



ANALYZING THE IMPACT OF CRISIS COMMUNICATION STRATEGIES ON PK ENTERTAINMENT'S REPUTATION AS AN EVENT PROMOTER IN INDONESIA

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ABSTRACT

This article aims to analyze the influence of crisis communication strategies on the corporate reputation of the event promoter company, PK Entertainment, using a quantitative approach. Drawing on the Situational Crisis Communication Theory (SCCT), this study evaluates the extent to which the implementation of crisis communication strategies such as the diminish and rebuilding approaches affects public perception of the company's reputation during a crisis. Data were collected through surveys involving audiences and stakeholders directly affected by the crisis. The findings indicate that the appropriate application of crisis communication strategies can have a positive impact on corporate reputation. When PK Entertainment effectively implements relevant strategies such as mitigating negative perceptions through the diminish approach and restoring its image via rebuilding the company's reputation can be maintained. This study recommends that PK Entertainment adopt contextually appropriate crisis communication strategies, particularly when facing adverse situations beyond its control.

INTRODUCTION

Entertainment is one of the essential aspects of human life, playing a significant role in fulfilling emotional and psychological needs. Although categorized as a secondary need, entertainment contributes substantially to enhancing individuals' quality of life and overall well-being. In the context of a modern life filled with pressures, entertainment serves as a means to relieve stress, provide relaxation, and create enjoyable and inspiring experiences. Among the various forms of entertainment available, listening to music and attending live concerts are among the most popular choices for many people.

Findings from a Populix survey cited by GoodStats in 2024 reveal that 57% of Indonesians choose music concerts as a form of entertainment or recreational activity a figure that marks a significant increase compared to previous years. This growing enthusiasm presents a substantial opportunity for event promoter companies to organize music concerts featuring both local and international artists.

One of the leading event promoters in Indonesia is PK Entertainment, established in 2015, which has organized more than 300 events over the span of eight years. The company is widely recognized for hosting large-scale concerts, including performances by international artists such as Coldplay, Celine Dion, Ed Sheeran, and Bruno Mars. In addition to its role as an event organizer, PK Entertainment also operates as a creative agency and brand activation firm, collaborating with various multinational companies, including Google, YouTube, and Netflix.

However, behind its success, PK Entertainment has also faced several challenges that have emerged over the past two years. For instance, the Coldplay concert in November 2023 was marked by logistical issues that caused discomfort among attendees. A similar situation occurred during the Bruno Mars concert in September 2024, which drew criticism due to disparities in services across different ticket categories. Moreover, the Dua Lipa concert scheduled for November 2024 had to be canceled less than 24 hours before the event due to security and logistical concerns. This series of controversies sparked negative reactions on social media and raised concerns about the company's reputation.

This situation underscores the importance of a thorough evaluation of the crisis management practices implemented by PK Entertainment. Without proper handling, such crises have the potential to undermine public trust and threaten the company's sustainability amid the intense competition in the entertainment industry. To preserve its established reputation, a comprehensive, adaptive, and responsive crisis communication strategy is essential.

Several previous studies have highlighted the importance of communication strategies in crisis management. Syam and Kurnia (2024) demonstrated that an effective apology statement can have a positive impact on a company's reputation. Meanwhile, Juliana, Asmara, and Kurniawati (2022) identified the three-stage approach pre-crisis, crisis, and post-crisis as a crucial framework for addressing the negative effects of media coverage. In another context, Kahardja (2022) emphasized that an appropriate communication strategy can serve as a vital tool in safeguarding an organization's reputation during a crisis.

A crisis is generally characterized by significant disruptions that can threaten an organization's stability. Therefore, effective crisis management and communication strategies are essential to mitigate negative impacts and protect the company's reputation. Reputation is not merely a symbolic asset; it also functions as a safeguard that enables organizations to endure critical situations.

This study aims to examine the influence of crisis communication strategies on corporate reputation, with a particular focus on the case of PK Entertainment, one of the largest event promoter companies in Indonesia. Specifically, the study seeks to address two main research questions: (1) Do crisis communication strategies influence corporate reputation? and (2) To what extent do these strategies affect corporate reputation? Accordingly, the findings of this research are expected to provide empirical contributions to the development of crisis communication management within Indonesia's entertainment industry.

