

The Tupperware Bankruptcy Crisis from a Corporate Communication Perspective: A Content Analysis Approach

Dwi Ananda Amalia ^{1,*}

¹ Faculty of Social and Political Sciences, Media and Communication Studies Program

² Airlangga University

¹ dwi.ananda.amalia-2024@fisip.unair.ac.id

* corresponding author

ABSTRACT (CAMBRIA 12, BOLD)

Article history

Received : November 11, 2024

Revised : December 21, 2024

Accepted : December 31, 2024

Keywords

Corporate Communication
Bankruptcy
Crisis Management
Tupperware
Void Market
Content Analysis

This study examines the corporate communication approach employed by Tupperware during its 2024 crisis and subsequent bankruptcy. As a brand that has been operating for 78 years, Tupperware faced challenges in maintaining its position in the global market. This study aims to analyze how Tupperware's corporate communication was implemented through content analysis of public messages in official statements, social media, and media coverage. The findings reveal that while Tupperware endeavored to adopt transparent crisis communication, the company failed to preserve its reputation due to slow digital adaptation, reliance on the Multi-Level Marketing (MLM) business model, and weak public perception management. Investor perceptions deteriorated further amid high debt burdens, declining market capitalization, and the departure of key executives. The study also uncovered a *market void* in the premium food container segment following Tupperware's exit, presenting an opportunity for both local and global competitors to capture loyal consumers. The implications of this research underscore the importance of dynamic and adaptive crisis communication strategies, including optimizing low-cost digital *platforms*, collaborating with communities and *micro-influencers*, and maintaining consistent financial transparency. Theoretically, this study enriches corporate communication research by highlighting the relationship between innovation diffusion, crisis management, and market perception. Practically, the findings provide recommendations for companies with similar business models to accelerate digital transformation, strategically manage public perception, and maintain investor confidence during crises.

This is an open access article under the [CC-BY-SA](#) license.



1. Introduction (bold, 12 pt)

Tupperware was established in 1946 by Earl Tupper, a chemist based in Leominster, Massachusetts, USA. Tupperware's corporate headquarters are located in Orlando, Florida, USA. The inaugural products, namely the Wonderlier Bowl and Bell Tumbler food storage containers, were launched under the Tupperware brand. Tupper's initial objective was to assist families who had incurred losses due to the Second World War by providing a means of saving money. His products have now been in use for 78 years and have become the preferred choice of mothers worldwide, despite the financial challenges they have faced. Earl Tupper's invention transformed the way the world approached food storage, serving, and preparation. Tupperware containers offer families a means of saving time in food preparation and a way to store vegetables and fruits more durably. The containers can be used in the microwave and are airtight, which enhances their utility.

The current condition of Tupperware, a company that became a global icon due to its direct sales business model known as "Tupperware parties," in the 1950s, has historically been marked by a series of challenges and setbacks. The company has experienced a significant decline in recent decades, with bankruptcy becoming a persistent challenge. A bankruptcy crisis represents a critical juncture for any company, often posing a question of sustainability and viability. The company's future is at a crossroads, with the potential to either survive or face the reality of its demise. The current state of Tupperware, a company that became a global icon for its direct-selling business model known as "Tupperware parties," in the 1950s and whose theme has been carried through in its loyal catalogs to this day, has not always been graced with success. As it stands today, the company has seen a drastic decline in the last few decades. Bankruptcy haunts Tupperware, yes a bankruptcy crisis is the biggest challenge for a company, it's like the sustainability of the company is at the end of the line can survive or have to accept that they are finished. In 2024, Tupperware faced major challenges due to several interrelated factors. Declining sales, increasing debt, failure to adapt to digital trends, and changing consumer behavior were the main causes of their bankruptcy. The company's stock experienced a sharp decline, with its market capitalization falling by 95% in the last three years. (Tysara, 2024)

A decline in product demand was also recorded by 18% by 2022, due to the reduced relevance of Tupperware products among young consumers. The company also has a huge debt burden of around USD 700 million, which further worsens their financial condition.

Strategically, the multi-level marketing (MLM) business model that has been Tupperware's mainstay is also increasingly being abandoned by many consumers, who prefer to shop through digital platforms such as e-commerce and social media. Competition from more innovative brands in terms of digital marketing also contributed to Tupperware's decline. In 2022 the company attempted to modernize and expand into retail platforms, but this effort was too slow and not significant enough to change the company's condition.

