang kemanisan. Tapi yaudah, kalo mau kritik kan bisa pake *manner* kali ya? Badut teriak badut" (LOL sorry I'm not a part of anybody's team. I've only bought Esteh Indonesia once and it's too sweet. But if you want to criticise, you can use manner, right? The pot calling the kettle black) (See Figure 4).

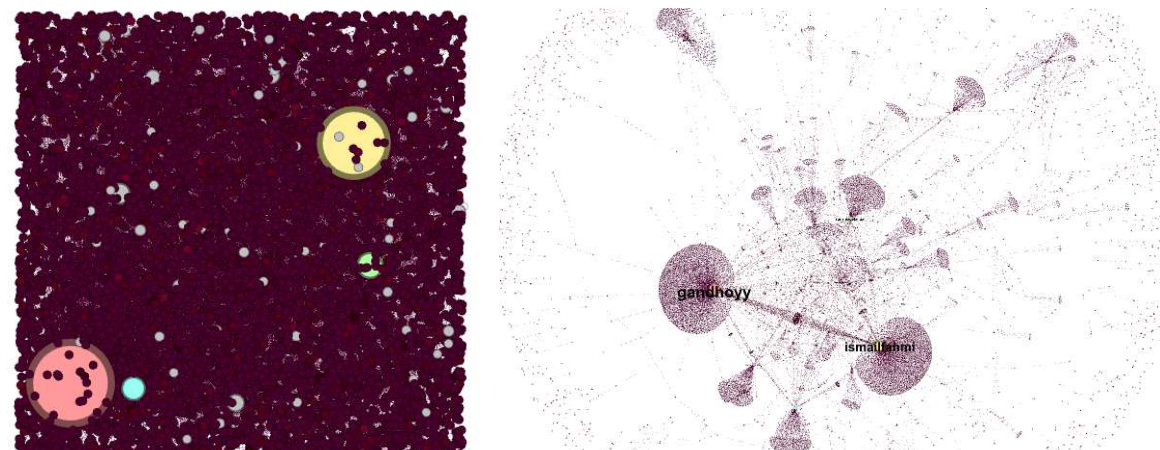


**Figure 4.** Some Tweets about Esteh Indonesia  
Source: (Brand24, 2022)



**Figure 5.** Data mentions from Brand24  
Source:(Brand24, 2022)

On Brand24 (data collected on 29 September 2022), you can also see number of mentions of Esteh Indonesia across media coverage (Figure 5), videos, blogs, Twitter, and other websites. The advantage of Brand24 is that their nature of tools which can monitor brands in the current situation. Based on the data above, the top five media reporting on Esteh Indonesia are detik.com, tribunnews.com, suaradotcom, kumparan, and tribunwow official. From these news portals, the influence reached hundreds of thousands times.



**Figure 6.** Network visualisation on Gephi (left: before modification; right: after using Yifan Hu's model)  
Source: (Gephi, 2022)

Furthermore, for the social network visualisations (Figure 6), the data is processed using Gephi application to see full network analysis and actor analysis units. In this section, researchers will pay attention to some centrality that refers to how the actor's position in the whole network. Centrality will determine who stands out in the network. Some of these measures are also degree, closeness, betweenness, and



eigenvector. Apart from that, you can also see the in-degree category, which means there are many people who are connected to or retrieve information from the actor, and the out-degree number, which means how many times the actor linked/ distributed existing information (Figure 7).

Id	Label	In-Degree	Out-Deg...	Degree	Eccentricity	Closeness Centrality	Betweenness Centrality	PageRank	Clustering Coefficient	Eigenvector Centrality	Modularity Class
n8212	gandhoyy	2027	0	2027	0.0	0.0	0.0	0.085781	0.0	1.0	1089
n8211	ismailfahmi	1650	0	1650	0.0	0.0	0.0	0.068599	0.0	0.813998	1088
n5790	agusmagel...	460	0	460	0.0	0.0	0.0	0.01805	0.0	0.226931	982
n8213	mulyono	393	0	393	0.0	0.0	0.0	0.015963	0.0	0.193816	549
n6141	dikkdikkk	330	0	330	0.0	0.0	0.0	0.015083	0.0	0.162746	98
n8225	araghutama	236	0	236	0.0	0.0	0.0	0.008237	0.0	0.116413	1091
n6018	cnindonesia	200	0	200	0.0	0.0	0.0	0.007452	0.0	0.098682	753
n8241	esteh_indo...	180	0	180	0.0	0.0	0.0	0.008509	0.0	0.089642	1092
n1640	_geraldgera...	107	0	107	0.0	0.0	0.0	0.004137	0.0	0.052769	1100
n8228	winnerwave	85	0	85	0.0	0.0	0.0	0.003176	0.0	0.04192	1091
n8223	pakantono	81	0	81	0.0	0.0	0.0	0.003217	0.0	0.039947	1090
n8102	detikcom	71	0	71	0.0	0.0	0.0	0.002923	0.0	0.035015	753

**Figure 7.** Actor level analysis on Gephi  
Source: (Gephi, 2022)

Degree shows (Figure 8) the actor's popularity in a social network and is the sum of in-degree plus out-degree in a network that has direction. In this research, the 5 actors with the greatest degree are @gandhoyy (2027), @ismailfahmi (1650), @agusmagelangan (460), @mulyono (393), and @dikkdikkk (236). This degree sequence shows that these five actors are the most popular, have a large influence, and access to broader information specifically on the topic of Esteh Indonesia. Seeing that these accounts have a high in-degree with an out-degree of 0, then these accounts do not disseminate information but there are many actors with in-degree numbers linked to these accounts.