LITERATURE REVIEW

2.1 Situational Crisis Communication Theory (SSCT)

In general, organizational crises are managed through crisis communication approaches, which serve as an integral component of overall crisis management. Crisis communication functions as a strategic tool that enables organizations to respond to public pressure, protect corporate reputation, and mitigate negative impacts on stakeholder interests (Coombs, 2015). In this context, organizations are required to deliver responses that are swift, accurate, and relevant in order to restore public trust and stabilize both internal and external conditions. Coombs also emphasizes the importance of understanding the dynamics of a crisis situation, as this is a fundamental prerequisite for developing an effective communication strategy. Therefore, crisis communication can be regarded as the spearhead of the entire crisis management process.

One of the theoretical approaches widely used in crisis communication studies is the Situational Crisis Communication Theory (SCCT), developed by Timothy W. Coombs and Sherry J. Holladay. This theory is based on the assumption that a crisis is a negative event that prompts the public to make attributions regarding the organization's responsibility for the crisis (Coombs, 2018). Therefore, public perception of the crisis becomes a crucial element that must be considered when developing a communication strategy.

SCCT directs crisis response strategies based on the primary objective of altering public perception of the crisis or the organization involved. The theory adopts an audience-focused approach, taking into account how stakeholders perceive the crisis situation and respond to the communication strategies employed. In its development, SCCT is considered more comprehensive than conventional case-based approaches as it provides a more systematic framework for evaluating and designing organizational responses to crises (Coombs, 2018). Furthermore, SCCT classifies crisis communication strategies into three main (primary) categories: denial, diminish, and rebuild, along with one additional (secondary) category: bolstering.

2.2 Crisis communication

A crisis is a condition that an organization or company may experience when problems or conflicts arise unexpectedly. Crises can occur due to both internal and

external errors that are unavoidable, but they can be managed in such a way that they do not have a detrimental impact on the organization's reputation or sustainability. Fearn-Banks (2017) defines a crisis as a major event that poses potential negative consequences for the organization and its public, disrupting organizational operations and threatening its existence.

Crisis communication is a process of disseminating information aimed at explaining the crisis, whether caused by natural disasters, technical disruptions, human error, or communication crises (Syam & Azman, 2022). Organizations must be prepared and ready to handle crises. One of the main aspects of crisis management is communicating the crisis itself. Fearn-Banks (2017) asserts that dialogue before, during, and after the crisis between the organization and its public constitutes crisis communication. Crisis communication refers to the messages an organization conveys to its public, using strategies deemed effective in mitigating the crisis situation.

2.3 Reputation

Reputation is part of an organization's intangible assets, referring to the public's perception of its character or quality. Reputation is also an important and valuable asset for a company, derived from the assessment of stakeholders regarding its overall performance, based on various constructs such as the company's activities and communications. Well-defined public relations programs, coupled with effective work plans, tend to result in better reputation as they encompass communication systems that operate strategically and efficiently (Mustofa, 2021). Additionally, Burke et al. (2011) argue that corporate reputation is defined as "a function of the perceptions and attitudes toward it held by individual members of a particular stakeholder group. A corporate reputation rests on assessments made by individuals outside the organization" (Yudistira, 2022).

Reputation is how stakeholders perceive an organization. When expectations are violated, stakeholders view the organization less favorably. When this occurs, the company's reputation is at stake (Coombs, 2015). Bennett and Kottasz (2000) state that corporate reputation is an opinion. Furthermore, reputation can be understood as the assessment of customers and the public regarding the activities

conducted by the company. It reflects how the public perceives the issues faced by the business and how the business handles them (Keni et al., 2021). Corporate reputation is critical for a company's operations; therefore, communication and strategy are key factors in supporting the company's efforts to maintain its reputation. A good reputation enhances business credibility and reassures consumers that they will receive what is promised (Agustina et al., 2023).