Corporate communication was an important aspect of the bankruptcy crisis. As stated by CEO Laurie Ann Goldman, Tupperware attempted to carry out crisis communication by remaining transparent to stakeholders, acknowledging the company's financial difficulties caused by macroeconomic challenges. However, in practice, this communication was not effective enough to overcome the negative impact of media speculation and preconceived public perceptions. Tupperware's failure to control the media narrative and slow response to changing marketing trends posed additional challenges in maintaining the company's reputation.

In the context of corporate communications, Tupperware's handling of the crisis provides an important lesson on how a large company can quickly lose relevance if it is unable to adapt to the changing business environment. Companies that rely on old

business models, such as MLM, need to make significant transformations to keep up with more modern consumption trends. In addition, strategic, responsive and proactive communication is essential in managing public perception, especially in the face of a financial crisis that threatens the company's operational continuity.

This research will examine how Tupperware handled its bankruptcy crisis from a corporate communication perspective. The formulation of the problem in this study is *how the communication strategy carried out by Tupperware affects public perception and what are the challenges faced by the company in maintaining its reputation during the bankruptcy process?* The purpose of the study is to analyze the effectiveness of Tupperware's corporate communication in managing the bankruptcy crisis and provide strategic recommendations for other companies facing similar situations.

2. Method (Cambria Bold, 12pt)

This study employs a qualitative approach using descriptive content analysis. Content analysis is a research method that systematically and objectively studies the messages or meanings of communication content. This method is used to identify, classify, and evaluate communication elements in media (Eriyanto, 2011).

Descriptive content analysis is a type of content analysis aimed at detailing a specific message or text, rather than testing a specific hypothesis. According to Elo and Kyngäs (Kyngäs, 2008), content analysis enables researchers to understand the meaning of communication messages within a specific context, such as a crisis. This analysis is effective in evaluating messages and recurring communication patterns. By using this approach, we evaluate Tupperware's communication strategy in a more structured manner, helping to understand how messages during a crisis are constructed, delivered, and interpreted by the public.

In this study, data were collected from primary sources, including official statements from Tupperware and media coverage of the Tupperware crisis. The data was analyzed to assess the effectiveness of crisis communication during the official bankruptcy crisis declared in September 2024. The research steps consisted of:

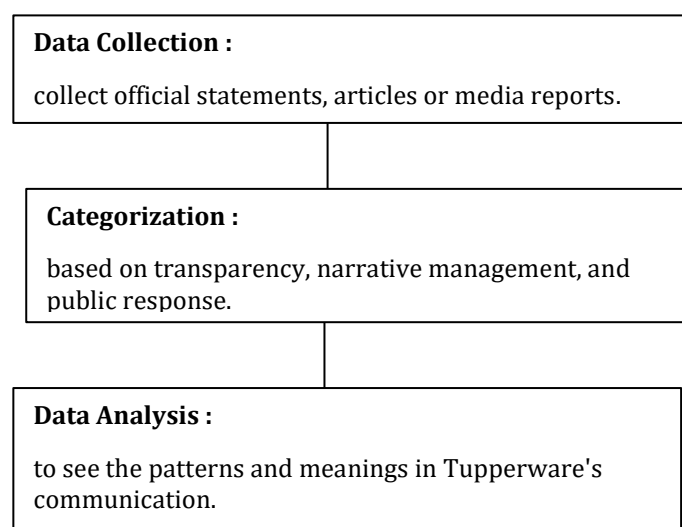


Figure 1: Research Steps for Tupperware Message Content Analysis

3. Results and Discussion

A crisis is an unexpected major event that has the potential to negatively impact an organization and its public. This event may significantly damage the organization, its employees, the products and services it produces, its financial condition, and its reputation. (Luhukay, 2009)

A crisis is certainly not desirable. Companies expect to achieve their goals smoothly without obstacles, with plans and strategies running smoothly. However, corporate management must also include risk management to anticipate predictable conditions and be prepared to face *unpredictable* conditions. The occurrence of a crisis is inevitably the result of a cause. There are ten types of causes of crises, as identified by Wardiman & Amanag (2022):