Id	Label	In-Degree	Out-Deg...
n7699	awrifnur	1	63
n6091	jhaduw	1	50
n6210	berlandgroup	0	23
n6372	kartikahari13	0	12
n7708	alva1588	0	12

**Figure 8.** Out-degree network  
Source: (Gephi, 2022)

On the contrary, the highest out-degree was shown by the top five accounts namely @awrifnur (63 times), @jhaduw (50 times), @berlandgroup (23 times), @kartikahari13 and @alva1588 (each are 12 times). This means that these five actors disseminate information on a number of out-degrees (Figure 9).

Id	Label	Closeness Centrality	Id	Label	Betweenness Centrality
n1	avocddlee	1.0	n1088	tirta_cipeng	0.000004
n2	nurudinwriter	1.0	n3014	mazzini_gsp	0.000002
n3	tibot_shinoda30	1.0	n3463	tunanada	0.000002
n4	taegerawwr	1.0	n6148	unic_orn2	0.000001
n5	sthead_fuck	1.0	n819	jmatip32	0.000001

**Figure 9.** Closeness & Betweenness Centrality

Source: (Gephi, 2022)

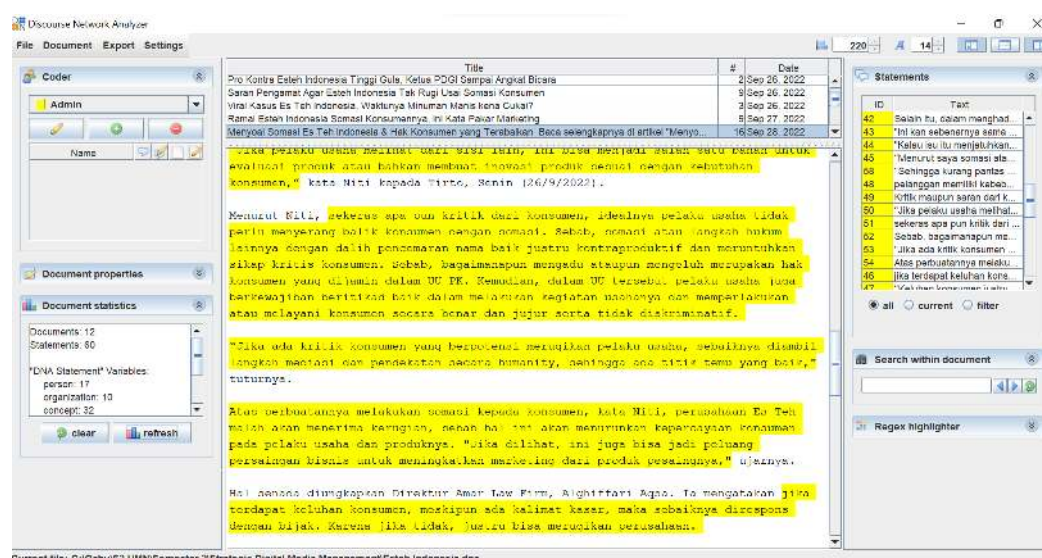
In closeness centrality and betweenness centrality, closeness is measured based on how actors can contact and be contacted by other actors in the network. This figure shows the top five actors who have close ties with other actors in the network. Likewise betweenness centrality, relates to the control and manipulation of information. These five accounts act as intermediaries for the relationship between actors in the network (Figure 10).

Id	Label	Eigenvector Centrality
n8212	gandhoyy	1.0
n8211	ismailfahmi	0.813998
n5790	agusmagelangan	0.226931
n8213	mulyono	0.193816
n1088	tirta_cipeng	0.178213

**Figure 10.** Eigenvector Centrality  
Source: (Gephi, 2022)

Meanwhile, similar to the results for degrees, the best eigenvector centrality is still held by @gandhoyy (1), @ismailfahmi (0.813998), @agusmagelangan (0.226931), @mulyono (0.193816), while differs in fifth position, which is being replaced by @tirta\_cipeng (0.178213). This measurement does not talk about how many people are known but how important the people who have networks with actors. Eigenvector has values ranging from 0 to 1. With the highest score, @gandhoyy is the most important account in this study.

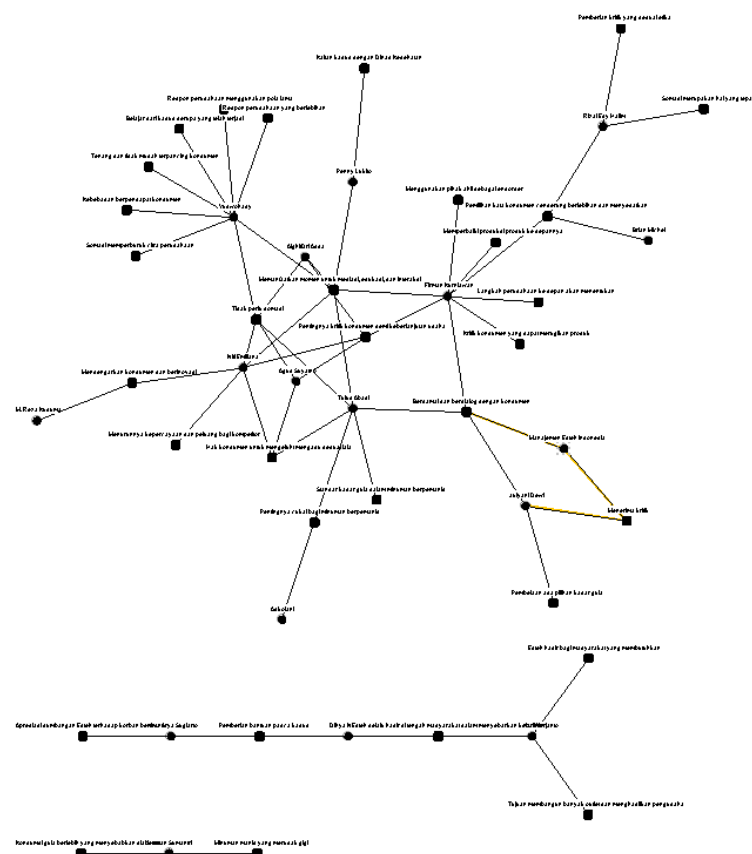
Next, the data were analysed using discourse network analysis. According to (Eriyanto, 2022), one of the most widely used sources in DNA research is media news. This study takes statements submitted by sources related to Esteh Indonesia. Reports were collected from various online media, categorised, summarised, and statements were labelled.



