

## Crisis Management and Visitor Satisfaction Using Swot Analysis Method Case Study: Marzano Pizzeria During the Covid-19 Pandemic

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### Abstract

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*The Covid-19 pandemic has had a significant impact on the tourism industry and related sectors, including restaurants. Pizza Marzano, an international restaurant chain in Indonesia, faced a crisis due to social restrictions, lockdowns, and changing consumer behavior. This paper explores the crisis management strategies implemented by Pizza Marzano during the pandemic, focusing on the measures taken to maintain customer satisfaction. A qualitative research approach was used, with data gathered through interviews and secondary research. The SWOT (Strength, Weakness, Opportunity, and Threat) analysis method was employed to understand the context of the crisis and identify appropriate mitigation strategies. The findings reveal that Pizza Marzano adopted various measures to mitigate the pandemic's impact, such as adhering to health protocols, enforcing capacity limits, and enhancing take-away services. Public Relations (PR) strategies played a crucial role in addressing the crisis, including open communication, transparency, and leveraging social media to build trust. The evaluation of these strategies indicates that the actions taken effectively increased occupancy and maintained customer satisfaction. In conclusion, effective crisis management strategies and the role of PR helped Pizza Marzano withstand the pandemic crisis and reduce the negative impact on customer satisfaction. The insights from this study can guide other businesses in addressing similar crises in the future*

**Keywords:** Tourism, Crisis Processing, Covid 19, SWOT Analysis

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## INTRODUCTION

Tourism is the activity of a tourist who travels itself, in other words an activity or event that occurs when a visitor travels (Sutrisno, 2008). In addition to entertainment needs and unwinding, the tourism industry is also considered an industrial sector that has a significant impact on the economy in Indonesia. In addition to being the driving engine of the country's economy, tourism can also create jobs and provide an important source of income for the country. In Chapter I Article I paragraph (3) of Law Number 10 of 2009 concerning Tourism defines tourism as a variety of tourist activities and is supported by various facilities and services provided by the community, entrepreneurs, government and local government. One of the facilities that has a major influence on the sustainability of tourism is in the food and beverage industry (Food and Beverage). This business includes various types of businesses such as restaurants, cafes, bars, coffee shops,

food stalls, catering services, and the like.

Tourism as a global phenomenon has become a basic need of hundreds of millions of people. As a basic necessity, travel should be part of human rights that must be respected and protected. This has led to several international organizations such as the United Nations, the World Bank, and the World Tourism Organization (WTO) recognizing that tourism is an integral part of people's lives, especially in terms of social and economic activities. The notion or definition of "tourism" develops with various similarities and differences. The similarity lies in people's desire to travel from one place of residence to another, driven by curiosity to experience or experience for themselves the beauty of a tourist destination. The difference, however, is the priority of certain parts of the definition based on their perspective or importance (Pradini et al., 2023). According to the Law No. 10 of 2009, tourism can be defined as a variety of tourism activities supported by various facilities, as well as services provided by the community, companies, government, and local governments (Pradini et al., 2022). The study of tourism participation has been widely applied in the tourism sector. This tourism participation connects all sectors (Pradini et al. 2023). Tourism at this time is a necessity for humans, both those who travel and the community around the tourist destination area. Tourists need to be satisfied through their expectations, while the community around the location hopes that it will have positive implications in the form of increased income and welfare. At this time, the position of the tourism sector is one of the mainstay sectors that can increase the country's foreign exchange as a support for oil and gas and non-oil and gas export commodities. The development of the tourism sector is carried out because it is able to make a considerable contribution to the country's foreign exchange receipts and in addition, tourism activities are closely related to the unique resources of a tourist destination, namely in the form of natural attractions and cultural attractions (Nugroho, and Pradini, 2022).

Various types of restaurants in Indonesia serving local and international dishes. One of them is the international restaurant Pizza Marzano originating from Italy. This restaurant serves a variety of typical Italian dishes that can be found in Indonesia. This is an attraction for tourists or visitors because of the interest to try the dish. However, it is undeniable that the sales level dropped dramatically due to the Covid-19 pandemic in 2020.