- A. Crises caused by natural disasters:
Crises caused by natural events such as earthquakes, floods, volcanic eruptions, fires, and so on.
- B. Crisis due to industrial accidents:
Crises caused by industrial accidents vary, such as damaged production machinery, *human error*, high accident rates, and so on.
- C. Crisis due to poor labor relations
Poor labor relations between employees and stakeholders or management structures can also lead to crises, such as large-scale demonstrations, work stoppages that paralyze company operations, and ultimately closure or bankruptcy. Therefore, good relations between employees and company management must be maintained.
- D. Crisis due to business competition
Competition in the business industry is becoming increasingly intense and evolving. If a company cannot keep up with market trends, innovate, and adapt to changes, it will inevitably lose out to competitors.
- E. Crisis due to public perception
This crisis is typically caused by a company violating business norms and laws. This inevitably affects public perception and the company's image, making it crucial for the company to communicate the crisis to the public to prevent misinformation and damage to its reputation.
- F. Crisis due to management changes
Changes in management structure do not always have a positive impact and are not always well-received by all company *stakeholders*. This can potentially cause a crisis for the company.
- G. Crisis due to business strategy errors
Business strategies must be properly and thoroughly developed by management. If there are errors in implementing business strategies, a crisis may arise suddenly. Sometimes, this is also influenced by sudden changes in government policy that are inconsistent with established business strategies, resulting in a global crisis that indirectly impacts the company.
- H. Crisis due to criminal issues

This crisis can occur in various countries due to criminal activities such as violence, theft, *scams*, terrorism, etc. This crisis must be addressed appropriately to maintain the company's reputation and performance.

I. Crisis due to imperfect products

A company's production may involve a large quantity of defective or flawed products, which can result in significant losses for the company and may also lead to a crisis.

J. Crisis caused by non-natural disasters

This crisis is typically caused by technological failures, disease outbreaks, or epidemics.

K. Financial crises

A crisis caused by financial problems within the company, such as *cash flow* issues or unpaid debts. This can lead to the company *collapsing* and eventually going bankrupt.

Regardless of the cause of the crisis, companies must communicate with stakeholders and the public. According to W. Timothy Coombs' **Situational Crisis Communication Theory (SCCT)**, in a crisis situation, companies must convey the right message to reduce the negative impact on their reputation (Coombs, 2007). SCCT provides a framework for selecting the appropriate communication strategy based on the type of crisis faced. SCCT emphasizes that in crisis situations, companies must choose the right communication strategy to reduce negative impacts on reputation. The communication strategy selected based on SCCT can maintain reputation by providing an appropriate response to a specific situation (Coombs, 2007).

Fombrun and Van Riel (Riel, 2004) also explain that corporate reputation is an important asset that is influenced by a company's ability to communicate consistently and credibly during a crisis. They emphasize that reputation is formed from the public's perception of a company's credibility and responsibility, especially during a crisis. In implementing these theories, SCCT communication strategies, such as transparency and narrative management, can help companies maintain or even improve their reputation in the eyes of stakeholders when facing a crisis.

The research methodology used, as previously explained, involves content analysis with categorization, as follows:

Categorization :	Analysis Unit	Finding	Impact
Transparency in communication	Official statement from Tupperware	Tupperware seeks to maintain transparency by acknowledging the financial problems it faces	Not enough to offset negative perceptions and low public trust.
Public perception management	Media narrative and public response	The media highlighted Tupperware's failure	The image as an outdated brand, unable to keep up

		to adapt to modern marketing..	with trends, thus losing relevance in the market.
Response to market trends.	Modern marketing transformation	Late entry into retail and digital platforms	Difficulty attracting young consumers who are used to online/digital shopping.
Investor perception and financial impact.	Financial statements and large debt burden	Decrease in sales and debt reached USD 700 million.	Investors lost confidence and found it difficult to secure new investment.