**Figure 11.** Inductive coding process using Discourse Network analysis  
Source: (DNA, 2022)



If the realist theory focuses on the aspect of rationality and ignores the importance of the formation of meaning, symbols and narratives, the DCF theory involves the process of meaning, symbol formation and the use of language. After reading all the statements and carefully identifying the arguments used by each actor, there are two opposing positions. One party supports Esteh Indonesia, while on the other hand there are parties who disagree with the steps taken by Esteh Indonesia. There have been several discourses about what companies should do after the virality of this case – from listening to consumers and innovating, accepting criticism, taking advantage of the moment for education and mediation, using experts as endorsers, and so on. There are also various actors who make statements from Esteh Indonesia itself, Department of Customs and Excise, National Agency of Food and Drug Control, Indonesian Consumers Foundation, legal experts, marketing experts, digital communication experts, the Indonesian Dentists Association, to the Indonesian Consumer Protection Agency.

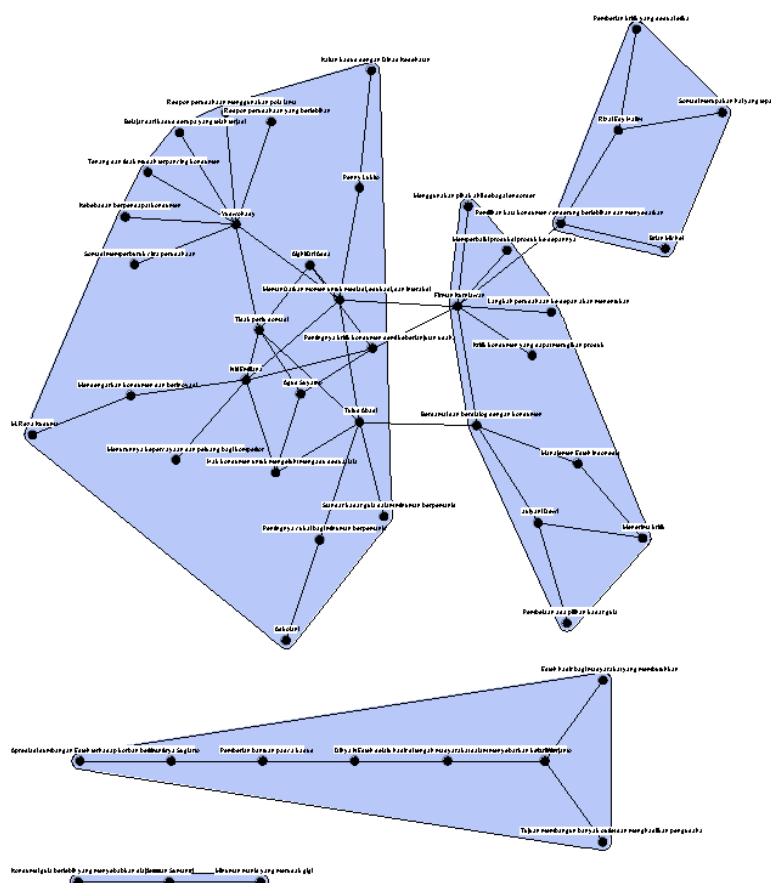


**Figure 12.** Affiliate Network Visualisation Using Visone  
Source: (Visone, 2022)

The affiliate network visualisation shows the relationship between actors (symbolised by a circle) and concepts (symbolised by a square) (Figure 12). The relationship between actors and concepts is symbolised by lines. For example, on the top left, marketing expert Yuswohady reveals

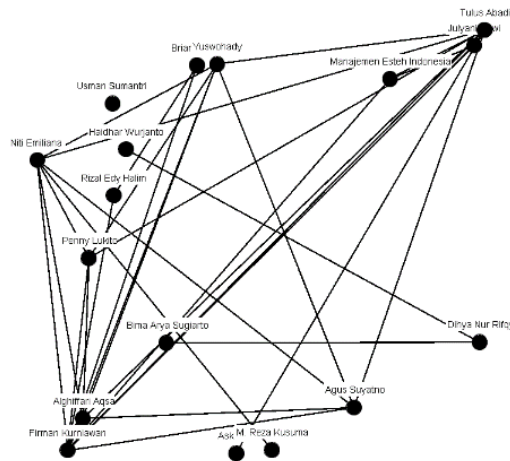
several concepts, i.e., regarding consumer's freedom of opinion, how subpoenas worsen a company's image, learning from similar cases that have occurred, excessive company response, and companies that still use old patterns. These concepts were only expressed by Yuswohady. However, the concept of "no need for subpoenas" turns out to have connections and was also expressed by other actors, such as Alghiffari Aqsa (Director of the Law Firm); Niti Emiliana, Tulus Abadi, and Agus Suyatno (Indonesian Consumers Foundation).

