

ABSTRAK

Penelitian ini dilatarbelakangi oleh fenomena disfungsi komunikasi berupa communication bypassing (potong kompas jalur komunikasi) dalam ekosistem relasi Business-to-Business (B2B) antara PT Danapaint Indonesia dengan jaringan ritel modern berskala besar, yakni Mitra10 dan Depo Bangunan. Fenomena ini dipicu oleh kakunya birokrasi pihak ritel yang melahirkan kebuntuan operasional. Penelitian ini bertujuan menganalisis implementasi strategi Marketing Public Relations (MPR) melalui fungsi boundary spanning guna mengonstruksi trust (kepercayaan) dan commitment (komitmen) mitra bisnis. Berlandaskan Excellence Theory dan Relationship Management Theory, penelitian ini menggunakan paradigma konstruktivis, pendekatan kualitatif, serta desain studi kasus. Pengumpulan data dilakukan melalui wawancara mendalam terhadap lima informan (internal dan eksternal) serta observasi, yang dianalisis secara tematik menggunakan perangkat lunak NVivo. Hasil penelitian menunjukkan bahwa representasi lapangan mengimplementasikan strategi MPR melalui komunikasi dialogis yang berpusat pada fungsi ganda boundary spanning, yakni advokasi dan gatekeeping. Pendelegasian otonomi taktis memungkinkan staf menembus hambatan birokrasi secara real-time. Praktik MPR turut dikonversi menjadi ruang negosiasi dan penciptaan nilai bersama (value co-creation), dibuktikan melalui adaptasi desain booth promosi berkonfigurasi open-space yang mengakomodasi regulasi mitra. Konsistensi komunikasi dua arah ini berhasil mengonstruksi kepercayaan berbasis kredibilitas dan niat baik, yang pada akhirnya mengunci komitmen kalkulatif dan afektif mitra ritel. Penelitian ini memberikan kebaruan dengan membuktikan bahwa boundary spanning bukan sekadar fungsi struktural, melainkan praktik komunikasi taktis di mana komitmen antarpribadi bertindak sebagai substitusi kontrol formal untuk mengamankan loyalitas relasi B2B jangka panjang.

Kata Kunci: *Boundary Spanning, Kepercayaan, Komitmen, Komunikasi Business-to-Business, Marketing Public Relations*

ABSTRACT

This research is motivated by the phenomenon of communication dysfunction, specifically communication bypassing, within the Business-to-Business (B2B) relationship ecosystem between PT Danapaint Indonesia and large-scale modern retail networks, namely Mitra10 and Depo Bangunan. This phenomenon is triggered by the rigid bureaucracy of the retailers, which creates operational bottlenecks. This study aims to analyze the implementation of Marketing Public Relations (MPR) strategies through the boundary spanning function to construct trust and commitment among business partners. Grounded in Excellence Theory and Relationship Management Theory, this research employs a constructivist paradigm, a qualitative approach, and a case study design. Data collection was conducted through in-depth interviews with five informants (internal and external) as well as observations, which were thematically analyzed using NVivo software. The results indicate that field representatives implement the MPR strategy through dialogic communication centered on the dual functions of boundary spanning: advocacy and gatekeeping. The delegation of tactical autonomy enables staff to navigate bureaucratic barriers in real-time. MPR practices are consequently transformed into a space for negotiation and value co-creation, as evidenced by the adaptation of promotional booth designs into an open-space configuration that accommodates the partners' regulations. The consistency of this two-way communication successfully constructs trust based on credibility and benevolence, which ultimately secures both the calculative and affective commitment of the retail partners. This study offers novelty by demonstrating that boundary spanning is not merely a structural management function, but rather a tactical communication practice where interpersonal commitment serves as a substitute for formal control to secure long-term B2B relationship loyalty.

Keywords: *Boundary Spanning, Trust, Commitment, Business-to-Business Communication, Marketing Public Relations.*