Table 1: Content Analysis Based on Categorization

1. Transparency in communication:

Tupperware has issued an official statement regarding the crisis it is currently facing. The statement was made on September 17, 2024, by Laurie Ann Goldman, President and Chief Executive Officer of Tupperware. (Tupperware Brands Corporation, 2024)

"Over the past several years, the Company's financial position has been severely impacted by the challenging macroeconomic environment. As a result, we explored numerous strategic options and determined this is the best path forward. This process is meant to provide us with essential flexibility as we pursue strategic alternatives to support our transformation into a digital-first, technology-led company better positioned to serve our stakeholders," added Goldman.

Goldman revealed that macroeconomic challenges have had a significant impact and that debt burdens have affected Tupperware's financial position, forcing them to file for bankruptcy. Tupperware has been under financial pressure for the past few years, prompting them to explore restructuring options as the best course of action to maintain operations and maintain relationships with customers and business partners. Tupperware acknowledged that the company is currently in crisis, with debt totaling US\$818 million (Rp 214 trillion).

Restructuring efforts include implementing a *rebranding* strategy with a fresh, trendy, and more colorful product design, along with a new name, "The New Tupperware Co." aiming to inject new energy into the company and respond to current changes in consumer lifestyles.



Figure 2: Rebranding "The New Tupperware Co."

Additionally, Tupperware is shifting toward digitalization through e-commerce and reducing reliance on physical assets. This restructuring and strategy require significant funds and further strain the company's finances. From the SCCT (Coomb's,

2007) perspective, while the crisis has been acknowledged, the *rebuild* element—commitment to long-term improvements—is not clearly defined. In Stakeholder Theory, it is also evident that the CEO's message is not specific to each stakeholder. The absence of a roadmap for the public, limited evidence of execution capability, and lack of message segmentation weaken public trust. Tupperware should communicate a quarterly *roadmap* and provide assurances to investors that these strategic steps will have a significant impact on the company's survival.

2. **Public perception management:**

In some media reports, the media and the public have highlighted Tupperware's delay in digital innovation, such as responding to digital trends and adapting to social media platforms. The company has relied too long on a multi-level marketing (MLM) business model and only began entering modern retail and digital platforms in 2022-2024. This delay has exacerbated the public perception that Tupperware is irrelevant to modern lifestyles and the younger, more digitally-savvy generation. The dominant media narrative frames Tupperware as a brand that is "slow to adapt," outdated, catering to middle-aged women, synonymous with their mothers' legacy, etc., thereby reinforcing negative perceptions. This situation indicates that the company's communication efforts have not been strategic enough in building a positive image or empathy for the financial crisis they are facing.

Tupperware should have aggressively *countered this* by building a new perception of rebranding and repositioning its products as sustainable. This strategy would emphasize to the public that Tupperware is undergoing a long-term transformation to align itself with its target audience in order to survive.

However, Tupperware's *counter-framing* efforts must also be adjusted to the company's circumstances, which are hampered by limited funds due to debt burdens and declining sales. Therefore, communication strategies cannot rely entirely on large campaigns that require high costs. A more realistic alternative is to optimize low-cost channels, including *owned media* (Tupperware's global and country-specific social media accounts), *earned media* through press releases framing positive narratives such as digital transformation or "*sustainability journey*," and strengthening organizational communication within established communities and distributor networks. Additionally, collaborating with *micro-influencers* who have specific niches, such as culinary, *meal preparation*, *zero-waste* lifestyle, or young mothers with high social media *engagement*, can be a credible, relevant, and cost-efficient strategic step to build positive and loyal public response toward Tupperware.

3. **Response to market trends:**

Tupperware's direct sales system, known as multi-level marketing (MLM), was pioneered by Brownie Wise in the 1950s. Wise was the innovator behind the "*Tupperware Party*" concept, which used home gatherings to introduce products in a personal way, combining social interaction with sales. This approach became Tupperware's primary business model for decades and brought widespread popularity to their products, indeed successful in its time. However, in the digital age, this approach became rigid and inflexible in the face of changing consumer behavior. In 2022, Tupperware began expanding into digital platforms and started selling its products in major retailers like Target, and in 2024, at Macy's, while competitors had already been leveraging digital platforms for years. Some similar brands like Hydro

Flask, Corkcicle, LocknLock, and Moorlife have already optimized their digital marketing strategies, offering products with contemporary designs, competitive prices, and a brand image aligned with the lifestyle of younger generations. Tupperware has relied too heavily on its MLM system and Tupperware parties for too long, even though it is present in over 100 countries. The majority of those involved in direct sales are women or mothers. In Indonesia, numerous memes have emerged that further reinforce the image of Tupperware as kitchenware for mothers, a highly valued item for mothers, and a symbol of pride among housewives.