**Figure 13.** Coalition/Modularity Visualisation

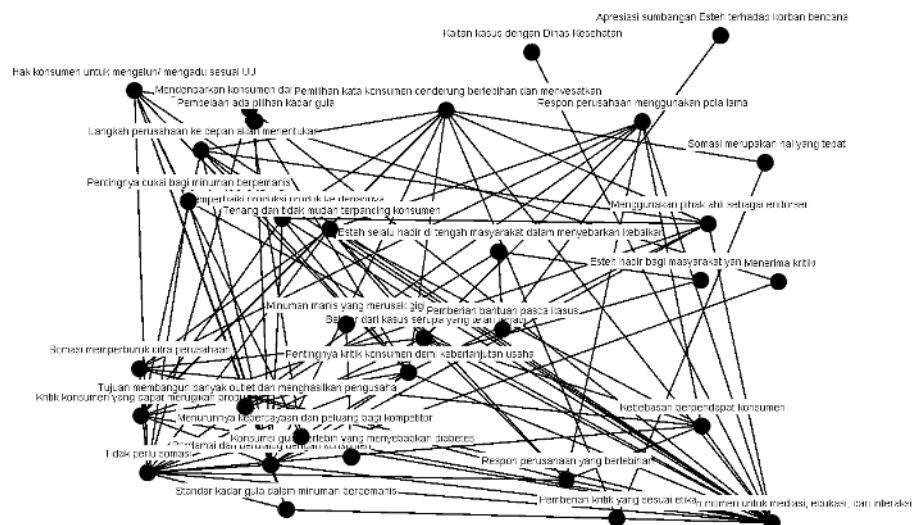


Source: (Visone, 2022)

Apart from affiliation networks between actors and concepts (Figure 13), an important part of DNA is visualising coalitions and showing how actors fight over a particular discourse/ form a particular group. The same discourse between actors can form a coalition. Coalitions involve actors with the same beliefs so there are several coalitions that face each other. This coalition is illustrated through the concept of modularity in Visone. Based on the picture, it can be seen that there are 5 clusters. Clusters mean that actors and discourses that are in the same cluster will be more cohesive and connected than those who are not in the same cluster. Actor-network visualisation shows the relationship between actors who are members of an organisation. Actors will be connected if they put the same concept on an issue.



**Figure 14.** Actor Network Visualisation Using Visone  
Source: (Visone, 2022)

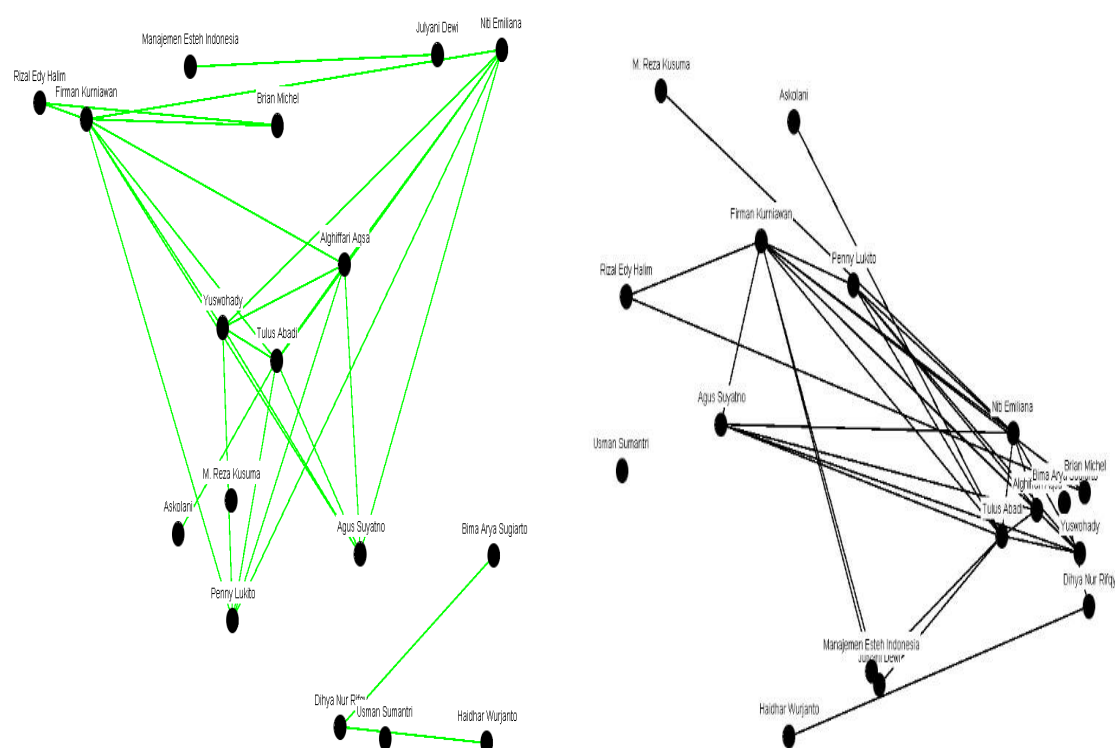


**Figure 15.** Concept Network Visualisation Using Visone  
Source: (Visone, 2022)

The figure 14 shows that there are 17 actors. Actor Dihya Nur Rifqy (Marketing Director of PT Esteh Indonesia) is connected with Bima Arya Sugiarto (Mayor of Bogor) and Haidhar Wurjanto (Owner of Esteh Indonesia) but has no relationship with Penny Lukito (Head of National Agency of Food and Drug Control). The relationship is indicated by the presence of a line, while disconnection is indicated by the absence of a related line. Actor Usman Sumantri (Chairman of the Indonesian Dentists Association) is relatively unconnected with other actors. This means that Usman Sumantri put forward a different concept from other actors. The network of actors shows the relationship between actors, both groups that are pro towards the actions of Esteh Indonesia and groups that oppose/ consider the behaviour of Esteh Indonesia as an excessive behaviour. This visualisation can answer the research objective to show the difference in addressing this case (Figure 15).