2.4 Research concept

The concept of this study is to understand and measure crisis communication strategies using the Situational Crisis Communication Theory (SCCT) introduced by Timothy W. Coombs and Sherry J. Holladay, specifically examining how the crisis management strategies of Diminish and Rebuild influence the reputation of PK Entertainment in handling crises. Therefore, this study includes the following conceptual framework:

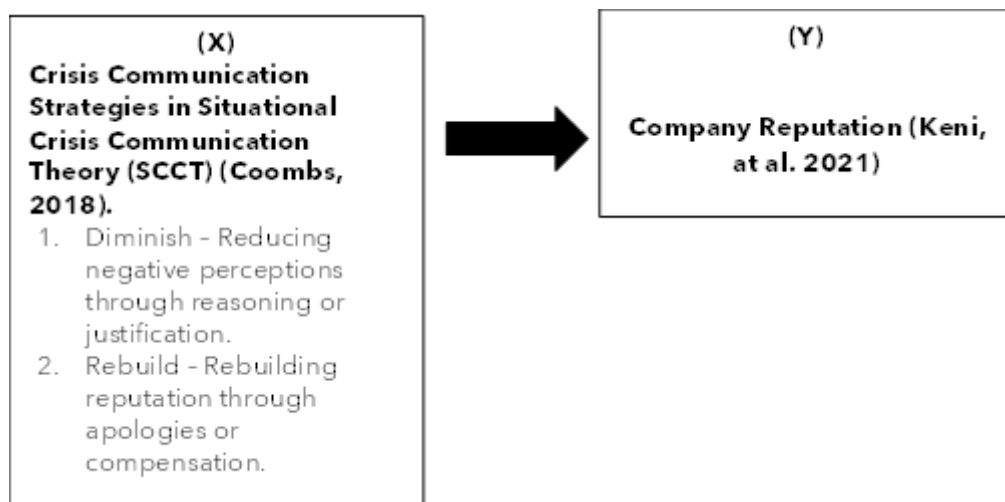


Figure 1. Conceptual framework

RESEARCH METHODS

This study is based on a positivist paradigm with a quantitative approach through an explanatory method. The population and respondents in this study consist of followers of PK Entertainment's Instagram account (@pkentertainment.id) who have attended music concerts organized by the company. The unit of analysis used in this study is the individual. To determine the sample, this research applies a

non-probability sampling technique with a quota sampling method, which is a technique for selecting samples based on specific characteristics within the population until the required sample quota is met (Sugiyono, 2016). To calculate the sample size, the researcher uses the Yamane formula (in Kriyantono, 2008), as follows:

$$n = \frac{N}{Nd^2 + 1}$$

Description:

n = Magnitude of size

Sample. N = Size of population

d = Allowance for inaccuracy due to sampling error
sampling error that can be tolerated.

In this study, the authors used a tolerance limit of 10%.

$$n = \frac{n}{nd^2 + 1}$$

Then:

$$n = \frac{362.000}{(362.000) \times (10\%)^2 + 1}$$

$$n = \frac{362.000}{(362.000) \times (0,01) + 1}$$

$$n = \frac{362.000}{3621}$$

$$n = 99,97 \text{ rounded up to } 100$$

This study employs a non-probability sampling technique with purposive sampling. The primary data collection instrument is a questionnaire, which is then analyzed using SPSS (Statistical Package for the Social Sciences). The items in the questionnaire are based on the indicators from the theory used. The independent variable (X), which is Crisis Communication Strategy, consists of six indicators, while the dependent variable (Y), which is Corporate Reputation, consists of three indicators. The questionnaire is distributed online via Google Forms, using a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The

questionnaire is distributed by sending direct messages to 100 followers of PK Entertainment's Instagram account. Data analysis is conducted using SPSS, starting with a validity test, where an item is considered valid if the calculated *r* value is greater than the table *r* value. Reliability testing is then performed using Cronbach's Alpha, with a minimum threshold of 0.60 to indicate that the items in the questionnaire are reliable. Hypothesis testing is conducted to determine the significance of the relationship between variable X and variable Y, using a T-test to measure the partial effect.

Table 1. Concept operationalization

Variables	Dimensions	Indicator
Crisis Communication Strategies in Situational Crisis Communication Theory (SCCT) (Coombs, 2018) (X)	<i>Diminish</i> (Reducing negative perceptions through reasoning or justification)	1. PK Entertainment always provides explanations or clarifications for every issue that arises in the events they organize. 2. PK Entertainment always provides positive and acceptable information to the public regarding any issues that occur in the events they organize.
	<i>Rebuild /</i> Rebuilding reputation through apologies or compensation	1. PK Entertainment always offers an apology when failures or shortcomings occur that lead to public protests in every event they organize. 2. PK Entertainment consistently evaluates the mistakes that occur in the events they organize. 3. PK Entertainment is willing to provide compensation for any mistakes or failures that have occurred in the events they organize.