Figure 3: Tupperware memes in Indonesia

The image above reinforces the perception that Tupperware is no longer just about food containers but part of childhood and family stories, creating a nostalgic phenomenon. This makes it challenging for Tupperware to attract younger consumers who prefer digital approaches. The slow response to identifying a broader market has solidified the perception of Tupperware as outdated and closely associated with housewives.

In contrast, Tupperware, with the MLM brand Oriflame, has managed to survive until now by successfully adopting digital trends. They developed an integrated digital platform that features product catalogs, ordering systems, distributor career paths, and promotions, allowing consumers and resellers to easily access information and make transactions. Additionally, Oriflame provides digital training for its members to maximize the use of the platform's features. As a result, Oriflame has transformed traditional distributors into active *social sellers* on social media, aligning with the *Diffusion of Innovations* theory (Rogers, 2003), which emphasizes the importance of change agents in accelerating innovation adoption.

Conversely, Tupperware does not have a significant *reskilling* program to convert its old distributor network to be relevant in the digital era. The target market segment is also still stuck in the stereotype of "household products," so the *segmentation, targeting, and positioning (STP)* strategy fails to reach young consumers with the right value proposition, for example, in terms of *sustainability* or an *affordable lifestyle*.

Recommendations to consider include:

1. Implementing an omnichannel strategy that integrates traditional MLM, modern retail, and digital platforms
2. Digital training for distributors to become *social sellers*.
3. Developing cost-effective product bundles with eco-friendly labels to attract price-sensitive young consumers who are also concerned about *sustainability*.
4. Testing *live shopping* on platforms like TikTok Shop or Instagram Live.

To support the effectiveness of this strategy, the company needs to establish *Key Performance Indicators* (KPIs) and consumer attachment *rates* to the product. This will enable the measurement of results and the effectiveness of the implementation of the integrated strategy with a new approach.

4. **Investor perception and financial impact:**

Tupperware's market capitalization has declined by 95% over the past three years and has a debt burden of USD 700 million, which has certainly worsened investor perceptions of the company's finances. Tupperware's lawyer, Spencer Winters, said earlier that the company had been trying to find a buyer for months before filing for bankruptcy in court, but the efforts were unsuccessful because no one was willing to pay the company's debts. Weak crisis communication and financial uncertainty have led to a decline in investor confidence, preventing a significant recovery in Tupperware's financial condition.

On one hand, restructuring strategies and the implementation of new strategies require significant costs, but liquidity is limited, creating a highly challenging situation. This situation was further exacerbated by the departure of Tupperware's *Chief Financial Officer* (CFO), Mariela Matute, during the restructuring process. The departure of a key executive during a crisis sends a negative signal to investors regarding the weakness of internal management stability.

From a *financial communication* perspective, investors are not only seeking the digital transformation aspirations being offered but also require more concrete and measurable indicators. Things like transparency in quarterly financial reports, cash allocation priorities, restructuring *roadmaps*, and financial governance are key measures of credibility. The lack of communication explaining how to mitigate risks adds to investor uncertainty, reinforcing the view that Tupperware's transformation is just unrealistic talk given the current financial situation.

Therefore, the corporate communication strategy that needs to be strengthened includes the following:

1. The presentation of more transparent, concise, and easily understandable financial reports.
2. Regular communication regarding restructuring progress, including timelines and achievements.
3. Reaffirming accountable financial governance to enhance management credibility.
4. Emphasis on realistic cash flow recovery measures, such as short-term operational efficiency programs and debt renegotiation.

These efforts can help restore investor confidence gradually while demonstrating the company's seriousness in exiting the crisis.

Conclusion (Cambria Bold, 12pt)

This study concludes that Tupperware's corporate communication in facing a bankruptcy crisis shows commendable transparency. However, the effectiveness of crisis communication weakened due to the company's delay in "*shifting to digital*", lack of innovation in marketing communication, and inability to anticipate changes in consumer behavior. Reliance on an outdated multi-level marketing (MLM) business model, which is increasingly irrelevant to younger generations, further exacerbated the situation. The

implications of this condition highlight the importance of communication strategies that are not only transparent but also dynamic, adaptive, and rooted in innovation narratives and brand relevance.