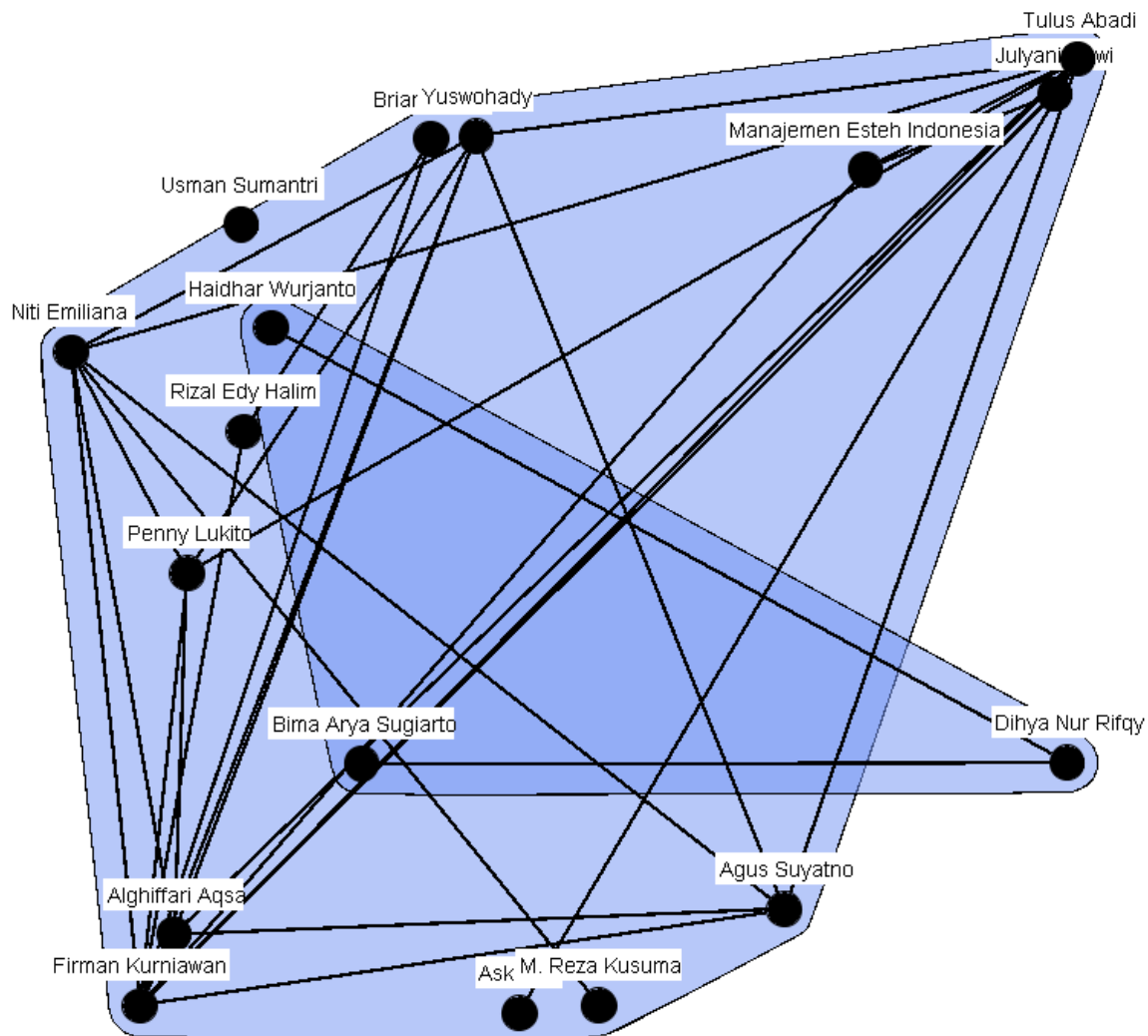
Next, we map the discourse network and find that there are 32 different concepts. Much like actor networks, concept network visualizations are created to depict related concepts. From the existing affiliate network, we can build a network of concepts. For example, if a line is drawn, the concept of "consumer's choice of words that tend to be excessive and misleading" has lines related to "subpoena is the right thing", and "the ethic of criticism". It can be seen that from these three discourses, their position is to justify what Esteh Indonesia is doing.

Agree or disagree, both parties have their own arguments. For those who support it, the arguments given are that the choice of words/critical ethics expressed by consumers is inaccurate and misleading so that a subpoena is appropriate, that Esteh Indonesia is actually being there with the community in providing goodness. Meanwhile, the arguments of opposing parties carry a concept such as the consumers have right to criticize, and consumer complaints are guaranteed by law, subpoenas that seem excessive and can worsen the company's image, how companies should take advantage of this moment for mediation, education, and interaction for the sake of business continuity. There are also concepts that have little to do with other concepts – such as “case connection with the Health Service/Ministry” and “Appreciation of Esteh’s corporate social responsibility”.



**Figure 16.** Visualisation of compatibility (left) and conflict network (right) Using Visone  
Source: (Visone, 2022)

In the network above (Figure 16), the green line shows the compatibility network between actors who said similar discourse and are in the same position (positive or negative) regarding to this case based on affiliation. On the right side (black line), shows the different relationships between actors. The conflict network is quite important and shows how an issue is understood differently by the actors involved.



**Figure 17.** Congruence Network Coalisation Visualisation  
*Source:* (Visone, 2022)

If the coalition visualisation (Figure 17) at the top depicts an affiliate network visualisation that includes actors and concepts, here is a coalition for actor networks that displays compatibility or conflict. The picture above shows there are two coalitions of actors. These actors are said to have a network of congruence with other actors if the arguments (both concepts or discourse) raised are the same or have the same agreement on an issue (pro or contra). The same cluster shows the relationship between actors. For example, Haidhar, Bima, and Dihya have a supportive position; while Alghiffari, Firman, Agus, and Niti have opposing positions.

Furthermore, to find out the dominant actors and discourses/ concepts, we can analyse centrality in the network adopted from the network method. Centrality itself refers to the degree of dominance between actors and concepts and is shown through degree centrality, betweenness centrality, and closeness centrality.