		4. PK Entertainment takes full responsibility for the mistakes or failures that occur in the events they organize.
Company Reputation (Keni, at al. 2021) (Y)	<i>Belief</i> (Believe)	1. PK Entertainment always pays attention to the well-being of its customers. 2. PK Entertainment always communicates factual information when issues arise in the events they organize. 3. I trust PK Entertainment in organizing events because of their experience.

Source: Processed framework, 2024

RESULT AND DISCUSSION

Based on the data collected from the questionnaire distributed through Google Forms, the respondents in this study are followers of PK Entertainment's official Instagram account, @pkentertainment.id, who have participated in events organized by PK Entertainment. The respondents who filled out the questionnaire were predominantly female (67%) and male (33%). In terms of age distribution, 41% of respondents were between the ages of 17-25, 57% were between the ages of 25-35, and 2% were over the age of 35. The respondents in this study were mostly employees (45%), followed by students (42%), and 13% held other professions.

a. Validity Test

Based on the validity test results for the 6 statements representing variable X and 3 statements representing variable Y, the researcher conducted a validity test with 30 respondents via Google Forms. These statements are considered valid if the result is equal to or exceeds the r table value of 0.306, calculated from the

significance level of 10% with the formula $df = 30 - 2 = 28$, which gives a value of 0.306. If the result is below or less than the r table value, the statement is considered invalid. Based on the validity test results conducted for variables X and Y, it can be concluded that all the data exceeded the r table value, thus the data is valid.

Table 2. X variable validity test

No	Statement (P)	R Table	R Calculate	Description
1	X1	0,306	0,873	VALID
2	X2	0,306	0,645	VALID
3	X3	0,306	0,770	VALID
4	X4	0,306	0,643	VALID
5	X5	0,306	0,673	VALID
6	X6	0,306	0,808	VALID

Source: SPSS 22 calculation

b. Reliability test

Next, for the reliability test conducted with 30 respondents on the 6 statements for variable X, the result showed a value of 0.947, and for the 4 statements for variable Y, the result showed a value of 0.980. These values exceed the r table value of 0.306, indicating a very strong level of reliability based on the alpha value.

Table 3. Y variable validity test

No	Statement (P)	R Table	R Calculate	Description
1	Y1	0,306	0,850	VALID
2	Y2	0,306	0,514	VALID
3	Y3	0,306	0,880	VALID
4	Y4	0,306	0,880	VALID

Source: SPSS 22 calculation

c. Correlation test

The correlation test was conducted to determine the relationship between variables, and by using the Pearson Product Moment formula, the researcher was able to assess the strength of the relationship between the variables.

Table 4. X variable reliability test

Reliability Statistics	
Cronbach's Alpha	N of Items
.947	6

Table 5. Y variable reliability test

Reliability Statistics	
Cronbach's Alpha	N of Items
.950	3

Table 6. Correlations (X-Y)

		STRATE GI	REPUTAS
X	Pearson Correlation	1	.850**
	Sig. (2-tailed)		.000
	N	100	100
Y	Pearson Correlation	.850**	1
	Sig. (2-tailed)	.000	
	N	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS 22 calculation

The result of the Pearson Product Moment correlation test yielded a value of 0.850. This indicates that the variables Crisis Communication Strategy and Reputation fall into the category of a perfect correlation, as the value falls within the range of 0.81-1.00.

d. Test the coefficient of determination

Table 7. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.839 ^a	.705	.702	4.292

a. Predictors: (Constant), Purchase intention

From the output above, the Adjusted R Square (Coefficient of Determination) value obtained is 0.705, which means that the influence of variable X on variable Y is 70.5%.

e. Hypothesis testing

According to Siregar (2012), this test is used to determine the validity of the statements or hypotheses proposed by the researcher. The results of the hypothesis test are performed to test the significance of the correlation coefficient between variable X and variable Y. The data is obtained using the (t) test formula as follows:

Then:

$$t = \frac{0,850\sqrt{(100 - 2)}}{\sqrt{(1 - 0,850^2)}}$$

$$t = \frac{0,850\sqrt{(98)}}{\sqrt{(1 - 0,850^2)}}$$

$$t = \frac{8,414}{0,526}$$

$$t = 15,997$$

The basis for the decision is to compare the (t) table:

- a. If (t) count > (t) table, then (Ho) is rejected and (Ha) is accepted (there is an influence)
- b. If (t) count < (t) table, then (Ha) is accepted and (Ho) is rejected (no effect)

The determination of statistical significance is made by comparing the calculated t-value with the t-table value, which is based on the significance level. The t-table value is determined with a significance level of 0.10 and degrees of freedom (df) equal to n-2, where n = 100, so df = 98. Therefore, the t-table value is 1.661. Based on this calculation, the calculated t-value of 15.997 is greater than the t-table value of 1.661. Thus, we can conclude that the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted, meaning there is an effect of crisis communication strategy on the reputation of the event promoter company, PK Entertainment.