In Indonesia, the rate of spread of the COVID-19 virus is increasing day by day. To reduce the spread of the virus, the Government of Indonesia implements Large-Scale Social Restrictions (PSBB), which are restrictions on certain activities of residents in an area suspected of being infected with COVID-19 (Hasrul, 2020). This is stipulated in Government regulation Number 21 of 2020 (Simangunsong et al., 2020, Syafrida & Hartati, 2020). PSBB policies and lockdowns have an impact on many things, including the tourism industry in the F&B sector in Indonesia. Chairman of the Governing Body of the DKI Jakarta Indonesian Hotel and Restaurant Association (PHRI), Sutrisno Iwantono said that throughout 2020 as many as 1,033 restaurants in Indonesia were permanently closed. The exception is the Pizza Marzano restaurant which remains open by complying with regulations

during the pandemic recommended by the Indonesian government. This situation can be said to be a crisis that requires management of handling the crisis (Purwaningwulan, 2013). A crisis is an unexpected, dramatic, sometimes unprecedented event that pushes an organization into chaos and can destroy the organization without concrete action (Powell, 2005). Crisis management is just one of the three forms of management response to changes that occur in the external environment of the organization (Iriantara, yosal, 2004).

The Covid-19 pandemic requires the management of Pizza Marzano restaurant to provide a good solution to maintain the level of satisfaction of visitors who come. In facing this crisis, managers can start handling starting with preparing to face the crisis to preparing for handling to avoid the sustainability of the crisis (Nurhidayati, 2020). The main application carried out by the manager of Pizza Marzano restaurant in crisis management during the pandemic is to enforce social distancing and focus on service to the level of cleanliness so that mountaineers feel they get good, safe, and comfortable service.

This research specifically highlights the stages of crisis management activities carried out, namely focusing on communication systems before the crisis, when the crisis, and after the crisis occurs. When a crisis occurs, usually companies will deal directly with public relations media. Publication media have the power to shape public opinion, so an adequate communication strategy is needed to deal with the media, so that news in the media about the company does not trigger bigger problems. This happens because PR is a planned communication and/or relationship-building activity with strategic or deliberate goals (Lamme and Russell 2015). One of the efforts made to restore the image of the organization is with effective communication activities, especially at Pizza Marzano restaurant to mitigate crisis management and maintain visitor satisfaction. Based on the background stated above, there are several problems that occur in dealing with increasingly occurring situations. The researcher aims to examine the stages of crisis management of Pizza Marzano restaurant management, steps to overcome crisis management of Pizza Marzano restaurant due to the Covid-19 pandemic using the SWOT analysis method, and the role of PR (Public Relations) in mitigating the negative impact of the crisis of visitor satisfaction of Pizza Marzano restaurant.

## **METHOD**

The research method used in this paper is qualitative method. Where this study uses ways, steps, and procedures that involve more data and information obtained through respondents as subjects who can provide their own statements and feelings to get a holistic general picture of a matter under study. Primary data is obtained from interviews, and secondary data is obtained from research results through books, journals and website articles related to this study.

In this paper, researchers directly interviewed the management of Pizza Marzano restaurant totaling 2 people, namely Restaurant Manager and Shift Leader to get valid data related to the theme of the paper taken. The data is then analyzed using the SWOT (Strenght, Weakness, Opportunity, and Threats) method to describe the

situation that is happening. From the results of the interview, we can find out what are the plans, problems, and actions taken by the resource persons in managing the Pizza Marzano restaurant.