Degree centrality indicates popularity, for example how popular an actor is in the network, where popularity is measured by the number of relationships between one actor and another. Frequency indicates the number of relations. The figure above shows the popularity/ degree centrality where in the network of affiliates and actors, Firman Kurniawan is the most popular actor with 9 connections. This means that the actor has 9 relationships with other actors in the network.

id	alias	degree (%)	frequency	girvan new...	group name	name	note	type	variable
42	(no value)	7.143	9	53	(no value)	Firman Kurniawan	(no value)	(no value)	person
52	(no value)	7.143	9	52	(no value)	Yuswohady	(no value)	(no value)	person
61	(no value)	5.357	7	52	(no value)	Niti Emiliana	(no value)	(no value)	person
31	(no value)	5.357	6	52	(no value)	Tulus Abadi	(no value)	(no value)	person
29	(no value)	5.357	6	52	(no value)	Memfaatkan mo...	(no value)	(no value)	concept
33	(no value)	4.464	5	52	(no value)	Tidak perlu somasi	(no value)	(no value)	concept

id	alias	degree (%)	frequency	girvan new...	group name	name	note	type	variable
42	(no value)	15.625	9	18	(no value)	Firman Kurniawan	(no value)	(no value)	person
31	(no value)	14.062	6	18	(no value)	Tulus Abadi	(no value)	(no value)	person
61	(no value)	10.938	7	18	(no value)	Niti Emiliana	(no value)	(no value)	person
60	(no value)	9.375	3	18	(no value)	Alghiffari Aqsa	(no value)	(no value)	person
52	(no value)	9.375	9	18	(no value)	Yuswohady	(no value)	(no value)	person
37	(no value)	7.812	3	18	(no value)	Aqus Suyatno	(no value)	(no value)	person

id	alias	degree (%)	frequency	name	note	type	variable
29	(no value)	10.753	6	Memfaatkan momen untuk mediasi, edukasi, dan interaksi	(no va...	(no val...	concept
33	(no value)	7.527	5	Tidak perlu somasi	(no va...	(no val...	concept
22	(no value)	6.989	4	Berdamai dan berdialog dengan konsumen	(no va...	(no val...	concept
35	(no value)	5.914	5	Pentingnya kritik konsumen demi keberlanjutan usaha	(no va...	(no val...	concept
45	(no value)	4.839	3	Pemilihan kata konsumen cenderung berlebihan dan menyesatkan	(no va...	(no val...	concept
30	(no value)	4.301	4	Hak konsumen untuk mengeluh/ mengadu sesuai UU	(no va...	(no val...	concept

**Figure 18.** Degree Centrality in affiliate network (top), actor network (middle), and concept network (bottom)  
Source: (Visone, 2022)

In the Figure 18, the order of degree centralities sorted by percentage, from the most influential. This centrality shows the extent to which actors and how discourse dominate the conversation. Here, the dominant actors are Firman Kurniawan (Universitas Indonesia Digital Communication Expert), Tulus Abadi (Indonesian Consumers Foundation), Niti Emiliana (Indonesian Consumers Foundation), Alghiffari Aqsa (Law firm), Yuswohady (Marketing Specialist), and Agus Suyatno (Indonesian Consumers Foundation). Indonesian Consumers Foundation became the most dominant institution in controlling and commenting on this case.

Then, the top dominant discourses (in order) are "take advantage of the moment for mediation, education, and interaction", "no need for subpoena", "Making dialogue with consumers", "The importance of consumer criticism for business continuity", "consumer's choice of words



tends to be excessive and misleading”, and “consumer's right to complain according to law”. From these dominant discourses, disapproval of the subpoena made by Esteh Indonesia dominates. There is only one discourse that supports Esteh Indonesia, indicated by the discourse that “the consumer's choice of words is excessive”.

As the name, the betweenness centrality shows the position of actors and discourse as a link between actors and other discourses in the network. When an actor has high betweenness, it means that the actor has an important and good role as a liaison. Without any link, some actors are certainly not connected to each other (Figure 19).

In the betweenness centrality, the dominant actors are Firman Kurniawan (Universitas Indonesia Digital Communication Expert), Tulus Abadi (Indonesian Consumers Foundation), Niti Emiliana (Indonesian Consumers Foundation), Dihya Nur Rifqy (Esteh Indonesia), Alghiffari Aqsa (Law firm), and Yuswohady (Marketing Specialist). Slightly different from the degree centrality, actor Dihya Nur Rifqy is at number four. Although there are many positions that support/ oppose Esteh Indonesia's actions, these pros and contra can be difficult to unite. In the midst of opposing parties, there are actors who are more neutral and able to bridge the connection, for example, more neutral actors shown by digital communication experts or Indonesian Consumers Foundation.

Actor Firman Kurniawan who holds the highest betweenness score expresses neutral statements containing both agreement and contradiction. For example, approval is seen when he agrees that “the words used by consumers tend to be hyperbole so that the company perceives this will harm the reputation so they issue a subpoena”. On the other hand, disagreement can be seen in his statement saying that “consumers' intentions are not as bad as the words they use and how business actors should be able to take advantage of this moment to explain any useful information by inviting experts and improving product performance”.