PK Entertainment, one of the largest event promotion companies in Indonesia, has not been exempt from issues that could potentially escalate into a crisis.

Therefore, efforts are needed to manage such crises, with proper crisis management ensuring that the company's reputation, which has been built over time, remains stable and maintains public trust. This study uses the Situational Crisis Communication Theory (SCCT) developed by Timothy W. Coombs and Sherry J. The theory identifies four crisis management strategies: denial, diminish, rebuild, and bolstering. This research focuses on two of these four strategies used by PK Entertainment to handle crises, namely diminish and rebuild. The purpose of this study is to determine the extent to which the crisis communication strategies employed by PK Entertainment influence the company's established reputation. In the variable X, crisis communication strategy in SCCT, the researcher uses two components as measurement tools for the company's reputation, namely diminish and rebuild. The indicators for the crisis communication strategies in SCCT are as follows:

Table 8. Diminish and rebuild

Indicator	Explanation	Survey results
<i>Diminish</i>	PK Entertainment always provides explanations or clarifications for every issue that arises during the events they organize	Based on the survey results, the researcher found that 43% of respondents answered 5, which means 'Strongly Agree,' while 40% answered 4 ('Agree'), 16% answered 3 ('Somewhat Agree'), 1% answered 2 ('Disagree'), and 0% answered 1 ('Strongly Disagree'). Therefore, the survey results related to statement 1 on variable X show that 83 respondents agreed with the statement, while 17 respondents disagreed with it.
	PK Entertainment always provides positive information that is acceptable to the public regarding issues that	Based on the survey results, the researcher found that 44% of respondents answered 5, which means 'Strongly Agree,' while 46% answered 4 ('Agree'), 10% answered 3 ('Somewhat Agree'), and

	arise during the events they organize.	0% answered 2 ('Disagree') or 1 ('Strongly Disagree'). Therefore, the survey results related to statement 2 on variable X show that 90 respondents agreed with the statement, while 10 respondents disagreed with it.
<i>Rebuild</i>	PK Entertainment always issues an apology when there are failures or shortcomings that lead to public protests during the events they organize.	Based on the survey results, the researcher found that 49% of respondents answered 5, which means 'Strongly Agree,' while 33% answered 4 ('Agree'), 17% answered 3 ('Somewhat Agree'), 1% answered 2 ('Disagree'), and 0% answered 1 ('Strongly Disagree'). Therefore, the survey results related to statement 3 on variable X show that 82 respondents agreed with the statement, while 18 respondents disagreed with it.
	PK Entertainment always evaluates the mistakes that occur during the events they organize.	Based on the survey results, the researcher found that 49% of respondents answered 5, which means 'Strongly Agree,' while 33% answered 4 ('Agree'), 17% answered 3 ('Somewhat Agree'), 1% answered 2 ('Disagree'), and 0% answered 1 ('Strongly Disagree'). Therefore, the survey results related to statement 4 on variable X show that 82 respondents agreed with the statement, while 18 respondents disagreed with it.
	PK Entertainment is willing to provide compensation for the mistakes or failures that	Based on the survey results, the researcher found that 42% of respondents answered 5, which means 'Strongly Agree,' while 47% answered 4 ('Agree'),

	occurred during the events they organized.	11% answered 3 ('Somewhat Agree'), and 0% answered 2 ('Disagree') or 1 ('Strongly Disagree'). Therefore, the survey results related to statement 5 on variable X show that 89 respondents agreed with the statement, while 11 respondents disagreed with it.
	PK Entertainment takes full responsibility for the mistakes or failures that occur during the events they organize.	Based on the survey results, the researcher found that 43% of respondents answered 5, which means 'Strongly Agree,' while 48% answered 4 ('Agree'), 9% answered 3 ('Somewhat Agree'), and 0% answered 2 ('Disagree') or 1 ('Strongly Disagree'). Therefore, the survey results related to statement 6 on variable X show that 91 respondents agreed with the statement, while 9 respondents disagreed with it.

