

Crisis And Communication Management at Denny's Senayan City SWOT Analysis

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Abstract

This article discusses the role of Jakarta's restaurants in economic growth, focusing on job creation and culinary contributions. It explores crisis management, emphasising the importance of communication strategies for unexpected challenges. The SWOT analysis guides managers in aligning strengths with opportunities. Crisis communication involves organisational learning, ethical practices, prospective vision, and effective rhetoric. Management responsibilities in crises include risk assessment, plan development, transparent communication, media coordination, recovery, evaluation, and online information management.

Keywords: Jakarta Restaurants, Economic Contribution, Crisis Management, SWOT Analysis, Crisis Communication, Organisational Learning, Management Responsibilities.

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1. Introduction

A restaurant is a food and beverage service provider equipped with equipment, manufacturing processes, storage and presentation; this business is done in a fixed place and does not move (Tourism et al., 2014). In Jakarta itself, in 2018, according to (the Central Bureau of Statistics, 2018), there were about 1,341 restaurants that have operated and are already taxpayers; it may continue to grow because this restaurant or culinary business is a business that prioritises innovation and creativity in terms of food and drinks, so there will be things New created in the culinary world. The large number of restaurants in Jakarta is beneficial for economic progress because it helps provide jobs. Also, the conditions for applying to work in restaurants are usually straightforward, so it is beneficial for providing jobs. Increasingly, with modern lifestyles, people are spending much time outdoors. Some people often prefer to

buy ready-made food because of its practicality Ananda, A., & Pradini, G. (2022). This tourism activity has economic implications for the community, such as increasing income, business opportunities, and job opportunities Pradini et al. (2022). As a sector based heavily on local potential, tourism has great potential to continue developing Kausar et al. (2014). Tourism is one of the essential components to driving economic growth worldwide; one of the tourism activities is visiting destinations Pradini et al. (2021). The increase in the number of tourists visiting Indonesia makes the hospitality industry more competitive than the competition to improve its quality Pradini et al. (2022).

A crisis is a form of problem that unexpected things can cause; the crisis can be caused by two factors, namely internal and external factors, where each of these two factors has a different cause. In the face of an internal crisis, there needs to be a communication strategy planning that aims to build communication between members of the organisation to produce a mutually agreed decision through a negotiation approach conducted by the owner of Denny's Senayan City to handle the problem or crisis.

Management is a process of planning, organising, leading, and controlling work activities efficiently and effectively with and through others (Henry, 2018). At the same time, the crisis is defined by Kriyantono (2018) as a specific event that is not expected but cannot be avoided, resulting in panic, shock and even uncertainty of information that can have a positive or negative impact. So, it can be concluded that crisis management is an activity or process of planning, organising, directing and controlling people and other resources effectively and efficiently to face a crisis so that it can be resolved and positively impact the institution. In short, as outlined by (Kriyantono, 2018)

The organisation's efforts to overcome the crisis are referred to as crisis management. Crises do not just happen. The crisis goes through unique processes or stages. Kriyantono (2018) describes it into three stages: (1) pre-crisis, namely the emergence of signs of a crisis and if management fails to prevent or prepare, this stage can change to the crisis stage; (2) crisis (Acute Crisis), namely when the management cannot overcome the situation that occurs so that the situation is widespread outside the organisation; and (3) post-crisis, which is when the crisis has accumulated and the organisation must try to recover from all the consequences caused by the crisis.

Kriyantono (2018) explained that a crisis can include a lack and uncertainty of information, so the role of management is needed as an activity of the communication management function. Consistent and open communication also plays a vital role in the success of communication during a crisis because the credibility and reputation of the company depend on the seriousness of the company's response to the crisis (Nova, 2017). Therefore, it is up to managers and communication technicians to play an essential role in resolving the crisis. The restaurant industry in Jakarta, comprising 1,341 establishments in 2018, is a vital contributor to the local economy and job market. (Dethan et al., 2020)

However, like any sector, it faces potential crises, both internal and external. As Denny's Senayan City owner demonstrated, effective crisis management involves communication strategies to handle unexpected issues. Management, defined as the efficient coordination of work activities, is crucial in crisis situations. A crisis, an unforeseen event causing panic and uncertainty, requires management efforts for resolution. Crisis management involves planning, organising, directing, and controlling resources to mitigate impact and aid recovery.