id	alias	betw...	degree (%)	fr...	gir...	gr...	name	note	type	varia...
42	(no value)	17.119	7.143	9	53	(no ...	Firman Kurniawan	(no v...	(no val...	person
29	(no value)	14.866	5.357	6	52	(no ...	Memfaatkan momen untuk mediasi, edukasi, dan interak...	(no v...	(no val...	concept
52	(no value)	10.955	7.143	9	52	(no ...	Yuswohady	(no v...	(no val...	person
31	(no value)	9.456	5.357	6	52	(no ...	Tulus Abadi	(no v...	(no val...	person
22	(no value)	8.443	3.571	4	53	(no ...	Berdamai dan berdialog dengan konsumen	(no v...	(no val...	concept
45	(no value)	7.274	2.679	3	51	(no ...	Pemilihan kata konsumen cenderung berlebihan dan meny...	(no v...	(no val...	concept

id	alias	betweenn...	degree (%)	frequency	girvan ne...	group name	name	note	type	variable
42	(no value)	46.786	15.625	9	18	(no value)	Firman Kurniawan	(no value)	(no value)	person
31	(no value)	30.714	14.062	6	18	(no value)	Tulus Abadi	(no value)	(no value)	person
61	(no value)	20	10.938	7	18	(no value)	Niti Emiliana	(no value)	(no value)	person
4	(no value)	1.786	3.125	2	17	(no value)	Dihya Nur Rifqy	(no value)	(no value)	person
60	(no value)	0.357	9.375	3	18	(no value)	Alghiffari Aqsa	(no value)	(no value)	person
52	(no value)	0.357	9.375	9	18	(no value)	Yuswohady	(no value)	(no value)	person

id	alias	betwe...	degree (%)	fre...	name	note	type	variable
29	(no v...	42.537	10.753	6	Memfaatkan momen untuk mediasi, edukasi, dan interaksi	(no value)	(no value)	concept
22	(no v...	20.958	6.989	4	Berdamai dan berdialog dengan konsumen	(no value)	(no value)	concept
45	(no v...	16.418	4.839	3	Pemilihan kata konsumen cenderung berlebihan dan meny...	(no value)	(no value)	concept
33	(no v...	11.318	7.527	5	Tidak perlu somasi	(no value)	(no value)	concept
35	(no v...	4.913	5.914	5	Pentingnya kritik konsumen demi keberlanjutan usaha	(no value)	(no value)	concept
7	(no v...	1.493	1.613	2	Esteh selalu hadir di tengah masyarakat dalam menvebarkan...	(no value)	(no value)	concept

**Figure 19.** Betweenness Centrality in affiliate networks (top), actor networks (middle), and concept networks (bottom)  
Source: (Visone, 2022)

We can apply same thing for the discourse. Each argument issued is equally strong, mutually exclusive, and has different positions. Among these arguments, there is a discourse that bridges other discourses. Discourses that become betweenness centrality are also mostly different from discourses at degree centrality. As shown in the figure, the highest score is shown by the discourse "use the moment for mediation, education, and interaction". This discourse becomes an intermediary and may be expressed by several actors and can bridge other discourses.

id	...	close...	frequency	girvan newma...	gr...	name	note	type	variable
29	(...	3.797	6	52	(no...	Memfaatkan momen untuk mediasi, edukasi, dan interaksi	(no va...	(no val...	concept
42	(...	3.623	9	53	(no...	Firman Kurniawan	(no va...	(no val...	person
31	(...	3.249	6	52	(no...	Tulus Abadi	(no va...	(no val...	person
52	(...	3.06	9	52	(no...	Yuswohady	(no va...	(no val...	person
22	(...	3.06	4	53	(no...	Berdamai dan berdialog dengan konsumen	(no va...	(no val...	concept
61	(...	3.002	7	52	(no...	Niti Emiliana	(no va...	(no val...	person

id	alias	closeness (...)	frequency	girvan new...	group name	name	note	type	variable
42	(no ...	10.291	9	18	(no value)	Firman Kurniawan	(no value)	(no value)	person
31	(no ...	9.605	6	18	(no value)	Tulus Abadi	(no value)	(no value)	person
61	(no ...	8.475	7	18	(no value)	Niti Emiliana	(no value)	(no value)	person
60	(no ...	8.004	3	18	(no value)	Alghiffari Aqsa	(no value)	(no value)	person
52	(no ...	8.004	9	18	(no value)	Yuswohady	(no value)	(no value)	person
37	(no ...	7.583	3	18	(no value)	Aqus Suyatno	(no value)	(no value)	person

id	alias	closen...	frequency	name	note	type	variable
29	(no ...	5.966	6	Memfaatkan momen untuk mediasi, edukasi, dan interaksi	(no v...	(no value)	concept
22	(no ...	4.773	4	Berdamai dan berdialog dengan konsumen	(no v...	(no value)	concept
33	(no ...	4.64	5	Tidak perlu somasi	(no v...	(no value)	concept
35	(no ...	4.515	5	Pentingnya kritik konsumen demi keberlanjutan usaha	(no v...	(no value)	concept
45	(no ...	4.284	3	Pemilihan kata konsumen cenderung berlebihan dan menyesatkan	(no v...	(no value)	concept
46	(no ...	4.075	1	Kritik konsumen yang dapat merugikan produk	(no v...	(no value)	concept

**Figure 20.** Closeness Centrality in affiliate networks (top), actor networks (middle), and concept networks (bottom)  
Source: (Visone, 2022)

Finally, closeness centrality, a measure that describes how close an actor is to another actor as indicated by how close a node is to all other nodes in the network. In this study, Firman Kurniawan became an actor who was easily accessible and close to other actors, with the discourse "use the moment for mediation, education, and interaction" which is the closest discourse to other discourses. It is different, for example, from the "appreciating Esteh's contribution to disaster victims" discourse which is quite far from other concepts (refer to Figure 20).

Based on the findings, it shows that a complaint can have a strong influence on social media. What's more, how the company responds will determine the bigger move. One step taken by Esteh Indonesia, by subpoenaing @gandhoyy, has had a large and wide effect. This is in accordance with (Ji & Lieber, 2013) statement that the reputation of a corporation is largely determined by its interactions with consumers. Consumers will tend to choose organizations with a good reputation. The



subpoena step taken by the company is an example of bad corporate communication resulting in the spread of negative word-of-mouth and boycott. In line with that, sometimes corporate communications rely on logic and believe that all decisions should be made based on rational things. In fact, decisions are often influenced by opinions and attitudes, personal views. It is important to know how people feel about our products, services and the picture of our company as a whole.