Source: Data analysis, 2024

Meanwhile, based on the Reputation indicator (Variable Y), it consists of:

Table 9. Reputation (variable Y)

Indicator	Explanation	Survey results
<i>Believe</i>	PK Entertainment always pays attention to the welfare of its customers.	Based on the survey results, the researcher found that 45% of respondents answered 5, which means 'Strongly Agree,' while 44% answered 4 ('Agree'), 11% answered 3 ('Somewhat Agree'), 0% answered 2 ('Disagree'), and 0% answered 1 ('Strongly Disagree'). Therefore, the survey

		results related to statement 7 on variable Y show that 89 respondents agreed with the statement, while 11 respondents disagreed with it.
	PK Entertainment always communicates factual information when issues arise during the events they organize.	Based on the survey results, the researcher found that 51% of respondents answered 5, which means 'Strongly Agree,' while 37% answered 4 ('Agree'), 10% answered 3 ('Somewhat Agree'), 2% answered 2 ('Disagree'), and 0% answered 1 ('Strongly Disagree'). Therefore, the survey results related to statement 8 on variable Y show that 88 respondents agreed with the statement, while 12 respondents disagreed with it.
	I trust PK Entertainment in organizing events because of its experience.	Based on the survey results, the researcher found that 49% of respondents answered 5, which means 'Strongly Agree,' while 37% answered 4 ('Agree'), 13% answered 3 ('Somewhat Agree'), 0% answered 2 ('Disagree'), and 1% answered 1 ('Strongly Disagree'). Therefore, the survey results related to statement 9 on variable Y show that 86 respondents agreed with the

		statement, while 14 respondents disagreed with it.
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Source: Data analysis, 2024

Based on the research results obtained in the field regarding the influence of crisis communication strategy on the reputation of the event promotion company PK Entertainment, it is found that, in general, respondents perceive the use of crisis communication strategies, particularly diminish and rebuild. PK Entertainment is willing to evaluate and take responsibility for any mistakes or shortcomings in the events organized, ensuring that the company's reputation remains intact. According to the research data calculated using SPSS version 22, there is a significant relationship between the Crisis Communication Strategy and the reputation of PK Entertainment. The correlation coefficient obtained from the questionnaire and calculated using the SPSS version 22 correlation test is 0.850, which indicates a very strong relationship, as the value falls between 0.81 and 1.00. This can be concluded that variable X (Crisis Communication Strategy) has an influence on variable Y (Reputation). The t-test calculation shows a calculated t-value of 15.997.

The conclusion regarding the hypothesis can be determined by comparing the calculated t-value with the t-table value. The t-table value is determined with a significance level of 10% and degrees of freedom (df) = $n-2$, which is $100 - 2 = 98$. Therefore, the t-table value is 1.661. Based on this calculation, the calculated t-value of 15.997 is greater than the t-table value of 1.661. Thus, it can be concluded that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted, indicating that there is an effect of the crisis communication strategy on reputation.

CONCLUSION

The findings of this study show that crisis communication strategy, as part of crisis management within the framework of Situational Crisis Communication Theory (SCCT), has a positive impact on the company's reputation. An effective crisis communication strategy enables the company to maintain and even strengthen its reputation amid a crisis. Conversely, failure to implement an effective crisis communication strategy can threaten the company's reputation, especially when the issue or crisis escalates in the public sphere.

Therefore, in dealing with the development of negative issues or unforeseen events that have the potential to escalate into a crisis, companies need to apply crisis communication strategies appropriately. Specifically, the diminish strategy can be used to reduce the public's negative perception and minimize justification for the mistakes that occurred. Additionally, the rebuild strategy, through publicly offering apologies and evaluating past mistakes, is also crucial in maintaining public trust and preserving the reputation that has been built.

However, this study has limitations, namely its focus, which is limited to the crisis communication strategies implemented by PK Entertainment in dealing with specific issues and crises, and their impact on the company's reputation. Future research is expected to examine the influence of crisis communication strategies on a broader scope, both contextually and comparatively, in order to enrich the literature and contribute to the development of knowledge in related fields.

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