Tupperware's bankruptcy not only signifies the failure of financial management and communication but also leaves a *market void* in the premium food container segment. For decades, Tupperware built *emotional power* through associations with quality, family nostalgia, and household social status. When the brand collapsed, loyal consumers with such emotional attachments became an "orphaned" segment and a potential target for competitors. Local products like Lion Star or Moorlife, which previously positioned themselves as alternatives to Tupperware, now have the opportunity to take the lead by adapting their designs, models, or marketing strategies. On the other hand, international brands like Lock&Lock, Smiggle, and Hydro Flask also have the potential to expand their markets by capitalizing on the space left vacant by Tupperware.

Based on these findings, the following recommendations can be proposed:

1. Implementing an omnichannel strategy, companies similar to Tupperware that use a multi-level marketing (MLM) strategy should integrate traditional distribution channels with digital platforms to avoid the transformation delays experienced by Tupperware.
2. *Reskill* distributors into *social sellers*, transforming the conventional MLM member network into *digital ambassadors* through training and providing platforms that support social interaction via digital media.
3. Optimizing *counter-frame* narrative message-, leveraging new narrative strengths such as *sustainability*, modern lifestyle, and *affordable premium* through *owned media*, *earned media*, communities, and collaborations with *micro-influencers*.
4. Transparent financial communication reflected in regular financial reports, financial governance, progress, and achievements from the restructuring to maintain investor trust.
5. Product innovation and *positioning*, by offering *bundled* products at affordable prices, modern designs that highlight environmental friendliness and sustainability, and leveraging the currently growing *live shopping* media.

As a future research idea, the study could expand its analysis to include companies with similar business models that have successfully transitioned to digital, to compare key success factors. Additionally, an examination of the effectiveness of specific communication channels (e.g., social media, reseller communities, or campaigns through *owned* and *earned media*) in shaping public perception during a crisis would enrich the corporate communication literature. This approach is expected to help formulate a more relevant crisis communication model in the digital age, enabling companies to maintain public trust and consumer loyalty in the face of rapid market changes.

The following framework illustrates the visual dynamics of the *void* market left by Tupperware and its implications for competition in the food container segment.