Reflecting on a similar case that took reckless action in responding to consumers, in 2021 Eiger, a popular Indonesian outdoor apparel, also reaped blasphemy. Sometimes what is done/ happened is caused by certain persons in the company. Aside from their position in the company, every employee has a personal responsibility to maintain the company's reputation. Reputation is not just merely words or impressive visuals. Integrity and alignment between what the company does and what it says are very important. Communication and attitude towards the public certainly affect the attitude and perception the public has towards the company.

In addition, new media shows a strong effect and increase interactivity through conversations on Twitter. Like what (Ji & Lieber, 2013) said, @gandhoyy account, which originally provided feedback/ share experience in the form of an online complaint, is easy to spread and influence the company's image. Several responses from netizens are similar to Goutam's statement in (Ji & Lieber, 2013) regarding how organizations should reach and educate consumers about their products, such as answering questions/ giving information about the ingredients contained in their products.

Actually, customer feedback is not a new thing. Back then, companies have used surveys and focus group discussions to find out consumers' insights and perceptions. Consumers have communication channels with producers/ retailers by telephone/ e-mail. However, the use of websites and the internet allows companies to get immediate feedback and makes it easier to measure and analyse every feedback. According to (Doorley & Garcia, 2015), technology enables reputation measurement at all levels. When consumers visit the website, participation can be monitored. Public relations programs can be measured. Some companies even implement brand dashboards, a sophisticated and competitive tool that allows clients and teams to monitor real-time industry trends, competition, and media coverage of brands.

Specifically, the disadvantage of Twitter in this case as stated by (Austin & Jin, 2017) is its rapid spread. If the customer complaint comes from readers' letter in the newspaper, it would give more time for the company to think, answering with various options in mind. The communicator who represents Esteh Indonesia is too hasty, and lacks the ability to compose and send messages quickly regardless of their abilities, expertise, and experience.

Another mistake the company made is the “shoot the messenger” response. Management creates a culture of punishing people who bring problems so that attention arises on these problems. In this case, the company is trying to silence what consumers have done through a subpoena.

However, advantages of Twitter can be utilized as a potential source and supporting evidence to restore image (Austin & Jin, 2017). (Fearn-Banks, 2017) reveals several issue and crisis management theories that can be used to correct what has happened. In terms of SCCT, the impact of this crisis is minimal to high and can impact on company reputation. The crisis response strategy emphasises on repairing and protecting reputation. Post-crisis corporate reputation is processed in such a way that this strategy has a close connection with corporate reputation.

In this case, the image restoration strategy used is corrective action in which the company corrects its actions by reconciling and withdrawing the subpoena. The company also continues to provide assistance through various Corporate Social Responsibility (CSR) activities, which are published in the media. Eventually, decision-making needs to be considered carefully, for example, an apology for the company's actions through communication, as well as adjusting information from emotional and psychological perspectives, such as showing empathy for what consumers are experiencing, providing compensation, as well as actions taken to find out the root causes and reduce their vulnerability to future crisis.

## **CONCLUSION**

Messages on social media spread rapidly and widely, even between people who are not connected. These factors can be observed through the analysis of the Twitter network. Of the many clusters that were formed, some of them experienced a relationship or a high degree. There are actors who rank in their categories and are connected to each other. These actors have played a major role in spreading out the discourse.

In terms of text analysis, there are positive, neutral, and negative sentiments. However, most of the tone in responding to this case tended to be negative with some dominant comments such as “the high sugar level” and “step that the company take has gone too far by issuing subpoena”. Virality of this topic is not only happened on Twitter, but also on various other platforms such as videos, blogs, websites, and national media.

Meanwhile, DNA is a method used to map, describe, and analyze discourse and actors related to a developing issue. Based on media reports that emerged after the subpoena, there were discourses and actors involved such as Esteh Indonesia, Directorate General of Customs and Excise, National Agency of Drug and Food Control, the Indonesian Consumers Foundation, Digital Communication Experts, Indonesia

dental association, Marketing Specialist, Director of the law firm, and the Indonesian Consumer Protection Agency.

The existing network shows how actors fight over a particular discourse/ form a particular cluster. Media coverage has led to two parties of supporting and opposing Esteh Indonesia. Based on the discourse that emerged, the dominant discourse was how "Esteh Indonesia should take advantage of this moment for mediation, education, and interaction", "no need to issue subpoena", "reconcile and have dialogue with consumers", "the importance of criticism" and "the right of consumers complaints regulated by law". Meanwhile, the discourse that supports Esteh Indonesia focuses on the argument that "the choice of words made by consumers is misleading". While the dominant and centralized actor is a digital communication expert.

Reputation is very important for company's sustainability, and the process of achieving it, is not easy. It requires coordination and integration from various aspects and parties. Even if the company's reputation is excellent, still the company may be hit by issues and crises, since those things are unpredictable and inevitable.

However, with good preparation, the impact can be minimised. Public relations and corporate communications must have the ability to monitor and formulate appropriate communication strategies, especially in the era where social media is integrated. What we can do is to maintain interaction with consumers and consider decisions carefully before responding to customers.

We acknowledge that the study bears some limitations in terms. Twitter users are not representative of the entire population. Also, the limitation of this mass communication and cybernetic tradition research is the use of applications that are free so they cannot maximize the existing features. We use media news as the main source for discourse network analysis, which although they can be accessed quickly and easily, the statements of the actors are often not fully loaded and sometimes it is difficult for researchers to determine whether the statement was expressed directly by the actor or the opinion of the journalist.

This research can be a lesson for practitioners and the general public both in being careful in responding to and planning communications on social media. Future research is expected to be able to use other tools to collect data, focus on media other than Twitter, or use paid applications that might be able to support data so that it can be retrieved and processed optimally.

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