Crisis stages include pre-crisis, recognising signs and taking preventive measures; acute crisis, an uncontrollable situation spreading outside the organisation; and post-crisis, focusing on recovery. Open and consistent communication is vital during crises, impacting a company's credibility and reputation. Managers and communication technicians play vital roles in successful crisis navigation.

2. Research Methods

The method used in this study is qualitative. Qualitative research is research that provides a written description of the research. Qualitative research describes objects, phenomena, and social conditions from data and events in the field through text, words, and images (Sugiono, 2017). SWOT is a tool to analyse in achieving goals. SWOT is also considered the only strategy that is very practical in improving performance so that there is conformity with the expected targets (Preddy Rangkuti, 2004). SWOT analysis is a method that contains strategic planning to measure strengths, weaknesses, opportunities and threats that can be applied to a project (Karyaningsih & Sari, 2019). To support the analysis, it is carried out by identifying internal and external factors that can support it so that the goals of the business organisation can be achieved (Wijayanti, 2019).

This analysis is based on the logic that can maximise the strength (strength) and opportunities (opportunity) but together can minimise the weakness (weakness) and threats (threats). The strategic decision-making process is closely related to the development of the mission, objectives, strategies and policies of the organisation or company. Therefore, the company's strategy should align with its strategic planning in analysing the factors. (Nugraha & Nurani, 2022)

In formulating a SWOT analysis, the steps in developing the SWOT matrix are crucial for assisting a manager in aligning and developing four types of strategies: (1) Strength-Opportunity (SO) strategy, (2) Weaknesses-Opportunity (WO) strategy, (3) Strength-Threats (ST) strategy, and (4) Weaknesses-Threats (WT) strategy. Managers commonly follow these steps in SWOT analysis: Firstly, they apply the SO strategy, which focuses on optimising existing strengths to leverage available opportunities. Secondly, managers implement the WO strategy to minimise weaknesses by capitalising on existing opportunities. Thirdly, they employ the ST strategy, a corporate approach to mitigate threats by maximising strengths. Lastly, the WT strategy addresses weaknesses and counteracts potential threats.(Pradini, Kusumaningrum, et al., 2022)

3. Results and Discussion

3.1. Role Of Public Relations In Komunikasicrisis Communication Management

The lack of understanding of what to do causes PR practitioners to make mistakes that add new problems. PR must prepare for the worst by anticipating and responding to the needs of top management. The key to anticipating and avoiding crises is to assess what things are not going as they should (Morrison, 2008, p. 175)

In the eyes of public relations, a crisis is not always identified with a threat. Whether internal or external factors cause a public relations crisis should be regarded as an opportunity to build an image more quickly. It depends entirely on how the crisis is managed. The end of one crisis is usually the beginning of another. A good crisis management strategy must be constantly evaluated and updated per developments in the organisational environment.

3.2. Crisis Communication Management Management

Management comes from the word to manage, which means to regulate. The arrangement is done through a process based on the order of the management functions. So, management is a process that realises the desired goals (Hasibuan, 2009).

According to Harold Koontz and Cyril Donnel, management is pursuing a particular goal through the activities of others. Thus, the manager coordinates other people's activities, including planning, organising, placing, directing, and controlling. The primary function or stage in management is a process that includes the following things (Rosady, 2006):

Planning

It includes setting goals and standards, determining rules and procedures, and making plans and forecasts or predictions of what will happen.

Organising involves assigning separate tasks to each party, forming sections, delegating and establishing lines of authority, communicating systems, and coordinating each employee's work in a solid, organised team.

The preparation of information (staffing) includes determining the requirements of personnel to be worked on, recruiting prospective employees, determining job descriptions and technical requirements of a job, conducting assessments and training, including the development of quality and quantity of employees as a reference for the preparation of each function in organisational management.

Leading involves getting others to carry out their duties, encouraging and motivating subordinates, and creating a conducive work atmosphere climate-especially in communication methods from top to bottom or vice versa-so that mutual understanding and trust are good. Cultivate work discipline and a sense of belonging (sense of belonging) in every employee and management (public internal).

Supervision (controlling), the last function of management, includes the preparation of a standard of quality and quantity of work, both in the form of products and services provided by the company or organisation, to achieve goals, productivity and the formation of a positive image.