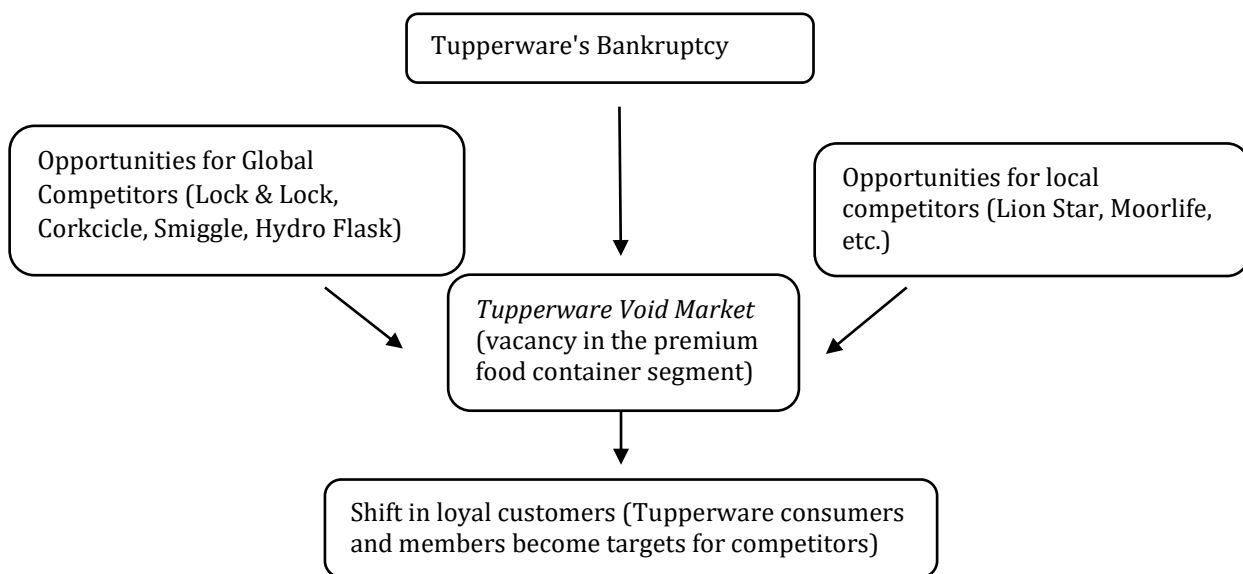


Figure 4: Visual Framework of Tupperware's Void Market

References

- Avery, E. J., Lariscy, R. W., Kim, S., & Hocke, T. (2010). *A Quantitative Review of Crisis Communication Research in Public Relations From 1991 to 2009*. *Public Relations Review*, 36(2), 190–192. <https://doi.org/10.1016/j.pubrev.2010.01.001>
- Bloomberg Technoz. (2024, September 18). Tupperware Resmi Ajukan Bangkrut, Ini 5 Produk Yang Paling Laris. Diakses 20 September 2024 dari <https://www.bloombergtechnoz.com/detail-news/49304/tupperware-resmi-ajukan-bangkrut-ini-5-produk-yang-paling-laris/2>
- Coombs, W. T. (2007). *Protecting Organization Reputations During A Crisis: The Development and Application of Situational Crisis Communication Theory*. *Journal of Communication Management*, 11(4), 395–412. <https://doi.org/10.1108/13632540710843993>
- Eriyanto. (2011). *Analisis Isi: Pengantar Metodologi Untuk Penelitian Komunikasi dan Ilmu Sosial Lainnya*. Jakarta: Kencana.
- Frandsen, F., & Johansen, W. (2010). *The Study of Internal Crisis Communication: Towards An Integrative Framework*. *Corporate Communications: An International Journal*, 15(4), 347–361. <https://doi.org/10.1108/13563281011085566>
- Kyngäs, H., & Elo, S. (2008). *The Qualitative Content Analysis Process*. *Journal of Advanced Nursing*, 62(1), 107–115. <https://doi.org/10.1111/j.1365-2648.2007.04569.x>
- Lukuhay, M. S. (2009). Penerapan Manajemen Krisis Di Indonesia: Memotret Krisis Dalam Kacamata Public Relations. *Scriptura*, 2(1), 18–28.

Riel, C. B. M. van, & Fombrun, C. J. (2004). *Corporate Communication: A Strategic Approach to Building Reputation*. *Corporate Reputation Review*, 7(2), 175–194.

Rohana, R., Agustini, A., & Ratnamulyani, I. A. (2015). Strategi Komunikasi Pemasaran Multilevel Marketing Oriflame Terhadap Kepercayaan Distributor Sebagai Mitra Usaha. *Jurnal Komunikatio*, 1(2), 73–98

Skinner, H. (2024, September 18). *Tupperware Bankruptcy Claim Explained*. Mashed. Diakses 20 September 2024 dari <https://www.mashed.com/1668062/tupperware-bankruptcy-claim-explained/>

Taylor, M., & Kent, M. L. (2007). *Taxonomy of Mediated Crisis Responses*. *Public Relations Review*, 33(2), 140–146. <https://doi.org/10.1016/j.pubrev.2007.02.018>

Tupperware Brands Corporation. (2024, September 17). *Tupperware Voluntarily Initiates Chapter 11 Proceedings*. *PR Newswire*. Diakses dari <https://www.prnewswire.com/news-releases/tupperware-voluntarily-initiates-chapter-11-proceedings-302251267.html>

Tysara, L. (2024, September 18). Fakta Kenapa Tupperware Bangkrut: Pelajaran Bisnis Dari Raksasa Wadah Plastik. *Liputan6*. Diakses 20 September 2024 dari <https://www.liputan6.com/hot/read/5704986/fakta-kenapa-tupperware-bangkrut-pelajaran-bisnis-dari-raksasa-wadah-plastik>

Wardiman, I. G., & Amanag, S. (2022). Manajemen Krisis: Komunikasi Krisis Dalam Public Relations Pada Bank Indonesia. *Jurnal Ekonomi dan Bisnis*, 11(1), 503–511.