## **RESULTS AND DISCUSSION**

The unpredictable situation of his arrival made the management of the Pizza Marzano deposit have to face a crisis that put pressure on the management of the Pizza Marzano restaurant. By evaluating strengths, weaknesses, opportunities, and threats, restaurant management can identify appropriate strategies to overcome management crises and achieve long-term goals. The following is the application of the SWOT analysis of Pizza Marzano restaurant in crisis management and visitor satisfaction due to the Covid-19 pandemic:

**Strengths:** Marzano Pizza Restaurant is one of the big brand restaurants with a variety of typical Italian culinary dishes such as pizza, pasta, salads, and various types of desserts and other menus. This is one of the strengths of the brand because it has an authentic pizza taste. In addition, the management also conducted a massive campaign through social media about the ongoing promo. In addition to issues related to the Covid-19 pandemic, this restaurant also has the power to maintain the value of visitor satisfaction because both of the restaurants themselves already have health protocol procedures that are carried out during operations. Marzano pizzeria has also obtained CHSE (Cleanliness, Health, Safety, and Environment Sustainability) certification in sustainability maintaining the positive value of the restaurant for visitors. **Weaknesses:** The weaknesses of the Pizza Marzano restaurant during the Covid-19 pandemic are restrictions on seat capacity for visitors and a decrease in the number of diners who eat at around 25% to 50% during the pandemic. The impact is the weakening of people's purchasing power and declining occupancy due to great fear caused by the Covid-19 pandemic.

**Opportunities:** During the Covid-19 pandemic, there are positive opportunities that can be used to attract diners' satisfaction with Marzano Pizza restaurants. Opportunities that can be done by restaurant management are, by showing store employees who have complied with health protocol procedures according to government directions, enforcing social distancing at every table for all customers, maintaining the cleanliness of the restaurant area, providing full service to customers, and having very affordable dine in and take away promos. Another opportunity that can be done is to take advantage of digital marketing. During the pandemic, people spend more time at home relying on information from the internet. The restaurant management team can create interesting content following ongoing trends on a regular basis around food promos to health procedures carried out. Then upload on various social media, such as TikTok, YouTube Reels, Instagram, and so on. Thus, customers can feel safe and satisfied because the restaurant management really does mitigating the impact of the pandemic.

**Threats:** From the various aspects of strengths, weaknesses, and opportunities above, restaurant management needs to know the threats that are likely

to occur if the management does not immediately prevent Covid-19. The biggest threats that can occur are, when there are no standard operating procedures properly, restaurants do not have promos that are attractive enough to attract visitors, and the economic crisis that affects people's purchasing power. This has a huge impact on the interest in the purchasing power of visitors and can cause huge losses to restaurants.

The strategies offered are as follows:

a. WO (Weakness & Opportunity): By showing store employees who have complied with health protocol procedures, enforcing social distancing at every dining table, maintaining the cleanliness of the restaurant area, providing full service to customers, and having very affordable dine in and take away promos, it can bring a positive image of the company because the company provides a good perception for visitor satisfaction.

b. SO (Strength & Opportunity): Utilizing digital platforms to help promotional activities and increase sales by providing attractive promos to attract the attention of returning visitors

c. WT (Weakness & Threats):

The management team of Pizza Marzano must know the insight into the movement of various digital platforms because sometimes changes in trends can occur that affect visitor attraction. Limited standard operating procedures, restaurants do not have attractive promos to attract visitors, and the economic crisis that affects people's purchasing power.

d. ST (Strength & Threats): Although the imposition of seat restrictions for visitors and resulting in a decrease in sales, it does not deny that Pizza Marzano restaurant has a big name and has CHSE (Cleanliness, Health, Safety, and Environment Sustainability) certification so that visitors do not need to worry too much about the issues that occur.

Marzano Pizza Restaurant is one of the restaurants that continues to operate but experienced a crisis during the Covid-19 pandemic. Here are some of the crisis stages that Pizza Marzano went through during the Covid-19 pandemic:

**Prodromal Crisis Stage:** This is the stage where there is a warning of the coming crisis, because it gives a red flag to the problem and must be addressed immediately. Before the arrival of Covid-19, the manager of the Pizza Marzano restaurant had not identified and could not predict the arrival of the outbreak.