Communication

As defined by communication experts, mass communication refers to communication through mass media. Mass media in this context includes newspapers, magazines, radio, television, and film. In modern times, the Internet has become a widely used medium for mass communication. According to Werner I. Severin and James W. Tankard, Jr. in their book "Communication Theories, Origins, Methods, Uses," mass communication is described as a skill, art, and science. It is considered a skill involving fundamental techniques that can be learned, such as operating a television camera or taking notes during an interview. It is an art that involves creative challenges like writing a script for a television program or designing an aesthetic layout for a magazine advertisement. Lastly, it is a science that encompasses certain principles of communication, which can be confirmed and utilised to improve various aspects of communication (Effendy, 2011, pp. 20-21).

Ccrisis Communication

Crises are non-routine and surprising events that simultaneously threaten high-priority

organisational goals, and 6 create opportunities for transformation, growth, and learning (Ulmer, 2012; Fuller et al., 2019). As a form in the face of crisis, it certainly can not do without communication. Crisis communication is sharing information about crisis conditions between organisations and their stakeholders to reduce the crisis's negative impact (Purworini et al., 2019). So, crisis communication refers to organisational actions during and after crisis events (Marsen, 2020).

Simply put, it can be said that all efforts in management to overcome or control the crisis until the image of the organisation/company is restored to be good in the eyes of the public is called crisis management. In the opinion of Fullchis Nurtjahjani (2018), in crisis management, the role of Public Relations is needed; they can be given positions that allow them to play a role in the process of formulating and simplifying crisis management strategies crisis by publishing a set of information to the public, both for the internal public and for the external public.(Pradini, Eni, et al., 2022)

Firsan Nova (2011) revealed in his book "Crisis Public Relations" that crises can be categorised based on their impact. The three categories are: (1) Level 1 crisis is where the impact of the crisis results in tarnishing the organisation's name, and there are obstacles to realising the mission; (2) A level 2 crisis is a crisis that results in physical injury, possible loss of life, property damage, damage to a company's reputation or a combination thereof; and (3) A level 3 crisis is a crisis that results in loss of life, severe property damage and the possibility of bankruptcy.

3.3. Crisis Communication Strategy and Crisis Management Crisis

Communication Strategy is essential in conducting intensive communication with the public. Strategy is a series of decisions and actions to achieve an intention in achieving organisational goals (Zamzami, 2021). Coombs (2007) states that crisis communication strategies have objectives related to reputation protection, namely shaping the attributes of the crisis, changing the organisation's perception of the crisis, and reducing the adverse effects of the crisis. At the same time, crisis management is an approach organisations take to deal with emerging problems and conflict problems that arise quickly, as well as risks, disasters, accidents, emergencies, and uncontrolled problems (Bowen & Lovari, 2020). The purpose of crisis management is to prevent and reduce the negative results of the crisis to protect the organisation and stakeholders. Then, crisis management is divided into three parts: pre-crisis, crisis, and post-crisis (Coombs & Holladay, 2010).

3.4. Discourse of Renewal Theory

Discourse of Renewal is designed to provide a normative approach to effectively managing crises. The main principle of this theory is that the crisis is not only threatening or even events related to image or reputation. On the contrary, the crisis is an opportunity for learning, growth, and transformation to restore the image by focusing on seven responsibilities to stakeholders and growth resulting from the crisis (Ulmer & Sellnow, 2020). This theory provides a comprehensively communication-focused approach to effectively preparing for and managing crises (Fuller et al., 2019).

The post-crisis Discourse of Renewal has four characteristic components: Organizational learning leadership must articulate learning openly, internally and externally after a crisis. Learning internally includes overcoming barriers to learning and correcting ineffective practices that cause crises; thus, it must be communicated throughout the organisation. The

goal of organisational learning is to change organisational members' attitudes, values, and beliefs to explain new ways of working (Ulmer & Sellnow, 2020).

Ethical communication is at the core of any crisis-renewing response. Ethical crisis communication involves engaging stakeholders in positive and mutually beneficial relationships, temporary communication, and creating significant choices under the uncertainty caused by the crisis. Working well involves managing conflicts effectively, striving for the best possible equality in the relationship, negotiating the ups and downs of the relationship, and listening effectively. To have positive stakeholder relationships, organisations must take a long-term approach that focuses on developing sources of goodwill over time (Ulmer & Sellnow, 2020).

Prospective versus retrospective vision includes whether the organisation has learned through the crisis, emphasises ethical communication, and communication that has an optimistic quality. These characteristics of prospective vision emphasise new directions and goals that evolve through the crisis. These new goals and directions are formed in crisis communication. Crisis communication is often characterised by enthusiasm and expectations that frame the crisis for those most affected by the event (Ulmer & Sellnow, 2020).

Effective organisational rhetoric involves crisis communication that helps the audience understand the crisis better. This communication involves what is learned through the crisis, what values and directions guide the organisation moving forward, and what the crisis means. This type of communication requires a leader who can tell a compelling story about events and what they mean for the organisation, industry, and community in which it operates. Regarding renewal, communication directly focuses on structuring reality for the audience and providing direction for the organisation's future (Ulmer & Sellnow, 2020).

3.5. Management Responsibilities in Handling Communication Crises

In crisis communication management, the role of management is paramount in ensuring a swift and effective response for reputation recovery. The following outlines some key responsibilities of management in dealing with communication crises:

Identification and evaluation of communication risks: (1) Analyze the potential communication risks that can arise in a crisis; and (2) Assess the potential impact of each crisis scenario on the company's reputation.

Development Of A Crisis Communication Plan: (1) Develop a crisis communication plan with clear guidelines, protocols, and communication flows; and (2) Train communications teams to respond quickly and effectively during a crisis.

Effective Internal communication: (1) Ensure the entire internal team understands their roles and responsibilities in crisis communication; and (2) Provide accurate and up-to-date information to employees so that they can explain the situation to external stakeholders.

Transparent external communication: (1) Deliver information transparently to the public, customers, and external stakeholders; and (2) Provide regular and accurate updates on the crisis's development and measures to address it.

Media Management and Public Relations: (1) Coordinate with media teams to manage media coverage during crises; and (2) Build and maintain a good relationship with the media to convey the company's message clearly and accurately.

Post-Crisis Recovery: (1) Establish a post-crisis recovery strategy to restore stakeholder confidence, and (2) Engage stakeholders in the recovery process and listen to their feedback.

Evaluation and learning: (1) Evaluate communication response and performance after a crisis to identify areas of improvement; and (2) Organize debriefing sessions to learn lessons and plan for future improvements.

Management Of Online Information Clutter: (1) Monitor and respond to information circulating on social media and online platforms; and (2) Manage a company's reputation online and mitigate the spread of false or harmful information

3.6. Restaurants as an essential part of Jakarta's economy

Restaurants in Jakarta play an essential role in the economy, providing jobs and enriching the culinary world. With more than 1,300 restaurants in 2018, the industry continues to grow and positively contribute to the economy.

A crisis is a planned or unexpected challenge. Crises can occur due to internal or external factors and require effective communication strategies to deal with their effects. Crisis management is the process of planning, organising, and controlling to deal with a crisis and overcome its effects.

Crisis Communication and Crisis Management Strategies. Crisis communication involves organisational learning, ethical communication, prospective vision, and effective organisational rhetoric. Crisis communication and crisis management strategies should focus on restoring the image, engaging stakeholders, and responding quickly and transparently.

Management's responsibility in handling crisis communication (1) Identification and evaluation of communication risks; (2) Development of a crisis communication plan; (3) Effective internal communication; (4) Transparent external communication; (5) Media management and public relations; (6) Post-crisis recovery; (7) Evaluation and learning; and (8) Management of online information clutter.

SWOT analysis. (1) So strategy: maximise strength to take advantage of opportunities; (2) Wo strategy: reduce weaknesses by taking advantage of opportunities; (3) St strategy: reduce threats by optimising forces; and (4) WT strategy: Overcome weaknesses to anticipate threats.

4. Conclusion

In the world of restaurants in Jakarta, crisis management and effective communication, especially by Public Relations, have a crucial role – restaurants not only as food providers but also as economic players who contribute to jobs and culinary innovation. Using appropriate crisis communication strategies, management can address challenges, engage stakeholders, and restore image. SWOT analysis becomes essential in planning strategies to maximise strengths and opportunities while reducing weaknesses and anticipating threats.

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