Based on the informant's presentation, the crisis due to the Covid-19 pandemic became surprising due to the lack of preparation for restaurant management, resulting in a drastic decrease in occupancy so that there were fewer because many customers did not leave the house, causing fewer customers to come to dine in.

**Acute Crisis Stage:** This stage occurs when the Covid-19 virus enters the territory of Indonesia then followed by the issuance of government regulation Number 21 of 2020 concerning Large-Scale Social Restrictions (PSBB) in the Framework of

Accelerating the Handling of Corona Virus Disease 2019 (COVID-19) from April to June. From March to April, Pizza Marzano began to experience a visitor crisis and a drastic decrease in occupancy due to fewer visitors leaving the house. The existence of

This news related to PSBB, Lockdown, and PPKM makes visitors feel anxious and careful if they want to just buy a meal.

Based on the results of the interview that has been conducted, the manager explained that the restaurant and management felt they had to provide new policies in accordance with government policies in order to handle visitor satisfaction with the spread of the COVID-19 virus at the beginning of the pandemic. The visitors will be satisfied if the restaurant management can provide service that exceeds customer expectations. Customer loyalty is a customer's commitment to a store or supplier brand, based on a very positive attitude and reflected in consistent repeat purchases (Sangadji & Sopiah, 2013).

**Chronic Crisis Stage:** This stage occurs when the management of Pizza Marzano restaurant begins to take action steps to overcome the crisis caused by the Covid-19 pandemic. Of the many restaurants that closed due to the situation, Pizza Marzano chose to continue operating and carrying out activities while still complying with government procedures. The management has also taken various measures to maintain the level of satisfaction and trust of restaurant visitors during the Covid-19 pandemic.

The steps taken by the management of Pizza Marzano restaurant management in crisis situations and maintain the value of visitor satisfaction:

1. Running regulations in accordance with existing health protocols for operational use.
2. Enforce social distancing or maintain a distance of about 1 meter.
3. Imposing restrictions on visitors who come with a capacity of around 50%.
4. Marzano Pizza Restaurant applies take away services and food orders through an online application.
5. The management focuses services on the level of cleanliness during the COVID-19 pandemic.
6. Use personal protective equipment such as masks, faceshields, and gloves when working properly so that cross contamination does not occur into the product and so that customers feel safe and comfortable.
7. Providing information to visitors through social media on various platforms, that the management has carried out according to health procedures and protocols during operations.

By taking these steps, the management of Pizza Marzano restaurant not only gets profits, but gives the impression of good service so that customers feel satisfied, because in terms of employees, product quality and operational steps run as applicable regulations, namely by carrying out health protocols properly. In addition, Pizza Marzano restaurant is also trying to improve quality in terms of sanitation & hygiene.

**Crisis Resolution Stage:** This stage is the last stage where the crisis has begun to be controlled and gradually improved after various efforts to deal with the crisis. Based on a statement from the restaurant manager, Pizza Marzano restaurant began to experience an increase in occupancy after the Lockdown by 50% and after PPKM by 75%, which was around December 2021.

This situation cannot be said to be normal as before or still in the crisis stage because the Covid-19 virus is still endemic and the management cannot predict when the pandemic ends, so the management of Pizza Marzano restaurant will continue to maintain good performance by maintaining visitor satisfaction scores and following all health protocol directions as recommended by the Indonesian government until conditions return to normal again.

### **The Role of Public Relations in Mitigating the Visitor Satisfaction Crisis from Negative Impacts.**

A Public Relations can be a bridge for companies with the public in helping mitigate the negative impacts that occur due to the crisis of a management. The public relations strategy has a significant effect on the company's image as it can reduce the results of negative issues against the company and so on, while the case that occurred at the Pizza Marzano restaurant is related to the issue of the Covid-19 pandemic where this situation also has an impact on visitor satisfaction. Here are some strategies for the role of a Public Relations in mitigating the negative impact of the Covid-19 issue that has an impact on the management of Pizza Matzano restaurant:

- **Analyze the situation.**  
The first step taken by PR in designing strategies to mitigate negative impacts is to analyze the circumstances that trigger problems and issues that occur. This can involve the stakeholders involved as well as describe the results of the impact that occurred on the Marzano Pizza restaurant. The PR team can make periodic reports on the progress of the crisis that occurs even at the same time involve management through visits to the location of the incident. Then the PR team has the right to confirm or massive communication to the public.
- **Transparency and Open Communication.**  
Transparency is a state in which the company provides clear and accurate information ranging from what happens, company activities, goals, impacts that occur, to actions taken in overcoming adverse impacts that occur to the community or visitors to Pizza Marzano restaurant. In addition, deposit management must communicate openly to the public. With this, the management of Pizza Marzano restaurant can reduce speculation and negative rumors related to information to visitors.
- **Building Relationships with Media and Stakeholders.**  
This stage is an important element for the PR management of Pizza Marzano restaurant in establishing good and directed communication by disseminating clear and accurate information using social media by involving stakeholders, such as the government, the community or visitors, active and non-active organizations.

Utilizing social media can help companies that the information they explain is conveyed properly and correctly.

By building positive relationships, Pizza Marzano restaurants can build trust and gain support in dealing with negative issues.

- **Utilize social media.**

In today's digital era, social media is a communication channel that plays an active and very effective role for stakeholders. The use of social media can use various platforms such as Instagram, Youtube, Tiktok, and so on. Utilizing social media can be said to be effective if companies use it wisely. The management of Pizza Marzano restaurant can attract audiences to increase visitor confidence from the Covid-19 issue by providing information and clarifying in the form of media related to the measures that have been implemented to prevent the spread of Covid-19. In addition, Pizza Marzano restaurant will get feedback, build a positive image, and can strengthen the reputation of the brand.

- **Strategy Evaluation.**

Although Pizza Marzano restaurant is included in the brand that already has a name, the management must continue to monitor and evaluate the PR strategy used. The evaluation method can be done by collecting data through surveys from external customers, media analysis, management evaluation, and feedback from stakeholders. Conducting an evaluation is said to be important so that the management can measure that the PR strategy carried out is very effective and has been maximized, so that both the management of the Pizza Marzano restaurant itself can restore the company's image quickly and can maintain the trust and satisfaction of visitors.

## **CONCLUSION**

The impact that greatly affects the impact of the Covid-19 pandemic on Pizza Marzano is the reduction in sales or the lack of customers who come to dine in, due to the impact of the pandemic. This happens because many customers are still WFH (Work From Home) and do not dare to leave the house. In addition, there were also government regulations that implemented PSBB, PPKM, and Lockdown which made the management of Pizza Marzano restaurant have to try to quickly overcome the impact of the crisis.

The crisis situation made the management of Pizza Marzano restaurant unable to predict it and beyond the control of management (prodromal stage). So that the management must go through several stages of crisis such as acute, chronic, and relousi stages. After knowing the impact of the crisis, the management began to take actions to mitigate the adverse effects that occurred.

The author also explains the strengths, threats, weaknesses, and opportunities possessed by Pizza Marzano restaurant in the SWOT analysis method (Strenght, Weakness, Opportunity, and Threats). The strength of this restaurant lies in its branding and menu dishes that have a sense of authenticity of their own.

However, there is a weakness that is owned by the limited number of visitors who come, which makes sales figures decrease. The threat that occurs is something that must be watched out for the management if it does not immediately prevent Covid-19. Therefore, the parties

Management can take advantage of the opportunities it has to attract the attention of visitors back and can maintain visitor satisfaction in its services. Prevention that occurs by the management can be assisted by the PR (Public Relations) team so that the situation can run back to normal. The role of PR is very influential to mitigate negative impacts that occur or can even arise at unpredictable times. In addition, the PR team can work with several stakeholders to establish communication with internal and external parties to mitigate negative issues that befall Pizza Marzano restaurant.

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